

The Honorable Demetrios Nicolaidis, M.L.A.
Minister of Advanced Education
403 Legislature Building
10800 97 Avenue
Edmonton, AB T5K 2B6

June 27, 2019

Re: AUArts Comprehensive Institutional Plan

Dear Minister Nicolaidis:

On June 19, 2019, the Board of Governors of the Alberta University of the Arts (AUArts) approved the enclosed 2019-2022 Comprehensive Institutional Plan (CIP). The plan and its attached budget were prepared in good faith based on directions and assumptions on grants and tuition fees known to us at the time, as we have yet to receive our grant letter.

AUArts continues to work diligently toward bringing a balanced budget forward each year. We are experiencing very healthy and stable enrolments and continue to make our province a leader in art and culture.

We deeply believe that AUArts uniquely supports the economy in Alberta through our development of future artists, innovators, and entrepreneurs and contributions to the creative sector. As a university, AUArts is looking forward to supporting economic diversification through attracting increased creative research and development opportunities to the province and expanding the creative industries sector.

AUArts is immensely grateful for the Government of Alberta's continued investment in our students and recognition of our transition to university status through the increase to ACAD's base Campus Alberta grant. This increase allows AUArts to work positively towards the long-term sustainability of our institution, which, in turn, enables AUArts to continue directly aligning our goals with Alberta Advanced Education's Adult Learning System Principles and furthering our commitment and support to our Students.

On behalf of the AUArts Board of Governors and Dr. Daniel Doz, our President and CEO, we look forward to continuing to work collaboratively with you in providing high-quality, affordable post-secondary education in the arts and creative industries for the benefit of our students and all Albertans

Sincerely,

Original signed by the Board Chair

M. Carol Ryder
Chair, Board of Governors

Alberta University of the Arts
2019-22 Comprehensive Institutional Plan

Contents

Executive Summary	2
Mandate Statement	2
Vision Statement	3
Mission Statement	3
Accountability Statement	3
Goals, Priority Initiatives and Expected Outcomes	4
Accessibility	4
Affordability	6
Quality	7
Accountability	9
Coordination	10
Appendix A: Financial and Budget Information	12
Budget Assumptions	14
Statements of Expected Revenues and Expenses	18
Appendix B: Enrolment Plan and Proposed Programming Changes	20
Programming Changes	20
Appendix C: Research, Applied Research and Scholarly Activities	21
Appendix D: Underrepresented Learners	23
Appendix E: Community Initiatives and Regional Stewardship	25
ArtStream Certificate Program	25
Transfer Articulation	25
Career Support	26
High School Outreach	26
Enhancing Regional Access	26
Appendix F: Government Priorities	27
Sexual Violence Prevention	27
Student Mental Health	27
Appendix G: Internationalization	28
Appendix H: Capital Plan	30
Appendix I: Information Technology	32

Executive Summary

Alberta University of the Arts is proud to present its 2019-22 Comprehensive Institutional Plan.

Updated from its 2018 submission, and reflecting its new university status, the Comprehensive Institutional Plan for AUArts remains stable, with steady progress being marked on several of its goals. These goals remain steadfastly aligned to the Government of Alberta Advanced Education priorities of Accessibility, Quality, Affordability, Coordination and Accountability. More specifically, they remain focused on initiatives that directly impact students, with particular emphasis being given to institutional planning, research development, responsible resource stewardship, curriculum development, and career support.

We know the government wants to recognize all of its students as being entitled to resources that are fairly and equitably distributed across the entire Alberta education system. However, this updated plan continues to be shaped by inequitable provincial funding which sees highly variable base operating grant funding from institution to institution, making long-term sustainability an ongoing challenge at AUArts. The current funding formula sees other institutions posting surpluses equivalent to multiples of the entirety of the AUArts budget.

Careful capital and IT planning is reflected in the appendices. That said, equitable funding in the Alberta post-secondary system would ensure AUArts can address necessary and significant upgrades to facilities and equipment that have been nearly untouched in half a century. More simply, it would ensure the Ministry is properly serving all Alberta students, and it would mean that in those times when budgets are cut equally across the system, those cuts are being applied across a comparably level funding disbursement. In 2018-19, the institution did receive one-time funding to bring its fire safety system to basic code-compliance and to renovate the roof of the building, but AUArts students are also entitled to facilities and equipment on par with the rest of Alberta's universities.

With respect to student support, this CIP reflects AUArts' commitment to improving support and inclusion of Indigenous students. AUArts is particularly attentive, in its student services, to the fact that it has a higher proportion of female and LGBTQ2+ students, as well as students with declared disabilities, than other Alberta institutions. This CIP is consistent with its ongoing dedication to serving its student population with these differentiators in mind.

In making progress on its realistic goals, AUArts continues to serve students and the community. We look forward to continuing to work with the Government of Alberta to ensure the ongoing delivery of quality, accessible, and affordable university programming that contributes to the provincial intellectual, cultural, and economic diversity. In doing so, together we will continue to graduate students who might not otherwise have had access to post-secondary education, who will contribute to and innovate in the Alberta economy, who will prove resilient and adaptable to change, and who will experience a higher quality of life overall as a result.

Mandate Statement

Alberta University of the Arts, located in Calgary, Alberta, Canada, is a public, board governed university operating as an undergraduate university under the authority of the Post-Secondary Learning Act of Alberta. As the only post-secondary institution in Alberta and the prairies devoted exclusively to advanced education, practice and research in visual arts, craft, design and culture and associated and emergent fields, Alberta University of the Arts offers four-year

undergraduate degrees, diplomas, certificates, and graduate degrees, preparing learners for careers in visual culture and design and content creation. AUArts is a centre of excellence in education and research for fine arts, crafts, design, media arts and digital technologies and related liberal studies. It deeply believes and supports life-long learning through its credit and non-credit continuing education programming. The University is committed to the principles outlined in the framework of Campus Alberta which calls for an approach to advanced learning in Alberta that is responsive, innovative, high-quality, accessible and focused on meeting the needs of the learner. Acting as a local, provincial, national and international visual cultural resource and through research, the University is a producer of original knowledge leading to cultural development. Its public activities are designed to enhance the general awareness of the University and advance knowledge and understanding of the importance of visual culture and design to the economic, cultural, and social life of the communities and society it serves¹.

Vision Statement

To transform art and design education that transcends traditional boundaries and influences culture in Alberta and beyond.

Mission Statement

Cultivating a community of imaginative, critical creators who enrich our understanding of ourselves and the world around us.

Alberta University of the Arts has a long history of innovation and change. Originally part of the Provincial Institute of Technology and Arts, Alberta University of the Arts was designated by the Government of Alberta as an entirely autonomous and free-standing public art and design college within the Campus Alberta system in 1985. As a publicly funded post-secondary institution, AUArts operates under the Alberta Post-Secondary Learning Act (2004) and is in the Undergraduate Universities or Polytechnic Institutions sector, and its government-approved mandate determines the scope of its activities.

Accountability Statement

This Comprehensive Institutional Plan was prepared under the Board's direction in accordance with legislation and associated ministerial guidelines, and in consideration of all policy decisions and material, economic, or fiscal implications of which the Board is aware.

