



**Alberta
University
of the
Arts**

Board of Governors 2022-2023

Annual Report

Alberta University of the Arts rests on the traditional Treaty 7 territories of the Blackfoot people, and in the spirit of our efforts to promote reconciliation, we acknowledge the traditional territories and oral and visual practices of the Blackfoot Confederacy (Siksika, Piikani and Kainai), the Tsuut'ina (Sarcee), the Stoney Nakoda First Nations (Bears paw, Chiniki and Wesley), the Metis Nation (Region 3) and all those who make their homes in the Treaty 7 region of Southern Alberta.

Contents

Chair’s Message.....	2	Finance and Audit Committee.....	10
2020-2026 AUArts Strategic Plan:		Membership.....	10
Moving Toward 2026.....	4	Finance and Audit Committee Annual Highlights... 10	
Vision Statement.....	4	Governance and Human Resource Committee	11
Mission Statement.....	4	Membership.....	11
Values.....	4	Governance and Human Resources	
Board of Governors Mandate and Role.....	5	Committee Annual Highlights	11
2022-2025 AUArts Investment		Honorary Degree Committee.....	12
Management Agreement	5	Membership.....	12
Board of Governors Membership.....	6	Honorary Degrees Committee	
Board of Governors Annual Highlights.....	7	Annual Highlights	12
University Continuity.....	8	Board and Board Standing Committee	
Standing Committees.....	9	Meeting Schedule	13
Advancement Committee	9	Board Approved Motions.....	14
Membership.....	9		
Advancement Committee Annual Highlights.....	9		



Chair's Message

As we look back on 2022-2023, it was a banner year at Alberta University of the Arts, being our first full year back to in-person classes and studio practices, activities, open galleries and many exciting events.

We adopted some new best practices learned during the pandemic, such as the Board of Governors adopting Teams for online Committee Meetings to ensure attendance and good management of our Board Members' time. Although, in-person attendance at our Board of Governors meetings is strongly encouraged for good governance, as it further enhances rich collective interaction and participation in decision making. Online participation via Teams was and will be available to Board Members as an alternative, when necessary.

It was a year of challenges that was met under Dr. Daniel Doz's leadership and by the AUArts community in managing the final year of Alberta Government Grant Budget Reductions that totaled over 20% for the past four years by AUArts. Many difficult decisions were made so that we could preserve the institution's integrity and commitment to our students.

A 2022-2023 highlight for the Board was the on-going work on the Board approved 2020-2026 AUArts Strategic Plan, which outlines the direction and high-level priorities for the University. The Board continues to ensure its activities are aligned with the AUArts Strategic Plan, the Alberta government's Alberta 2030: Building Skills for Jobs Strategy, and the 2022-2023 Investment Management Agreement (IMA). In late spring the Board approved the 2023-2024 IMA agreement targets and thresholds/tolerance bands and authorized AUArts Management to make non-substantive changes to the IMA to present to Advanced Education which were approved for 2023-2024.

It is exciting that the AUArts Centennial Working Committees have started this past year and the Board very much looks forward to working closer in the planning of the 100th anniversary as we are less than three years away from the celebrations that will be held in 2026! The Centennial affords AUArts the amazing opportunity to celebrate its evolving rich academic history as a critical arts and culture entity in our city, our province, and our country, and to further celebrate our amazing students, alumni, faculty and staff for their outstanding contribution to the knowledge economy, the creative industries, and to arts and culture.

A major highlight was our convocation of the class of 2023 crossing the stage. Convocation was followed by the Grad Show, showcasing graduate selected "best works" which were curated in an amazing exhibition of their talent as artists, craftspersons and designers, and now proud alum. It was a joyous day to see fellow Board members, President's Cabinet members, faculty and students surrounded by proud parents, family and invited guests. The Board also bestowed two Honorary Master of Fine Art degrees on esteemed faculty alum, IAIN BAXTER and alum Tracy Boychuk who are both nationally and internationally acclaimed creatives.

This past year, Dr. Daniel Doz, President and CEO, and I were actively engaged with the Advanced Education's Ministry; Deputy Minister Lora Pillipow and Minister Demetrios Nicolaides, who we would like to recognize for their contribution to Advanced Education as they both have moved on to new ministries. We look forward to working with our new Minister of Advanced Education, the Honourable Rajan Sawhney. A Campus Alberta Reception meet and greet was held on July 20, 2023 in Calgary and we look forward to hosting Minister Sawhney and her staff for a tour and visit at AUArts in Fall 2023.

