

Alberta College of Art + Design (ACAD)



Minutes of the regular meeting of the Board of Governors (the Board),
Wednesday, MAY 21, 2014, at 4:00 pm in the ACAD Boardroom, 1407 –
14th Avenue NW, Calgary, AB with the following persons present:

CHAIR: James Peacock, QC

VICE-CHAIR: Margaret-Jean Mannix

BOARD MEMBERS: Dr. Daniel Doz
James Stanford
M. Carol Ryder
Margaret-Jean Mannix
Natasha Pashak
Teresa Tam
Ian FitzGerald
Gregory Forrest
Dan Barnfield (departed at 6:30pm)
Sheila O'Brien (departed at 5:50pm)
Cynthia Moore
Susan Thomas

REGRETS:

RESOURCES: Cicilia Selinger (Recording Secretary)

The Board meeting was called to order at 4:05 pm, with a quorum present and with James Peacock as chair.

1. APPROVAL OF AGENDA

MOVED by Mr. James Stanford and SECONDED by Ms. Sheila O'Brien that the agenda be approved as presented.

CARRIED
MOTION:1651

2. APPROVAL OF MINUTES

MOVED by Ms. Margaret-Jean Mannix and SECONDED by Ms. Teresa Tam that the minutes of the April 16, 2014 Board meeting be approved as amended.

CARRIED
MOTION:1652

3. CONSENT AGENDA

MOVED by Ms. M. Carol Ryder and SECONDED by Ms. Natasha Pashak that the Board of Governors adopt the consent agenda.

CARRIED
MOTION:1653

The Finance + Audit committee met with three individuals from the Office of the Auditor General who were specifically and materially involved in the audit.

The Risk Management report provided in the consent agenda was commented on. In particular the board wanted to know why “Fundraising” was reduced to a medium risk. It was noted that this same question was also discussed in the last Finance & Audit committee meeting. The administration responded that the College has advanced its understanding and maturity in its documentation and process and is well on its way to implementing its fund development plans and strategies to achieve its targeted results over the next three years. This response was discussed further by the board.

The Faculty representative was recognized for having provided the detailed Alberta Colleges & Institutes Faculties Association (ACIFA) survey results and was thanked for the additional information.

4. BUSINESS ARISING

4.1 Board of Governors Award Recipient Thank You Letters

It was noted that this is the first time that thank you letters have been received and it was greatly appreciated by the board.

4.2 Update on the Signing of “Understanding of Policies and Procedures” Document

The President reported that currently 3 staff (all on leave) and 19 faculty (1 permanent on sabbatical and 18 sessional not on contract this year) have had their network access accounts cancelled due to not having signed the “Understanding of Policies and Procedures” document. This follows the April 24, 2014 acknowledgement deadline upon which 33 faculty and 16 staff accounts had been suspended in accordance with the procedure. It is the expectation of the VPRAA to have sessional faculty read the document and sign it when they return for the fall semester.

4.3 Board Honorarium

The President reported that the follow up information requested was provided in the board package. The board discussed possible directions to move forward on this matter, such as allocating funds differently and providing for a larger line item in the annual budget.

5. ACTION ITEMS

5.1 2014-2015 Board Meeting Dates

MOVED Mr. Gregory Forrest and SECONDED by Mr. Ian FitzGerald that the Board of Governors approve the 2014-2015 Board Meeting Dates as presented.

CARRIED
MOTION:1654

5.2 Budget

The Finance + Audit Committee chair indicated that the proposed budget had not been approved for recommendation to the board by the Finance & Audit Committee as the Committee felt that it needed to be considered by the entire board. As a result it was being brought to the board for discussion and review.

Many points were debated and discussed thoroughly by the board.

Primary areas of concern included:

- The current shortfall and use of reserve funds.
- Long-term sustainability of the budget in relation to the Comprehensive Institutional Plan (CIP) as currently presented.
- The reality that forward progress as outlined in the CIP cannot take place unless there is an effective action plan to deal with the current trend of the budget as laid out over the next three years.
- The faculty to sessional ratio.
- The risk that in light of bargaining currently underway with ACADFA and AUPE, forecasted expenses could be possibly higher than projected.

The board discussed the proposed strategies to address the above concerns.

The President indicated that in the long term the current operating model is not sustainable. He cited yearly inflationary pressure which outpaces revenues composed of mostly limited tuition increases as well as limited government grant increases. He also indicated that to further reduce service and support infrastructure than proposed in the current budget would put ACAD at even greater risk.

It was noted that more permanent faculty (8) are being hired than retiring as the administration is working on improving the faculty to sessional ratio. This ratio is also currently included in bargaining discussions with ACADFA.

Fundraising was brought up as a possible solution to assist with the budget, however; it was noted that fundraising typically supports projects and new initiatives and rarely operating

activities. Revenue generation strategies, especially in the context of extended studies, were also discussed.

The President provided further context to the discussion by reporting that seven Alberta PSI institutions are reporting a deficit in their CIP documents. One is reporting a projected deficit this upcoming year and six are reporting a deficit in the following years. In addition the government currently has available for disbursement in the “Access to the Future” (ATF) funds approximately \$45 million dollars. A process for disbursement has not yet been identified. If they were to match the dollars ACAD has raised over the past few years we could potentially see approximately \$1.2 million dollars coming from ATF.