Original signed by the Board Chair

M. Carol Ryder

Chair, Alberta University of the Arts

Board of Governors

¹ Approved by the Minister of Advanced Education, 2014

Goals, Priority Initiatives and Expected Outcomes

Accessibility				
<p>Alberta University of the Arts is proud of its role as an accessible university that provides a positive fit for learners in search of a smaller institution that offers a more personal experience. AUArts is improving support for its diverse student body, through the deployment of integrated planning that develops, synthesizes, and implements a series of plans for the support of all its learners including, especially, Indigenous students and students of diverse genders and sexualities. Together, these several initiatives will positively impact student attrition by working to make AUArts a safer, responsible, welcoming, and supportive creative university community.</p>				
Goals	Priority Initiatives	Expected Outcomes	Performance Measures	
1. Accessibility		1.1 AUArts diversity is meaningfully reflected in curriculum and the institutional culture 1.2 Students have flexible access to institutional facilities, resources and classes 1.3 The AUArts campus is safe, welcoming and vibrant, supporting high quality teaching, learning and research		
	1.1 Undergraduate Curriculum Revision		1.1.1 Decrease first year student attrition 1.1.2 Curriculum revision and facility adaptation for increased flexibility in course timetabling	
	1.2 Sexual Violence Prevention		1.2.1 Sexuality and gender awareness and sexual violence awareness training is held regularly 1.2.2 Sexual violence prevention programming is delegated to Student Affairs 1.2.3 Sexual violence prevention policy and procedure implemented	
		1.3 Student, Faculty and Staff Wellness		1.3.1 Campus Mental Health Strategy phase one developed and implemented (funding from Post-Secondary Student Mental Health Grant) 1.3.2 Develop and implement procedure responding to cannabis legalization 1.3.3 Committee structure revised to balance service workload demands with labour resources

Accessibility

		1.3.4 Campus Mental Health Strategy phase two developed and implemented - NEW
	1.4 Indigenous Strategy	1.4.1 Strike an Indigenous Education Council in consultation with AUArts Elders Council
		1.4.2 Build Indigenous curriculum into first year studies
		1.4.3 Indigenous Strategy approved and programs implemented
		1.4.4 Critical and Creative Studies Minor with Indigenous focus approved by Academic Council
	1.5 Continuing Education non-degree credit programming	1.5.1 Certificate programs such as Art, Design and Business; Digital Media and Content Marketing launched
	1.6 Graduate Studies Curriculum Revision	1.6.1 Reexamine program name, duration and disciplinary scope
		1.6.2 Restructure number of courses and electives
		1.6.3 Renegotiate supervisory compensation
		1.6.4 MFA in Craft Media program revisions approved
	1.7 Instructional Support and Student Access	1.7.1 Establish consistent and optimal studio access support
		1.7.2 Enhanced Thing Tank (Appendix F) Equipped and Operational
		1.7.3 Classroom renovation to suit post-1970 technological demands

Affordability

Alberta University of the Arts undergraduate tuition is low in the Alberta PSE system. Nevertheless, studio-based instruction is costly, given the need for smaller, frequently capital-intensive classes. Notwithstanding the possible introduction of equitable funding for Albertan students through a review of PSE sector operating grants allocations, maintaining the quality of instruction without impacting affordability for students is a challenge. AUArts is focusing its attention on indirect impacts on the affordability of a post-secondary education, such as rates of completion, fundraising that enhances curriculum, sustainable stewardship of scholarships, and greater emphasis on professionalization in curriculum. These initiatives will lower financial barriers for students by finding ways to optimize financial supports, to provide equipment secured through fundraising efforts, and to ensure timely completion with business skills appropriate to the art, craft, and design professional.

Goals	Priority Initiatives	Expected Outcomes	Performance Measures
2. Affordability		2.1 AUArts balances affordable access with quality within the framework of studio-based instruction	
		2.2 Student academic experience drives budget allocation and fundraising	
	2.1 Program Completion Rates		2.1.1 Analysis of delayed time-to-completion factors completed
			2.1.2 Remediation plan approved and implemented
	2.2 Fundraising		2.2.1 Fundraising projects aligned with research and curricular initiatives in relation to long-term School and Research plans
	2.3 Scholarships and Awards		2.3.1 Scholarship and bursary offerings aligned with resources and strategic enrollment planning
	2.4 Tuition Review		2.4.1 Plan for future tuition requirements, within Government of Alberta parameters, approved
2.5 Financial Literacy		2.5.1 Business and entrepreneurship curriculum further developed, approved and offered in credit and continuing education programming	
2.6 Graduate Student support		2.6.1 Sustainable plan for financial support for graduate students established as part of graduate studies strategic plan	

Quality

The quality of Alberta University of the Arts' curriculum and creative research output is central to its mission, and contributes directly to the diversification and resilience of Alberta's economy. There is no denying that a quality studio art, craft, and design education is resource-intensive given its need for smaller class sizes. In order to meet this challenge, AUArts is refining its maturing graduate curriculum and revising its undergraduate curriculum so that AUArts can offer quality outcomes with greater efficiency. Both fiscal realities and trends in student interest and practice call for the creation of a common first year, as well as a rethinking of how fourth-year curriculum is offered. This curricular revision will in turn, shape future faculty research directions and hiring. Other major AUArts undertakings with respect to quality will be the better integration of the Illingworth Kerr Gallery and Luke Lindoe Library, making these resources more accessible to, and better targeted toward, teaching and research priorities.

Goals	Priority Initiatives	Expected Outcomes	Performance Measures
3. Quality		3.1 AUArts supports and makes possible research and creative activity in support of excellence and teaching quality in fine arts, crafts and design 3.2 AUArts provides leadership for the diversification of the provincial cultural and creative economy 3.3 AUArts graduates creative, independent, critical and innovative individuals, skilled in specific professional practices	
	3.1 Undergraduate Curriculum Revision		3.1.1 Revised first year studies curriculum approved 3.1.2 Revised fourth year studies curriculum approved, balancing disciplinary specificity with cross-disciplinary learning in a manner that responds to budgetary imperatives 3.1.3 Thematic minors and honours designation approved
	3.2 Pedagogical Enhancement		3.2.1 Luke Lindoe Library strategic plan developed, centralizing its role in teaching and learning support 3.2.2 Pedagogy enhancement plan developed and approved
	3.3 Academic Workforce Management and Planning		3.3.1 Five year hiring plan approved
	3.4 Illingworth Kerr Gallery Strategic Plan		3.4.1 IKG strategic plan approved and implemented, recalibrating inward- and

Quality

			outward-facing orientation and facilitating improved research and curriculum integration and support
	3.5 Research and Creative Activity Strategic Plan		3.5.1 Research and Creative Activity administration procedure approved and implemented
			3.5.2 Framework aligning institutional goals and industry partnerships approved
			3.5.2 Research and Creative Activity Strategic Plan approved
			3.5.3 Online repository developed for research papers under review and in publication
			3.5.4 Tri-Council funding received
	3.6 Continuing Education Strategic Plan		3.6.1 Continuing Education first non-degree credential piloted
	3.7 Accreditation and Quality Assessment		3.7.1 Revision of MFA program consistent with the standards of the National Association of Schools of Art and Design submitted to Campus Alberta Quality Council

Accountability

Alberta University of the Arts recognizes the commitment the Government of Alberta has made to its success by virtue of being granted university status, and recognizes the premium placed on institutional accountability in the wake of this show of confidence. To that end, AUArts is committed to operating within its means, to implementing a structural of bicameral governance appropriate to both its mandate and its size, and integrating its academic and strategic planning at all levels to reflect this new institutional direction.