I would like to thank the President's Cabinet, under Dr. Daniel Doz's leadership for the excellent work being done on new initiatives of note such as the new Creative Industries Innovation Centre proposal, the Curriculum Review, the Refined and Interactive Budget Process, Graduate Student Recruitment, and our increased enrolment and recruitment to name a few. The Board was most pleased to be able to continue to strengthen our support and commitment to our students and the AUArts community, through the approval of \$450,000 in new endowments to the Lodgepole Center, the MFA Scholarships and Awards, a new Visiting Artist Endowment, and new International Student Entrance Scholarships. Our endowment is now in excess of \$10 million, which is one of the largest per-ratios in Campus Alberta.

I would like to thank all our Committee members and our Committee Chairs: Patti Dibski, Advancement Committee; Stewart Hanlon, Finance and Audit Committee; Chi Ilyandule, HR and Governance Committee; and Dr. Daniel Doz, Honorary Degrees Committee for their stellar commitment and completing the scope of work done in fundraising, finance audit, policy revisions and Honorary MFAs awarded. Excellent work by all!

The Board has had membership transition and renewal during 2022-2023. We said farewell with much gratitude to Ashif Merani, Jolie Bird and Portia Scabar for their service and dedication to the university. We also welcomed new Board member Evan Legate in March 2023. We were pleased that Sheila Taylor was re-appointed to a second term on the Board as was Stewart Hanlon. Due to business and travel commitments, Stewart regrettably has submitted his resignation. He was a wise and steady Finance and Audit Chair that will be missed, and we wish him much success in his new ventures. At the Board of Governors' September retreat, the Board will have the opportunity to meet and welcome Cassandra Paul the new non-academic staff member and AUArts Students' Association new Board Member Quynn Covey joining Morgan Calenso, who will be returning for a second term.

I want to sincerely thank our University Secretary, Andrea Power, who retired this past June, for her outstanding organizational skills and support to the Board of Governors over the past four years. As our inaugural University Secretary, Andrea worked collaboratively and effectively with myself as Chair, the Committee Chairs, and all the members of the Board. In addition to participating in President Doz's Cabinet, she supported the General Faculties Council and acted as AUArts' FOIP Coordinator. Before leaving Andrea even worked ahead and did the production content for our third Board of Governor's Annual Report and finalized our September Board retreat arrangements. We wish her all the very best in retirement!

Congratulations and welcome to our new University Secretary Cherie Tutt, who started July 17, 2023. Cherie comes to us from the University of Calgary with excellent governance and organizational skills and we all look forward to working with her in her new role.

Looking back as I enter my final period as Chair after having served almost 10 years, I would like to thank all Board Members – past and present – for their time, dedication and the expertise they have brought to the Board of Governors first as ACAD, and then as we transitioned into a university as AUArts. It has been a true honour to serve and work with all of you.

One major event the Board of Governors is looking forward to with great anticipation this Fall is our annual Board of Governors reception and dinner on Friday, September 22 at Deane House, and the Board of Governors retreat at CSpace on Saturday, September 23. We start with the Board and Cabinet in the morning, then with the General Faculties Council joining for lunch and a joint roundtable discussion focussed on the Equity, Diversity, Inclusion and Accessibility (EDIA) Action Plan in the afternoon.

I am delighted and excited to continue to work with all Board Members, in person, at the September Board Retreat, at the Board of Governors meetings and online for committee meetings for the rest of 2023–Spring 2024. As in the past, I strongly encourage all of you to be as engaged as you can in participating in as many events on campus as you can – it will be most rewarding to you and to our students, faculty, and staff.

As always, I can be reached by email carol.ryder@auarts.ca for any questions, concerns or discussion.



M. Carol Ryder
Chair
Board of Governors

2020-2026 AUArts Strategic Plan: Moving Toward 2026

The [Strategic Plan for the Future: 2020 - 2026](#), approved by the Board in December 2019, outlines the direction and high-level priorities of AUArts over the period 2020 to 2026.

The Strategic Plan for the Future: 2020 - 2026, approved by the Board in December 2019, outlines the direction and high-level priorities of AUArts over the period 2020 to 2026.

It also provides direction for unit planning that will translate these directions into specific initiatives throughout the University. The Strategic Plan aligns with the government's Alberta 2030 plan.