Goals	Priority Initiatives	Expected Outcomes	Performance Measures
5. Accountability		5.1 Undergraduate courses are run with optimal capacity	
		5.2 AUArts procedures and guidelines provide direction to meet institutional standards and legislative liabilities	
	5.1 Stated in 3.1		
	5.2 Sustainable 3 Year Budget		5.2.1 3-year balanced budget presented to Government of Alberta, as requested
	5.3 BFA, BDes, and MFA Strategic Plans		5.3.1 Integrated strategic plans, including Graduate Studies, approved
	5.4 University Governance		5.4.1 Program of regular and sustained development of internal leadership capacity approved
			5.4.2 General Faculties Council established
	5.5 Integrated Planning		5.5.1 Capital and IT plan approved
		5.5.2 Strategic Plans harmonized	
		5.5.3 Integrated planning framework implemented	
5.6 Strategic Enrollment Management			5.6.1 Strategic Enrollment Management Plan approved

Coordination

Alberta University of the Arts will continue to build on relationships it has developed in Alberta and beyond with other organizations, as it further develops transfer articulation agreements, refines and optimizes its institutional affiliations, and works with the Alberta K-12 system. It will devote particular attention to dual credit programming and to its academic upgrading ArtStream Certificate collaboration with Bow Valley College, developing both as a means to strengthen enrollment, particularly for students for whom a post-secondary education might be more difficult to attain.

Goals	Priority Initiatives	Expected Outcomes	Performance Measures
4. Coordination		4.1 AUArts fulfils its unique role in Alberta's post-secondary system to offer specialized and diverse programming in the fields of art, craft and design	
		4.2 AUArts collaborates with post-secondary and cultural institutions and private industry, improving student mobility, transferability and employability, and strengthening curricular quality	
	4.1 Partnerships and Articulation		4.1.1 Block Transfer established with Portage College, Medicine Hat College, MacEwan University, and others
			4.1.2 ArtStream Certificate enrollment targets met
			4.1.3 Transferable, ladderable non-degree credit Continuing Education programming piloted
			4.1.4 Joint programming with SAIT and Bow Valley College developed in conjunction with long-term integrated academic planning (PI 5.3)
			4.1.5 Alberta Council on Articulation and Transfer presence established through Transfer and Articulation Committee
	4.2 International Partnership Strategy		4.2.1 International Partnership Strategy developed in response to themes and priorities developed by the Research and Creative Activity Strategic Plan (PI 3.5), possibly to involve ERASMUS faculty exchanges
	4.3 Accreditations and Affiliations		4.3.1 Review of accreditation memberships

Coordination			
	4.4 Kindergarten to Grade 12 Coordination		4.4.1 Calgary Board of Education dual credit programming pilot launched
			4.4.2 Develop an integrated K-12 outreach plan

Appendix A: Financial and Budget Information

Alberta University of the Arts' 2019-20 operating budget is a break-even budget. During fiscal year 2018-19 AUArts began its transition to university status. The University's fiscal position is not expected to change significantly in its first full academic year. Revenues targets have increased by only \$1,344,072 while total institutional expenditures are expected to increase by \$1,594,504. A substantial proportion of this increase comes from an increase to our Campus Alberta grant of \$2,338,000. As this new funding is stipulated specifically as a university transition payment, these funds will be used to build the programs, staffing and faculty required to fulfil the mandate as a university. A preliminary five year plan to use this funding has been developed so by 2023 AUArts will have a fully sustainable university program. Spending patterns will fluctuate in the interim years:

- In fiscal years 2019 and 2020, the most significant spending will be related to the development of an appropriate university governance model and the necessary rebranding and revitalization of our organization. A significant expense will be the execution of an early retirement incentive program which will result in workforce renewal and payroll savings in the coming years allowing AUArts to hire the necessary skills and workforce needed to succeed as a university
- Fiscal years 2021 to 2023 will see the execution of a new academic strategic plan with the development and appointment of faculty over these three years to demonstrate the skills and specialization needed to support student success

Continuing Education programming has begun a multiyear process of revitalization. The program grew modestly in 2019 and this growth will be sustained in the coming years with significant increases to our net revenue base anticipated within the next three years.

AUArts continues to address the sustainability challenges of recent years and is hopeful that with a new strategic direction and academic plan, as well as investment in the growth of our continuing education and professional development programs, we will achieve greater long term fiscal stability than the institution has experienced for a number of years.

As a public institution, over 70% of AUArts' operating funds come from the Government of Alberta. A clear understanding of how the Campus Alberta Base Funding model is attributed, is essential to build strategic and sustainable plans, prioritize for the future, and better anticipate and meet the needs of our students and other stakeholders. In 2019-20, grant funding of \$18,848,571 is expected for the following purposes:

- Campus Alberta Base Grant \$14,411,710
- Funding for Students with Disabilities \$167,000
- TEEG Funding \$780,000
- University transition payment for 2019-20 \$2,338,000
- Revenues recognized from deferred university transition payment for 2018-19 \$781,811
- Funding from various conditional grant funding sources \$370,050

While the Government of Alberta's 2019-20 budget is uncertain, AUArts has assumed for the purposes of this budget that there will be no increase to its overall Campus Alberta grant this year. In order to balance the budget at this level, other than funds needed to accomplish university transition, no increased expenditures have been granted except to meet inevitable

inflationary increases to some of our fixed costs such as utilities and security services. However, our current three year plan assumes a 2% increase to Campus Alberta base funding in both of the following fiscal years.

Fees paid by students account for a further 23.3% of our operating revenues. Tuition and mandatory non-instructional fees have been frozen since 2015. While the Ministry provides some financial compensation for the loss of income due to this long running tuition freeze, this does not allow AUArts to address concerns that our fees were already well below market value when the freeze first began. The only significant increase to this revenue stream will come from growth in enrolment. Dual credit programming and the attainment of university status and profile will drive modest increases in enrolment in the period 2021-22. AUArts will start to see significant new FLE growth only once a new academic strategic plan has been implemented and new programs are developed.

Payroll and staffing costs account for over 69.5% of our operating budget for 2019-20. In order to ensure future sustainability, changes to our staffing complement are essential. A sustainable workforce will be achieved by maintaining hiring restraints and early retirement programs through 2021, minimizing layoffs while honouring current negotiated contracts and government mandated salary freezes. Nonetheless, certain critical positions and skills need to be added to our workforce to ensure future success in the university transition process and ensure that we have the capacity and flexibility to adapt to new strategic initiatives.

With a number of new accounting standards being issued by the Public Sector Accounting Board in the next three years, AUArts evaluated the potential impact that these may have on the three-year plan. It was determined that the following new standards will have minimal or no impact on AUArts' next three fiscal years:

- PS 3280 Asset Retirement Obligations
- PS 3450 Financial Instruments

Budget Assumptions

Revenues

Line Item	Sub-group	2019-20 Assumptions
Government of Alberta Grants		No increase to the Campus Alberta Grant is anticipated in 2019-20, but the assumption is made that increases of 2% will be received in each of 2020-21 and 2021-22. University transition payments of \$2,338,000 per annum were first received in 2019-20 and will continue to be received. Spending on specific university transition activities is expected to fluctuate annually until a new strategic plan is developed and implemented over the next few years, thereafter costs of operating the new university at a higher capacity level will settle into a sustainable annual spending pattern.
Federal and Other Grants		Federal and Other Grants include grants received from municipal and federal bodies. The majority of these grants are for eligible capital contributions. No significant changes are expected in the coming three years.
Sales of Services and Products		AUArts' most significant source of revenue from Sales of Services and Products is the Bookstore. Revenues from this source account for 86.5% of revenues in this category. Activity in the Bookstore is not forecasted to increase significantly over the next three years. No increase is anticipated in 2019-20 and a 5% increase in total gross revenues is anticipated in each of 2020-21 and 2021-22.
Student Tuition and Fees	Tuition	Tuition fees governed by the Post-Secondary Learning Act, Alberta Regulation 273/2006, are set as approved by the Board of Governors. Tuition fees have been frozen since 2014/15. Fee rates remain unchanged to the end of fiscal year 2019-20. Each of the two subsequent years will see a 2% increase for domestic students. Enrolment is expected to increase from 910 FLEs in 2020 to 950 in 2021 and 997 in 2022.
	International	International fees are on average three times higher than fees for domestic students. Fees are set by the AUArts Board of Governors. International fees increased by 3% for the 2018-19 academic year. No increase is anticipated for 2019-20, but a 2% increase will be added in each of the two subsequent years.
	Service and Other Fees	No significant changes to Services and Other Fees are anticipated in the next three years. Any increases are aligned with expectations of increased enrolment.

	Continuing Education	Continuing Education will see start to see results from a comprehensive review and overhaul of its traditional program offering to focus instead on non-degree credentialing. New program offerings will come into play in 2019-20 with significant further growth in 2021 and 2022.
Donations and Other Contributions	Deferred donor sponsorships	Revenue from these sources are recognized when scholarships, awards and bursaries are paid out of deferred revenues or long term endowment funds. The current endowment portfolio has capacity to support approximately \$300,000 of scholarship and other payments annually.
	Unrestricted donations	Unrestricted donations represent a very small portion of overall revenues. As part of its new strategic initiative, the University will develop a new comprehensive fundraising strategy which will address all levels of giving.
Investment Income		AUArts engages professional investment managers to manage its portfolio of investments. AUArts' portfolio is managed to maximize the long term return. Consequently, the rate of return on the portfolio and the balance between restricted and unrestricted funds is not expected to change over this three year horizon.

Expenses

Line Item	Sub-group	2019-20 Assumptions
Salaries and benefits	Faculty	The current faculty agreement allows for annual increments based on the arithmetic average of the national and Alberta All-items CPE index according to Statistics Canada on January 1 every year. This agreement expires on June 30, 2019.
	AUPE Support Staff	AUArts has recently ratified a new collective bargaining agreement with AUPE to June 30, 2020. There is a wage reopener for the fiscal year 2019-20. Negotiations have not yet begun. Negotiated step and benefit increases are included in this budget.
	Management and Exempt Staff	There have been no payroll increases for out of scope staff for the past three years as per the Ministry directive to freeze salaries and wages.
	New Positions	With the transition to university status, AUArts requires new skill-sets both for short term transition projects and for long term university activities. Seven new positions have been added to the University's workforce in 2019-20. While there is no longer a hiring freeze in place, all staff turnover is reviewed thoroughly to assess whether or not an existing position needs to be filled and the impact that long term organizational change will have on the position.
	Early Retirement Incentive Program	An invitation to employees interested in an Early Retirement Incentive Program was rolled out to all employees in 2019-20. This was an incentive based program aimed at accelerating termination dates for those already planning to retire. The uptake on this program will yield some cost savings for the duration of this three year plan and allow for workforce renewal.
Materials, Supplies and Services		<p>Materials, Supplies and Services includes advertising and promotion, recruitment, professional services, office and other supplies, software and computer costs, travel, professional development, security and janitorial contract services and various other expenses.</p> <p>The most significant cost increase in 2019-20 is approximately \$300,000 necessary to maintain our IT infrastructure and operation. The University's budget has been sheltered from the full cost of running our IT program in recent years by the use of both internally and externally restricted reserves to implement technology changes and higher levels of security necessary to address the ongoing threat of cybersecurity attacks. These systems have now</p>

		matured and need to be absorbed into a sustainable annual operating budget.
Maintenance and Repairs		As AUArts does not own the facility from which it operates, core facility building systems which require regular and substantial maintenance and repairs are governed by a contract with SAIT who carry the burden for the majority of these costs. AUArts' Maintenance and Repairs budget is consequently very small.
Amortization		<p>Amortization of capital expenditures represent the matching of capital cost over the useful life of assets employed by AUArts and is calculated based on the composition and growth of our asset base.</p> <p>No significant increase to our core capital budget is anticipated in the coming years although in recent years a trend of higher spending on computer and technology projects has resulted in an overall increase in our annual amortization. This is reflected in our three year forecast.</p>
Utility Costs		Utility Costs increased substantially in recent years as a result of rate and consumption increases, but compounded by our utility provider's identification of historic under billings which required adjustment. We anticipate rates will continue to increase by 5% in each of the two subsequent years.

Statements of Expected Revenues and Expenses

Statement of Operations

	FY 2019 Approved Budget	FY 2020 Proposed Budget	FY 2021 Forecast	FY 2022 Forecast
REVENUES	\$	\$	\$	\$
Government of Alberta Grants	17,922,760	18,848,571	18,180,010	19,385,389
Federal and other government grants	174,350	174,350	174,350	174,350
Sales of services and products	820,981	743,000	780,150	858,165
Student tuition and fees	5,767,896	6,164,138	6,869,113	7,523,031
Donations and other grants	310,000	310,000	350,000	400,000
Investment income	120,000	220,000	220,000	220,000
	<u>25,115,987</u>	<u>26,460,059</u>	<u>26,573,623</u>	<u>28,560,935</u>
EXPENDITURES				
Instruction and non-sponsored research	10,345,217	10,453,662	10,893,757	12,366,612
Academic and student support	5,916,973	6,981,123	7,000,099	7,385,026
Institutional support	5,142,757	5,350,151	5,158,562	5,241,000
Facility operations and maintenance	2,728,719	2,978,327	2,811,132	2,847,738
Ancillary services	722,889	696,796	710,073	720,559
	<u>24,856,555</u>	<u>26,460,059</u>	<u>26,573,623</u>	<u>28,560,935</u>
Operating Surplus (Deficit)	259,432	0	0	0
EXPENDITURES BY OBJECT				
Salaries	13,990,326	15,045,419	15,995,363	16,936,568
Employee benefits	3,053,141	3,360,896	3,578,658	3,793,389
Materials, supplies and services	5,297,538	5,381,444	4,247,080	4,975,513
Cost of goods sold	392,350	392,350	411,967	453,164
Scholarships and bursaries	312,000	300,000	325,000	325,000
Maintenance and repairs	63,050	63,050	69,355	76,291
Utilities	875,250	1,044,000	1,096,200	1,151,010
Amortization of tangible capital assets	872,900	872,900	850,000	850,000
	<u>24,856,555</u>	<u>26,460,059</u>	<u>26,573,623</u>	<u>28,560,935</u>