The Board's role in strategic planning entails identifying priorities, establishing goals and objectives, finding resources and allocating funds to support the decisions that need to be made around strategic planning. The Board is also responsible for monitoring the execution of the Strategic Plan. The AUArts Board of Governors is continuously informed of the action plan and initiatives for the Strategic Plan as the President's Cabinet reports link directly to the Plan and there is a fulsome debrief and discussion at the annual retreat.

Vision Statement

To change the world through art, craft and design while enriching creative communities and economies.

Mission Statement

Alberta University of the Arts is a diverse and inclusive community committed to leading education and research in creative practices.

Values

At AUArts, we are a diverse community of critical thinkers driven by curiosity and inspired by imagination. We create, make, shape, explore and help emerging artists, craftspeople and designers find a career path while finding themselves.

Together, our students, alumni, faculty, staff, and our many collaborators transform perspectives, spark discussion, and ignite change. We use visual art, craft and design as powerful vehicles to change the world.

And that is our real masterpiece, the work we are most **P.R.O.U.D.** of.

Passion: We are curious and thoughtful risk-takers; we celebrate our creative process.

Respect: We build relationships based on trust and accountability; we are connected to one another's success and wellness.

Openness: We embrace diversity and inclusivity in culture, identity and perspective; we are transparent, confident, approachable and welcoming.

Unique: We pursue excellence in our studio-based practices, and in our support for our learners, faculty, staff, and external partners.

Daring: We are courageous and deeply committed to experimentation, free enquiry, and research.

Board of Governors Mandate and Role

Alberta University of the Arts (AUArts) Board of Governors oversees the management and operation of the university's business and affairs within the prescribed mandate of the institution. The Alberta University of the Arts (AUArts) Mandate Statement has been developed in consultation with Alberta's Ministry of Advanced Education pursuant to Section 103 of the Post-Secondary Learning Act (PSLA).

The Board's powers and duties, as articulated in the PSLA, are mainly discharged through delegation to and oversight of the President and CEO as provided for in the Delegation of Authority Policy. The President and CEO sub delegates some of these responsibilities to the President's Cabinet while still retaining accountability to the Board for the overall administration of the institution.

2022-2025 AUArts Investment Management Agreement

The AUArts 2022-2025 Investment Management Agreement (IMA) with the Board of Governors of Alberta University of the Arts describes the investment framework related to the

Base Operating Grant (BOG). The purpose of the investment framework is to identify, and incentivize, measurable progress towards the vision and goals contained in Alberta 2030:

Building Skills for Jobs. This IMA also contains the University's Mandate as required under section 78 of the Post-Secondary Learning Act. The IMA is effective from April 1, 2022 to March 31, 2025.

Funding Metrics

1. Work Integrated Learning (WIL) by School Year: Proportion of approved programs that offer WIL opportunities to students.
2. Total Domestic Enrolment by School Year: Total Domestic Full-time Learning Equivalents (FLE) enrolled in approved programs as reported.
3. Graduate Outcomes by Survey Year: Proportion of recent graduates in employment two years after graduation whose current main job is very or somewhat related to the general skills and abilities acquired during their program.

Transparency Metric 1

International Student Enrolment by School Year: Total International FLE count as reported.

Board of Governors Membership

M. Carol Ryder, Chair

Patti Dibski, Vice Chair of the Board, Chair, Advancement Committee and Public Member

Stewart Hanlon, Chair, Finance and Audit Committee and Public Member

Chi Iliya-Ndule, Chair, Governance and Human Resource Committee and Public Member

Dr. Daniel Doz, President and CEO

Sara Anhorn, Public Member

Jolie Bird, AUPE Representative

Morgan Calenso, Students' Association Representative

Chris Cran, Public Member

John Gaucher, GFC Representative

Tom Graham, Public Member

Evan Legate, Public Member (from March 29, 2023)

Ashif Merani, Public Member (until December 24, 2022)

Portia Scabar, Students' Association Representative (until May 10, 2023)

Adrian Stimson, Public Member

Sheila Taylor, Public Member

Justin Waddell, ACADFA representative

Andrea Power, Secretary to the Board of Governors



Alberta University of the Arts Board of Governors 2022-2023

Back Row (L-R): Andrea Power, Tom Graham, Chris Cran, John Gaucher

Middle Row (L-R): Sheila Taylor, Sara Anhorn, Morgan Calenso, Jolie Bird

Front Row (L-R): Ashif Merani, Carol Ryder, Dr. Daniel Doz, Portia Scabar, Justin Waddell

Absent: Patti Dibski, Stewart Hanlon, Chi Iliya-Ndule, Adrian Stimson.

Board of Governors Annual Highlights

The Board met five times in 2022-2023 and held one Board retreat.

The Board year started with the annual retreat where a reception and dinner were held on September 23, 2022. It was a wonderful opportunity for the Board and President's Cabinet members to finally meet in person after the pandemic forced all meetings and interactions to be held online.

The full day retreat on September 24, 2022 focused on:

- The Chair reflecting on the previous year and outlining key activities for the year ahead. The [2021-2022 Board of Governors Annual Report](#), committee work plans, Alberta Advanced Education 2030 Plan and the 2022 Investment Management Agreement and Budget.
- The President and CEO focused on the year ahead and introduced the plans for the 2026 AUArts Centennial Anniversary. The Academic Leadership Restructure was finalized in early Fall 2022 and members were introduced to the Board.
- General Faculties Council members joined the retreat for lunch and the afternoon sessions for a fulsome discussion of the Strategic Plan and Indigenous Reconciliation.

Key highlights for the year included:

- Managing the final year of the Alberta government operating budget reductions, where over 20% of the operating budget was reduced over the past four (4) years.
- The Board approved a 5.3% increase in undergraduate tuition (domestic and international) and an increase in graduate tuition by 0.2% domestic and 0.1% international.
- The [2021-2022 Annual Report](#) was approved in December 2022.
- The Board was updated on the EDIA Study, and informed that a Special Advisor to the President on EDIA had been hired to develop an EDIA Action Plan for AUArts.
- Throughout the year, the Board was updated on the development of the Indigenous Strategy, which has been jointly developed with the Elder Council.
- Throughout the year the Board reviewed and then approved key policy/terms of reference documents related to the role of the President:
 - Annual Review of the President Procedure
 - President Search and Review Policy
 - Presidential Search Procedures
 - Presidential Search Terms of Reference
 - Presidential Reappointment Procedures
 - Presidential Reappointment Terms of Reference
- Advanced Education wrote to each Board Chair with a mandate to review their Gender-based and Sexual Violence Policy and Procedures. The Board Chair reported to the Board that the work on the revisions and a new website were completed in December 2022.

- The May 24, 2023 Board meeting focused on the new Creative Industries Innovation Centre proposal which addresses the University's need for revenue diversification and contributes to the University's progress against the provincial goals for post-secondary by introducing a wide range of non-degree professional credentials. In addition, the Board approved the 2023-2024 Operating Budget & IMA, and an additional \$450,000 allocation of internally restricted funds for the endowment which included:
 - Top-ups of \$25,000 for the Lodgepole Centre Support endowment (now \$206,000) and \$25,000 for the MFA Scholarships and Awards endowment (now \$317,000).
 - Two new endowments of \$100,000 for a Visiting Artist Endowment and \$300,000 for International Student Entrance Scholarships.
- It is always a highlight for the Board to approve Honorary Degree nominations and this was completed in December 2022. In May 2023 there were two recipients, faculty alum Iain Baxter & alum Tracy Boychuk. On May 24, 2023 the Board hosted a luncheon to celebrate the two recipients and the 13 student Board of Governors' award winners and then, on May 25, 2023, participated in the AUArts convocation.

University Continuity

The 2022-2023 Board year saw the reinstatement of in-person Board meetings. An upgrade in the Boardroom allowed Board members, who were unable to participate in a Board meeting in-person, to attend online with audio and video, eliminating telephone participation. All Board standing committee meetings remained online.

Standing Committees

Advancement Committee

The purpose of the Advancement Committee is to advise the Board on relationships with community, external and government, and fund development. The committee provides strategic counsel and input to administration and recommends major programming or activity to the Board.