Statement of Cash Flows

Budget 2019/20

Operating transactions	
Annual Operating Surplus	\$ -
Add deduct non-cash items:	
Amortization of tangible capital items	872,900
Expended capital recognized as revenue	(450,000)
Total non-cash items:	<u>422,900</u>
Changes in non-cash working capital accounts	
(Increase) decrease in accounts receivable	50,000
(Increase) decrease in inventories and prepaid expenses	50,000
Increase (decrease) in payable and accrued liabilities	200,000
Additions to spent deferred capital contributions	800,000
Increase (decrease) in deferred contributions	(50,000)
Cash provided by operating transactions	<u>1,472,900</u>
Capital transactions	
Acquisition of tangible capital assets	(1,500,000)
Cash applied to capital transactions	<u>(1,500,000)</u>
Investing transactions	
Purchase of portfolio investments, net of sales	(100,000)
Cash applied to investing transactions	<u>(100,000)</u>
Financing transactions	
Debt repayment	(32,000)
Endowment contributions	50,000
Cash applied to financing transactions	<u>50,000</u>
Net increase (decrease) in cash and cash equivalents	(77,100)
Estimated cash and cash equivalents, beginning of year	<u>8,800,000</u>
Estimated cash and cash equivalents, end of year	<u><u>\$ 8,722,900</u></u>

Appendix B: Enrolment Plan and Proposed Programming Changes

Alberta University of the Arts continues to focus efforts on student attraction and retention through the analysis and improvement of its foundation year curriculum, application process, and major declaration timelines. It will also do so through the further development of dual credit partnerships, slated to extend beyond Calgary into Edmonton in 2019. Efforts around early intervention for at-risk students and the addition of new student advising staff have shown early indications of success both with student retention and with streamlining transferability into AUArts. The coming year will also see additional resources devoted to institutional data gathering and analysis to better support strategic enrollment management.

Programming Changes

As indicated in the 2018 Appendix B, the redesign of the Photography BDes program is underway, with some administrative restructuring also having been completed in the area.

AUArts is continuing to lay the groundwork to revise and design programs effectively, as indicated in the 2018 Appendix B. AUArts continues to develop integrated planning, with a consultative Academic Strategic Planning process well underway, the transition to a General Faculties Council committee structure, and market research with respect to future programming plans due for completion by the end of this fiscal year.

Consultation and deliberation continue with respect to program revision. Draft outcomes for a foundation year have been completed, as has been a draft foundation year structure that, as intended, minimizes redundancy in program pathways; allows for efficiencies in section offerings, creates an environment of shared outcomes, expectations, and community-building in an effort to encourage retention; and allows for a more predictable timetable for ease of scheduling and balanced student workload. Draft degree-level outcomes have also been completed. Work to refine, share, and revise, this model foundation year and draft outcomes in 2019 is underway.

FLE Current and Projected Enrollments, By Program of Study

Program Name	2017-18	2018-19	2019-20	2020-21	2021-22
Bachelor of Design	270.30	253.85	267.86	279.64	293.47
Bachelor of Fine Arts	604.05	572.45	603.37	627.20	656.73
Open Studies	6.55	11.7	11.35	12.89	13.53
Master of Fine Arts	6.10	6	8	10	12
ArtsStream Certificate	28.00	18.4	19.42	20.27	21.27
TOTAL	915.00	862.4	910	950	997

Appendix C: Research, Applied Research and Scholarly Activities

The Alberta Research and Innovation Framework (ARIF) does not identify the Cultural Sector among its innovation targets. The ARIF adheres closely to the traditional STEM model of research (Science, Technology, Engineering, Math), rather than the newer STEAM (Science, Technology, Engineering, Art, Math) model, which includes the Arts.

Much research in the arts aligns with, and make progress on, the outcomes articulated in the ARIF, especially concerning economic diversification. If the ARIF definition of healthy communities includes cultural engagement and cultural health, then the arts makes progress in this area too.

Among faculty members at AUArts there are varying depths of research, from fully mature to those at the initial stages. Most faculty members have personal engagement with research through their own independent studio practice or scholarly interests, and many on an international level.

Specific examples include the work of Dr. Ashley Scarlett and her study of the history and development of techno-industrial artist residency programs that are specifically sponsored by technologists and industry to understand and develop their products by collaborating with artists. Additionally, in 2018, in collaboration with Dr. Martin Zeilinger at Anglia Ruskin University, UK, Scarlett developed a symposium and exhibition hosted by Akademie Schloss Solitude in Germany, concerning algorithmic processes, objects and environments.

Another example is that of Assistant Professor Gwenessa Lam, who culminated two years of research with an exhibition at the Glenbow, entitled *What Magic*. Her research centred around the online proliferation of a photograph of a house fire, and the subsequent changes in narrative and context attributed to it. Assistant Professor Lam produced 22 photo-etchings of these images, as well as an artist book that inventories the websites in which the photograph appears.

With an international following for his research, Assistant Professor Bryan Cera offers significant economic and cultural benefits. He has developed a state of the art 3D printing lab and maker space housed at AUArts, called the Thing Tank. He has been collaborating with SAIT on the development of an autonomous land survey vehicle. He has also been collaborating with faculty at AUArts in the areas of jewellery, ceramics, glass and sculpture to develop new technologies and processes in each of these areas. Assistant Professor Cera has an international following of his research.

A final example is that of Assistant Professors Richard Clements and Lisa Lipton, and Educational Art Technician Jason Hussey, who are researching and developing a new method of bronze casting that is safe and not toxic.

At an institutional level, AUArts is at the initial stage of developing and supporting a research culture. Very broadly AUArts anticipates developing research themes out of the following three categories: First, the special nature of teaching in a studio-based program that can be characterized as experiential learning, and falls under the category of the Scholarship of Teaching and Learning. The study of experiential learning will contribute to an understanding of how economic diversification is realized by graduates of art and design. Second, pure studio research itself along the lines of the example of Assistant Professor Lam, and that contributes to the cultural life of the province as well as creating new knowledge. Third, traditional research, be

it applied, academic or scholarly, related to the application and study of art and design, as per the examples of Dr. Scarlett and Assistant Professor Cera, that also contributes new technologies and knowledge.

Support for research at AUArts takes many forms, including financial support through the Professional Expense Reimbursement Allowance and the Faculty Professional Affairs Fund, and in-kind support through the Summer Faculty Research Access program, giving Faculty access to studio space, workshops and technicians for their research. Further internal financial support is being developed to invest in Faculty seeking major external funding, including SSHRC and NSERC funding.

AUArts has developed a number of strategies concerning scholarly research and creative activities. The Research Advisory Committee (RAC) has been developing a Strategic Research Plan, overseeing Faculty research presentation events, establishing and refining benchmarks that define and measure research success, and strengthening the role of the Illingworth Kerr Gallery as a centre of research excellence and its integration in teaching and learning. The RAC has also been developing a Research Management Policy and Procedure. AUArts became a member of the Canadian Association of Research Ethics Boards (CAREB-ACCER), and the Chair of our RAC attended and presented a paper at the CAREB-ACCER national conference.

International collaborations are encouraged and supported, and a new agreement with ERASMUS+, and the European based faculty and student exchange program, has been established.

Appendix D: Underrepresented Learners

Alberta University of the Arts has the most diverse student population in Alberta. The institution prides itself on the safe and welcoming inclusive space at AUArts and strives daily to improve this element of institutional culture.

Underrepresented, vulnerable students do well in an environment of learning through making, rather than the more typical lecture-based institutional model required of most careers in the STEM fields. AUArts has a large percentage of female and LGBTQ+ students than one typically finds in other Alberta post-secondaries, at 65% and 11% respectively. Specialized Art and Design institutions tend to attract students who historically have been underserved and/or underrepresented in post-secondary education generally, and AUArts is no exception to this trend.