[Advancement Committee Terms of Reference](#)

MEMBERSHIP

Patti Dibski, Chair, Advancement Committee and Public Member

Sheila Taylor, Public Member

Sara Anhorn, Public Member

John Gaucher, GFC Representative

Justin Waddell, ACADFA representative

Portia Scabar, Students' Association Representative (until May 10, 2023)

Morgan Calenso, Students' Association Representative

Carol Ryder, Ex-Officio and non-voting

Dr. Daniel Doz, Ex-Officio and non-voting

Advancement Committee Annual Highlights

The Committee met three times in the year and focused its work on:

- An overview of fundraising at AUArts, recognizing fund development is in an early development stage. There is a vision to change this going forward, especially against the backdrop of the Centennial and the second round of the Boost-A-Student campaign which met the goal of \$100,000. 100% of Boost-A-Student funds raised will be disbursed to students in need. The committee noted there needs to be a philanthropic culture developed at the University as this will be critical for success.
- A review of communication and marketing data where there has been a deliberate effort to focus on digital data.
- Centennial activities were discussed noting that AUArts is in the early stages of planning for the 2026 Centennial. Members were asked to approach former Board members, colleagues, or alumni who may have a connection to the University that would be interested in sharing ideas. Friend-raising was key at this point in the planning.
- The committee was unable to achieve quorum at two of the three meetings and focused on discussion items for the two meetings that did not achieve quorum.

Finance and Audit Committee

The purpose of the Finance and Audit Committee is to assist the Board in fulfilling its obligations and oversight responsibilities relating to financial planning, the audit process, financial reporting, the system of corporate controls and risk management, and when required, to make recommendations to the Board for approval.

Finance and Audit Committee Terms of Reference

MEMBERSHIP

Stewart Hanlon, Chair

Adrian Stimson, Member

Sheila Taylor, Member

Chris Cran, Public Member

Tom Graham, Public Member

Carol Ryder, Ex-Officio and non-voting

Dr. Daniel Doz, Ex-Officio and non-voting

Finance and Audit Committee Annual Highlights

The Committee met five times in the year and met with the Auditor in October 2022 to review the 2021-2022 Audited Financial Statements and the Exit Report. The outstanding audit recommendation continues to be a work in progress. The internal control framework for the plan has been developed and will be completed within one year. The Auditors met again with the committee in April 2023 to discuss the 2022-2023 Audit Plan.

Mawer Investment Management Ltd presented reports and their annual presentation with a detailed overview of the investment portfolio, which has performed well overall.

The [2021 - 2022 Annual Report](#) was thoroughly reviewed and recommended to the Board for approval.

The 2022 - 2023 AUArts Tuition and Fees Proposal was recommended to the Board in February 2023 and in April 2023 the committee recommended, to the Board, that \$450,000 be contributed to the endowment (AUArts' endowment as of March 31, 2023: \$9.9 million) with the following:

- Top-Ups: \$25,000 – Lodgepole Center Support endowment (now \$206,000) and \$25,000 – MFA Scholarships and Awards endowment (now \$317,000)
- Two new endowments: \$100,000 – Visiting Artist Endowment and \$300,000 – International Student Entrance Scholarships

In May 2023, the committee recommended the 2023-2024 Investment Management Agreement and operating budget to the Board for approval.

The committee receives reports at each meeting for quarterly budget to actuals, Senior Executive Expense Transparency, and Investment and Cash Management. Annually, the committee receives reports for Enterprise Risk Management and Legislative Compliance.

Governance and Human Resource Committee

The purpose of the Governance and Human Resource Committee is to ensure the Board has an effective human resources and governance framework, and the Board is effective in carrying out its responsibilities.

Governance/HR Terms of Reference

MEMBERSHIP

Chi Iliya-Ndule, Chair

Evan Legate, Public Member (from March 29, 2023)

Sara Anhorn, Member (from April 2022)

Ashif Merani, Member (until December 24, 2022)

Stewart Hanlon, Member

Patti Dibski, Member

Carol Ryder, Ex-Officio and non-voting

Dr. Daniel Doz, Ex-Officio and non-voting

Governance and Human Resources Committee Annual Highlights

The Committee met five times and focused discussions on:

- Board and committee feedback: the committee changed the approach to Board feedback, and rather than receiving feedback at the end of the year, it changed to member feedback after each Board meeting. The new feedback form had four questions. The new approach received good participation and the responses were thoughtful. The committee made a few changes throughout the year based on the feedback.
- 2022 Board of Governors Retreat Debrief and 2023 Board Retreat Planning.
- Board Policy/Terms of Reference Work:
 - The Committee created the Presidential Performance Review Policy Working Group, and the members were Chi Iliya-Ndule, Sara Anhorn, Andrea Power, Patti Dibski, and Carol Ryder which recommended to the Board approval of the following:
 - New Presidential Search and Review Policy
 - New Search, Selection and Appointment of a New President Procedure
 - New Presidential Reappointment Procedure
 - New Presidential Search Committee Terms of Reference
 - New Presidential Reappointment Committee Terms of Reference
 - Board of Governors Expenses Policy
 - Freedom of Expression Policy
 - Revised Code of Conduct Policy
 - Revised Policy Development Policy
 - Reviewed of the AUArts Gender-based and Sexual Violence Policy and Procedure
- Reviewed Board Member Terms and Appointments: The Board Chair term (after 10 years) will conclude in February 2024. The committee had preliminary discussion and planning for the new Chair.