More students at AUArts have at least one declared disability than is reported by any other post-secondary institution in Alberta. While unique in the province, these proportions, including a significantly higher incidence of mental illness, are typical when compared to other dedicated art and design universities who are members of the Association of Independent Colleges of Art and Design (AICAD).

AUArts serves its students, and these non-traditional students in particular, in a number of ways, including through its ArtStream programming and its plans, through the School of Continuing Education and Professional Development, to develop pre-entry programming that will encourage and support accessibility and inclusion for a diversity of underrepresented learners. Institutional early alert referral procedures have a preventative focus, reaching out to students in need of academic and non-academic supports. In the coming year, AUArts will develop a faculty mentoring program with particular attention to at-risk students.

AUArts is committed to providing support for these learners, and sees its place in the PSE system as part of the Government of Alberta's system commitment to them. While it aims to support students as best it can within current resources, meeting the degree and diversity of needs is challenging when working toward a system that adopts health and wellness as a key decision-making priority at AUArts. AUArts believes that the best way to help ensure these students do not continue to be underrepresented is for the post-secondary funding to accurately reflect the cost of student support as part of a revised provincial funding formula.

Dedicated Disability Accommodation

Students who indicate and identify that they require accommodation for their learning at AUArts are supported through direct communication and a list of services tailored to meet their learning needs through analysis and recommendations in their psycho-educational assessments. In addition, AUArts pays for student assessments when previous assessments are out-of-date or if a learning disability is suspected.

Academic Aids

Learning Assistance Resources provides drop-in tutoring to all AUArts students who self-identify as needing assistance. This is a free-of-charge service for individual and small group support. The Writing Centre provides assistance with academic and professional writing through one-on-

one tutoring at no cost to students. It sees much use, and is available to all AUArts students. AUArts has made progress on its commitment to develop extra-curricular opportunities and support through the creation a program for professional writing, to be offered through the Illingworth Kerr Gallery with the aid of the Rozsa Foundation.

Indigenous Students

The Lodgepole Center officially opened in the Fall of 2016 and has been offering programming, workshops, sharing circles and cultural learning to all students, faculty and staff at AUArts. It is an inclusive space open to the whole community, and a place where Indigenous students can learn about and share their culture and history, meet individually with Elders, and receive dedicated support that acknowledges that their requirements may not be the same as those of other learners. AUArts has erected a plaque near the entrance of the building to acknowledge its place on Treaty 7 land, and also includes territorial acknowledgements at the beginning of formal meetings as well as in its syllabus templates.

Despite the depletion of the Indigenous Post-secondary Student Mental Health Grant, AUArts intends to renew its Elder-on-Campus programming, following its high success. This program provides AUArts Indigenous students with access to Elders who offer guidance, teaching and support. Access to culturally relevant guidance and services from an Elder, such as individual counselling sessions, performing traditional cleansing ceremonies, or leading group sharing circles, will continue to help ensure mental health and life issues are treated from Indigenous perspectives and relate to the diverse cultural backgrounds of AUArts Indigenous students.

In the coming year, AUArts will introduce Aahwaatkamooksi, an Indigenous Student Peer Mentoring Program, through the Lodgepole Center, with funding support provided by Suncor.

AUArts will formally start the process of developing an Indigenous Strategic Plan intended to integrate Indigenous awareness and sensitivity in AUArts' functions, including but not limited to curriculum. The development of this action plan will be an inclusive process that will engage the internal and external community, particularly Treaty 7 bands and other community partners. The process for developing such a plan will begin with the establishment of an Indigenous Education Council of internal and external community members to ensure that this plan is driven by Indigenous voices.

Appendix E: Community Initiatives and Regional Stewardship

In response to an internal report generated in 2017, AUArts has increased its efforts to create and improve partnerships with other institutions and the external community, building on extant successful programs.

ArtStream Certificate Program

The ArtStream Certificate Program is a collaborative program between AUArts and Bow Valley College. This program serves as a bridging program for prospective students who demonstrate satisfactory aptitude in their art portfolio and seek a degree in art, craft, and design, but fail to meet AUArts' academic and/or English proficiency requirements for First Year Undergraduate Studies. As the preamble to this Appendix would imply, this Program, which has been in operation for over 20 years, sees growing demand. ArtStream is in direct service to the Adult Learning System principle of Accessibility, and AUArts is especially proud that many of its high-achieving alumni have entered the University through this program.

The ArtStream Program delivers selected AUArts first year courses combined with learner enhancements such as the academic and learner support services specific for an art, craft and design education that is supported through Bow Valley College. The program provides concurrent delivery of specialized courses to complement academic post-secondary study and to develop academic skills, while allowing for a reduced first-year academic and studio course load.

In the coming year, AUArts intends to create a parallel internal program that will allow prospective students who demonstrate satisfactory academic aptitude but fail to meet the AUArts portfolio requirements with a comparable upgrading opportunity.

Dual Credit Program

In 2018-19, AUArts piloted dual credit programming with the Calgary Board of Education. While small, the program proved successful, maintaining a high retention rate while introducing high school students to a post-secondary environment and introductory curriculum in Design and in 3D Object Fabrication. The program has been expanded to include the Calgary Catholic School District and, in 2019, will be delivered in the Edmonton Catholic School District as well. Programming will also expand to include introductory Photography in the coming year.

In the near future, more work will be necessary to ensure the program works in harmony with Continuing Education and remains sensitive to facility capacity. Nevertheless, there is room to grow these offerings further.

Transfer Articulation

AUArts stewards several transfer articulation agreements with institutions in western Canada. It continues to add to these, facilitating transferability, with a recent agreement struck with Medicine Hat College and others to be developed in the coming years. The focus for such agreements will continue to be on the Canadian West, as AUArts is the only dedicated institution of its kind in the prairie provinces. The mechanism by which such agreements are developed will likely change, however, as a consequence of the AUArts transition to a General Faculties Council and concomitant subcommittee structure. In the past year, the addition of staff

in student services has allowed AUArts to manage its transfer agreements more effectively, and to create a clearer, streamlined presence on the Alberta Council for Admissions and Transfer system.

Career Support

AUArts recognizes the need for, and importance of, work-study opportunities for its students. As part of its responsibility to help graduates transition into the community and workplace, AUArts has begun the process of securing external funding to build a suite of services for career support, with work-study programming of particular importance.

High School Outreach

Recent activities at AUArts, while successful, have underscored the need for a closer relationship with regional high schools. In the past year, AUArts hosted events for approximately 100 high school counsellors and CTS and art teachers from throughout Alberta. In addition, it held its annual Show Off competition for high school students across Canada, with awards going not only to contest entrants but monetary prizes to the schools from which they originate. One discovery from this series of events—as well as dual credit program development—has been the appetite Alberta high schools have for greater interaction with AUArts, a factor that will influence the K-12 strategy referenced in this CIP.

Enhancing Regional Access

The School of Continuing Education and Professional Development (SCEPD) has worked with student recruitment services to enhance regional access through its Pre-College program. Based on the premise that these experiences and engagement can positively influence first year learner outcomes, the Pre-College program has expanded its outreach to include conditionally accepted first year students. These are students, who failed to meet the portfolio requirements for entry into first year at AUArts and who otherwise, may have been denied entry.

In addition to improving outreach through conditionally accepted students, the Pre-College program has also revised the age requirements from an exclusively teen focused program (15-18), to include any prospective student, youth and adult, ages 15 and up.