Honorary Degree Committee

The mandate of the Board of Governors Honorary Degrees Committee is to oversee the nomination of candidates for honorary degrees and to advise the Board of Governors on the awarding and revocation of honorary degrees.

Honorary Degree Committee Terms of Reference

MEMBERSHIP

VOTING MEMBERS:

Dr. Daniel Doz, Chair

Patti Dibski, Chair, Board of Governors Advancement Committee

Dr. Janis Goldie, Dean, Academic Programs

Jamie Leong-Huxley, Vice President, Advancement

Portia Scabar, President, Student Association or Designate (until May 10, 2023)

Adrian Stimson, External Board Member

NON-VOTING MEMBER:

Andrea Power, Secretary to the Board of Governors

Honorary Degrees Committee Annual Highlights

The Committee met twice in 2022-2023 and confirmed the new Honorary Degree Ranking/Score Form and the process to recruit new honorary degree nominations. The committee presented a slate of nominations to the Board for approval at the December in-camera meeting. In 2023 two honorary degree recipients – IAIN BAXTER and Tracy Boychuk – received an Honorary MFA.

Board and Board Standing Committee Meeting Schedule

Meeting Schedule	
Board Retreat	September 24, 2022
Honorary Degree Committee - Meeting #1	September 28, 2022
Governance & HR Committee - Meeting #1	October 4, 2022
Finance and Audit Committee - Meeting #1	October 25, 2022
BOARD OF GOVERNORS - Meeting #1	November 1, 2022
Honorary Degree Committee - Meeting #2	November 23, 2022
Governance & HR Committee - Meeting #2	November 29, 2022
Advancement Committee - Meeting #1	December 1, 2022
Finance and Audit Committee - Meeting #2	December 6, 2022
BOARD OF GOVERNORS - Meeting #2	December 13, 2022
Governance & HR Committee - Meeting #3	January 31, 2023
Advancement Committee - Meeting #2	February 2, 2023
Finance and Audit Committee - Meeting #3	February 8, 2023
BOARD OF GOVERNORS - Meeting #3	February 28, 2023
Governance & HR Committee - Meeting #4	April 4, 2023
Advancement Committee - Meeting #3	April 6, 2023
Finance and Audit Committee - Meeting #4	October 2, 2023
BOARD OF GOVERNORS - Meeting #4	April 25, 2023
Governance & HR Committee - Meeting #5	May 9, 2023
Finance and Audit Committee - Meeting #5	May 16, 2023
BOARD OF GOVERNORS - Meeting #5	May 24, 2023

Board Approved Motions

- That the Board of Governors approve the Alberta University of the Arts audited financial statements for the year ended June 30, 2022, as presented.
- That the Board of Governors approve the 2021-2022 annual report, as presented.
- That the Board of Governors approve the revised annual review of the president procedure, as presented.
- That the Board of Governors approve the 2023-2024 Board of Governors meeting schedule, as presented.
- That the Board of Governors approve the following policy documents, effective immediately and as presented:
 - New president search and review policy
 - New search, selection, and appointment of a president procedure
 - New presidential reappointment procedure
 - New presidential reappointment committee terms of reference
 - New presidential search committee terms of reference
- That the Board of Governors approve the draft Board of Governors' expenses policy, draft freedom of expression policy, and the draft code of conduct policy effective immediately and as presented.
- That the Board of Governors approve the operating budget for the fiscal year ending June 30, 2024, as presented.
- That the Board of Governors approve the Investment Management Agreement (IMA) targets and thresholds in the form provided and authorize management to make non-substantive changes to the IMA prior to its presentation to Advanced Education.
- That the Board of Governors approve contributions to endowments, as presented.
- That the Board of Governors approve the draft policy development policy, as presented, effective immediately.

Negative Space



Alberta University of the Arts

1407 14 Avenue NW, Calgary, Alberta, Canada T2N 4R3 AUArts.ca

[f](#) [t](#) [@](#) [in](#) @AlbertaUArts

Alberta
University
of the
Arts