The Pre-College program provides a structured entry into the studio components of an art and design education. Students can complete this four-week intensive summer institute prior to entry into first year. Students receive a Certificate of Achievement. The program emulates dual credit programming by integrating two credit-based courses with other learning activities to create a holistic, student-centered approach. This program combines topics in the areas of fine arts and design in a challenging, immersive studio program. Students must successfully pass both required courses to receive three university credits. Like the dual credit experience, the courses are eligible for transfer credit to any post-secondary institution. In addition to the studio work, students also participate in Recruitment/Admissions presentations, and Portfolio Reviews, to imitate their real life experience in an art and design environment

Appendix F: Government Priorities

Sexual Violence Prevention

Over a number of years now AUArts has been engaging campus stakeholders through a sexual violence committee. The committee included representatives from the student association, the security team, the Registrar's office, faculty and administration. The primary task of this group was to develop the sexual violence policy. The policy was passed in fall of 2018.

Institutionally we have clarified our reporting structures and developed a form so that reports could be captured in a standard format.

AUArts has demonstrated a commitment to ongoing sexual violence education by bringing sexual assault first responder training to campus as well as having multiple staff members participate in sexual assault investigation training.

Student Mental Health

AUArts received Mental Health Grant Funding in fall of 2017. To fulfil the first initiative of creating an appropriate administrative structure, we embarked on a recruitment campaign to hire a qualified Wellness Coordinator with the incumbent starting in January 2018.

The Wellness Coordinator spent much of 2018 developing the draft AUArts Mental Health Strategy and engaging with the Regional Committee on Mental Health for Alberta. Due to institutional leadership turn over and the executive focus on the transition from College to University, the draft strategy was slow to be approved by Cabinet. The Strategy will be in place for summer of 2019 and AUArts is now ready to enact the strategy.

The second major initiative that came of the mental health grant was enabling the promotion of mental health on campus. The primary approach to this initiative was to support and empower our strong student association to continue their demonstrated successful campaigns on mental health. This included the Hear/D Artist residency, the PALS puppy room, sexual health trivia, healthy habits campaign as well as an online knowledge hub to promote education on wellness topics.

Finally, AUArts successfully implemented the first year of a pilot peer mentorship program.

In April 2019, Phase 2 funding was approved and the Phase 1 final report is being prepared for submission.

Appendix G: Internationalization

Currently, Alberta University of the Arts strongly encourages students to study abroad for one semester, and collaborates with more than 42 post-secondary institutions worldwide to offer these cross-cultural experiences, mainly for third-year students. These opportunities include North American partner institutions available through the institution's membership with the non-profit consortium of the Association of Independent Colleges of Art and Design (AICAD). Other International Exchange and Travel Study agreement partners include but are not limited to: Australian National University, Griffith University Queensland, University College Falmouth, Glasgow School of Art, Willem de Kooning Academy, Bergen National Academy of Arts, and the Academy of Fine Arts and Design in Łódź, Poland, to name a few. This Exchange and Travel Study program offers once-in-a-lifetime opportunities for many students who could not otherwise afford tuition costs to study elsewhere. By integrating one semester of study abroad into their degree programming, students are exposed to new cultures and curricula that greatly expand the breadth of their research, enrich their lifelong learning skills, and prepare them for work in a globalized context. Students who return from Exchange and Travel Study often report that the facilities and quality of education they received at AUArts has prepared them well for study abroad. Many are subsequently inspired to seek post-graduation opportunities such as residencies and graduate programs around the world.

In the coming years, AUArts intends to nurture current relationships while building international exchange into its planning process so that it might better target its efforts.

AUArts welcomes international students from over 25 countries to study at AUArts. International student enrollment was 6.3% in 2017-2018. It will develop an international recruitment strategy that takes into account AUArts' limited recruitment and international student support resources, identifying appropriate international market niches most likely to benefit the AUArts community. It will pay particular attention to the American market, leveraging its equivalency accreditation with the American body the National Association of Schools of Art and Design and the current attractiveness of a Canadian PSE to American students. AUArts' international student population will not exceed 15 percent of its total student population, balancing diversification with dedication to its provincial mandate.

AUArts' curriculum is international by nature, in the sense that the visual languages of art and design cross national and cultural borders with less friction than the written word. It also takes for granted that a quality education for the studio artist or designer necessitates facility with materials and familiarity with practices and practitioners found beyond Canadian borders. In support of the responsible development of curriculum that helps students participate in the international exchange of knowledge, AUArts will continue to develop and promote its Mobility Exchange program for student exchange, to develop curriculum with a global perspective, and to draw upon the expertise of artists, craftspeople, designers, and scholars from around the world insofar as is possible given its means. One way in which the institution aims to increase its contact with international practitioners, in the near future, is in the development of short-term faculty exchanges through such programs as ERASMUS+.

This is not to say that AUArts does not currently reach out to international connections. Among its efforts to mitigate its relative geographical isolation, AUArts often hosts international visitors and sees faculty and staff participate in events, research, and collaborations that cross national

bounds. Recent events, typical of these efforts, include attendance at and participation in the European League of Institutes of the Arts conference in Rotterdam, collaboration with the Japanese Consulate General in offering workshops for students, including international travelling exhibitions in Illingworth Kerr Gallery programming such as a planned future exhibition also in collaboration with the Japanese Consulate General, faculty international residencies, workshops, and invited guest speaking engagements around the world, and more. As AUArts transforms into a university, it will turn its attention to deepening international connections, including and especially research and exchange opportunities for students and faculty.

While strategic development in internationalization initiatives remains an area in need of further development at AUArts, the School of Continuing Education and Professional Development (SCEPD) is leading the way. Its overall reorientation will include an intensified focus on international student markets. Along with creating non-degree credit curriculum that ladders both into and out of undergraduate programming, the SCEPD will create programs that are in high demand among international learners, thereby enriching AUArts' learning community as a whole.

AUArts is currently refining its thinking about the obligations and challenges of internationalization, with reference to a plan that has emerged with prominent features including:

- Non-degree credentials will broaden the range of programs that can be used to attract international student audiences seeking careers in the creative industries
- Two graduate certificates will be launched in 2019, tentatively named Art, Design and Business; and Digital Media and Content Marketing (PI 1.5)
- Clear recognition that the benefits of internationalization will not be exclusive to international students
- Domestic students will gain experience in preparing to learn, work and live in a diversified global society

Appendix H: Capital Plan

AUArts is in a distinctive situation as it one of few PSI's in Alberta that does not own the building it occupies, but it is under a long-term license of occupation from SAIT. As such, our capital planning needs are not directly tied to infrastructure ownership. Most building improvement priorities relate to the leasehold nature of AUArts' accommodation.

AUArts occupies an aging facility with various mechanical systems nearing or surpassing the expected end of life cycle. This situation places the building in a scenario where we could experience a critical failure in one or more systems and there is no adequate swing-space available should this occur. Significant investment is long overdue to upgrade the facility and address major deferred and contaminated maintenance issues. We look forward to our impending VFA Facility Condition Assessment evaluation that is slated to take place soon after the completion of the fire alarm upgrade project and the front entrance stair replacement project. Both of these projects are scheduled to be completed in summer 2019. The existing 2014 RECAPP evaluation is significantly outdated and contains numerous errors in replacement / upgrade costing estimates.

AUArts currently receives an IMP grant of \$658,074.00, of which 50% is allocated to SAIT as the building owner for base building needs. With the remaining 50%, only strategically and emergent critical maintenance issues of limited scope can be undertaken. Many of our identified needs require us to address only the imperative failed equipment, so we can accumulate unspent funds over several years to complete major projects. As a result, without significant project grants, AUArts will continue to be challenged to renew, replace, or refurbish its current infrastructure.

Type of Project and Funding Sources				
Type: (Proposed, New, Expansion, Maintenance)	Project Description	Total Project Cost	Funding Sources: (GoA, GoC, PSI funds, donation, foundation, industry)	Government Approval Received
Maintenance	Classroom HVAC Replacement	\$2.6 million	100% GoA	no
Maintenance	Power Panels and Transformers	\$805,467	100% GoA	no
Maintenance	Mechanical Room Retrofit	\$4.7 million	100% GoA	no
Maintenance	Washroom Upgrades	\$1.8 million	100% GoA	no
Maintenance	Flooring Replacement	\$4.7 million	100% GoA	no
New	Mid-Size Lecture Theatre	\$1.9 million	100% GoA	no
Proposed	Classroom/Studio Modernization	\$10.8 million	100% GoA	no

Project Timelines and Status			
Project Description	Estimated Project Timelines	Expected Project Start	Expected Project Completion
Classroom HVAC Replacement	April 2020 – August 2021	April 2020	August 2021
Power Panels and Transformers	May 2020 – August 2020	May 2020	August 2020
Mechanical Room Retrofit	March 2020 – May 2024	March 2020	May 2024
Washroom Upgrades	February 2020 – December 2020	February 2020	December 2020
Flooring Replacement	May 2020 – August 2022	May 2020	August 2022
Mid-Size Lecture Theatre	June 2021 – December 2021	June 2021	December 2021
Classroom/Studio Modernization	May 2020 – September 2022	May 2020	September 2022

Appendix I: Information Technology

Technology is an integral part of art and design education. AUArts technology infrastructure continues to be under pressure to keep up with demand, and to protect against growing cybersecurity threats. Last year's investments in technology infrastructure and support have positively impacted the experience of students, specifically in terms of increased access to data on student devices. AUArts requires an additional \$575,000 in 2019/20 to upgrade and secure current technology infrastructure in order to support teaching and learning. An increased annual capital budget will need to be established in order to refresh and maintain systems.

In addition to expectations that technology continues to improve student learning, recent cybersecurity threats encountered by public service organizations requires AUArts to collaborate with PSI peers and the Government of Alberta to make investments in further protecting and securing University and student data. While AUArts is regularly participating in Government of Alberta cybersecurity initiatives with peer institutions, the University must also make investments in cybersecurity and endpoint protection as part of its comprehensive System Recovery Management Plan (SRMP). A continued focus on understanding emerging cybersecurity threats, improving end-user awareness, and monitoring the environment for vulnerabilities is essential in order to ensure the reliability and availability of institutional data.

AUArts is going through a period of profound and exciting change, and anticipates technology will play significant role in the successful transformation from a college to a university. The Government of Alberta's February 2019 announcement of university status has ushered in a number of digital rebranding activities focused on technology systems used for hosting websites, digital signage and electronic communication. The recent Government of Alberta amendments to gender identity requires much needed system, database, and process changes to accommodate students with diverse and evolving identities. Continuity of administrative and academic services during this time is paramount. Effective management and renewal of current systems, coupled with strategic process improvements, will require robust information technology and service enhancements.

In addition to the initiatives listed above, AUArts is currently investing in several priority IT projects that require support from additional/incremental information technology resources. These projects, the estimated budget requirements, and proposed funding sources are outlined in the following table.

Summary of Projects

In 2019-2020, the following projects are being undertaken to support the strategic goals of AUArts

2019/2020 Projects	Estimated Budget Requirements
<p>Cyber Security / Endpoint Protection [System Recovery Management Plan (SRMP) – Year 5 Maintain]. Moving forward with a number of risk mitigation activities in support of ensuring sustainability and stewardship of our resources – supportive facilities, internal culture and sustaining revenue:</p> <ul style="list-style-type: none"> • Monitor and automate hardening of Mac and Windows endpoints to meet cybersecurity insurance requirements • Implement enhanced tools for monitoring compliance with endpoint protection settings • Conduct end-user awareness training initiatives to reduce likelihood of internal security breach • Increase remote access capability for disaster recovery and business continuity • Perform in-depth cyber security review 	<p>\$85,000/yr</p> <p>Funding Source: AUArts Operating Budget (\$70,000) AUArts Capital Budget (\$15,000)</p>
<p>Student Information System Renewal – Upgrade and enhance systems to achieve the following in support of realizing student potential in art, craft and design – enabling access:</p> <ul style="list-style-type: none"> • Have a high quality and smooth upgrade to Banner 9 Student and associated interfaces with no undue interruption of services to AUArts staff and students • Simplify AUArts Student Administrative processes and transition to a baseline (“vanilla”) configuration of Banner 9 Student • Build a competent ongoing Banner 9 Student business support function at AUArts, and to improve the IT management functions related to Banner 9 between the SAIT IS host and AUArts 	<p>\$235,000</p> <p>Funding Source: AUArts Operating Budget</p>

2019/2020 Projects	Estimated Budget Requirements
<p>Enterprise and Business Application Renewal – Complete projects that improve administrative systems that support AUArts core business in support of ensuring sustainability and stewardship of our resources –supportive facilities, internal culture and sustaining revenue:</p> <ul style="list-style-type: none"> • Chart of Accounts Redesign in Finance • Capital Asset Management System • Budgeting and Reporting System • Document Management for Human Resource Information System • Workforce Management for Human Resource Information System 	<p>\$55,000 Funding Source: AUArts Operating Budget (\$15,000) Internally Restricted Reserves (\$40,000)</p>
<p>Infrastructure Maintenance/Evergreen – Continued investment in IT infrastructure ensuring that our infrastructure is current, stable, and capable of meeting the current and future requirements of AUArts in support of ensuring sustainability and stewardship of our resources – supportive facilities, internal culture and sustaining revenue:</p> <ul style="list-style-type: none"> • Update data cabling to areas with insufficient network access • Scheduled replacement of computing and network infrastructure • Scheduled replacement of workstations and audio-visual equipment 	<p>\$200,000/yr Funding Source: AUArts Capital Budget</p>

Summary of Collaboration Efforts

AUArts collaborates with peer institutions to share information technology expertise in the following areas:

- Renewed collaboration with SAIT
- Cybera/ShareIT – End-User Computing, IT Strategy Development
- AAHEIT (Alberta Association in Higher Education for Information Technology)
- PSI Cyber Security Protocols Working Group (PSI peers and GoA)
- CUCCIO (Canadian University Council of Chief Information Officers)

Security and Risk Management Development

AUArts continues to evolve the information security policy and framework and risk management framework in the following ways:

- Working to fully implement, mature and comply with existing framework
- Funding of Cyber Security/Endpoint Protection project and System Recovery Management Plan project
- Consulting with peers to move access reviews from manually collected artifacts to automated, actionable reports

Major Technology Systems

AUArts continues to plan for enhancements to major technology systems, identify associated risks and develop mitigation plans:

- Technology risks are identified in the annual risk report, including acceptance and/or mitigation activities
- Short and medium-term investments are being made in:
 - Infrastructure and application upgrades
 - AUArts rebranding
 - Identification of process improvements required to support changes in functional requirements
 - Identification of process improvements required to align with improved security best practices
- Secure funding for implementation of long-term strategic direction for administrative systems and services