Alternatives to the proposed budget were discussed. In addition to discussion about the government grant, tuition review, extended studies opportunities as well as donation and fundraising income, there was also discussion of an alumni association which could be an untapped resource and an opportunity for growth. After all of the discussion, there was a consensus that the proposed budget represents the most realistic scenario for the College at the current time.

MOVED by Mr. James Stanford and SECONDED by Ms. Cynthia Moore that the Board of Governors approves the budget as presented.

CARRIED
MOTION:1655

5.3 Comprehensive Institutional Plan

The board raised the question of whether the wording in the CIP document accurately reflected the urgency of the message regarding the long-term sustainability of the college under the current funding model. This point was discussed fully by the board and there was a consensus that the urgency of long-term sustainability of the college would be best reflected in the cover letter to the CIP when it is delivered on June 1, 2014.

In addition, the board recommended including a footnote in the CIP indicating that the sustainability plan ask is being submitted to the government and it will affect the budget as presented in the CIP.

MOVED by Ms. Margaret-Jean Mannix and SECONDED by Ms. M. Carol Ryder that the Board of Governors approves the 2014/2015 Comprehensive Institutional Plan as presented. The concern regarding ACAD’s long term sustainability is to be reflected in the cover letter.

CARRIED
MOTION:1656

5.4 Policy on Policy and Procedure Development

MOVED by Ms. Margaret-Jean Mannix and SECONDED by Ms. Natasha Pashak that the Board of Governors approves the Policy on Policy and Procedure Development as presented.

CARRIED
MOTION:1657

5.5 General Scholarship Fund

MOVED by Ms. Susan Thomas and SECONDED by Ms. M. Carol Ryder that the Board of Governors approves covering any shortfall for the 2014/15 student awards with funds from the General Scholarship Endowment expendable fund (311-002-0357).

CARRIED
MOTION:1658

5.6 Non Institutional Fees

MOVED by Mr. James Stanford and SECONDED by Ms. Margaret-Jean Mannix

- 1) that the Board of Governors approves an increase to the Network Access Fee from \$75 to \$100 fee per student be approved for 2014-2015 academic year.
- 2) that the Board of Governors approves a proposed *new* Student Services fee of 30.00 per semester, per student, be approved for the 2014-2015 academic year.
- 3) that the Board of Governors approves an increase to the International Basic Tuition Fee from \$13,996 to \$ 14,500 per year be approved for the 2014-2015 academic year.
- 4) that the Board of Governors approves a new graduate student fee for students to attend the Master of Fine Arts In Craft Media, commencing in 2015, of \$12,500 (Domestic student) and \$25,000 (International Student).

CARRIED
MOTION:1659

The perception of raising student fees in conjunction with governmental limitations on tuition was raised and discussed. There was general agreement that the proposed increases were warranted and reasonable.

International student fees were discussed as to how they relate to what is happening province wide and nationally.

6. CHAIR'S REPORT

The Board Chair reported on the Quarterly Meeting of Board Chairs and President's across Alberta which was put on by the Ministry of Innovation and Advanced Education on April 30th and which both he and the President attended.

There were a number of presentations and the Premier spoke of having a number of ambitions he would like to accomplish during his time in office. One of the things he wants to accomplish is looking into the funding model for post-secondary institutions. Generally, the Board Chair found his comments to be refreshing and candid. He reported that in the short time the Minister has been in office he has displayed a strong grasp of the particular challenges faced by smaller institutions.

The Board Chair also attended the Premier's dinner as a separate initiative from his work with ACAD. He noted that the Premier, who is also the Minister of Innovation and Advanced Education mentioned ACAD at the dinner, as one of the institutions slated to receive capital funding.

The Board Chair expressed that it has been his privilege to serve as chair of the board for the last 5 years. He has a great deal of respect for everyone at ACAD.

The Board Chair thanked everyone who has been involved on the board during his time on the board and, in particular, during his time as Board Chair. He noted that sometimes boards and administrations have to make tough decisions that are not always popular with everyone. He commented that ACAD has a lot of challenges facing it in light of its size and its laudable ambitions, and if it is going to succeed it will require much more support than it currently receives. He thanked fellow board members and administration for their support and noted that he has thoroughly enjoyed his experience.

7. BOARD COMMITTEE REPORTS

7.1 Finance + Audit Committee

The Committee Chair reported that the committee had several areas of concern with the long-term sustainability of the budget and they did not feel comfortable recommending approval of this budget. He expressed that it is the trend that is more concerning than the current budget. The committee decided to ask the board as a whole to discuss the budget and Comprehensive Institutional Plan (CIP) document before the approval of either item.

These issues are noted in section 5.2 "Budget".

7.2 Development Committee

No additional report.

7.3 Governance/HR Committee

The Governance/HR Committee Chair reported that there were a number of qualified individuals who applied to join the board, more than the number of positions needed to be filled.

The Committee Chair reported that the committee had reviewed the list of candidates that had been provided by the government. The Board Chair has provided the Minister with the names of four applicants for immediate appointment. He has also requested that the Minister consider a request to expand the size of the ACAD board by four public members.

With respect to the Board Chair position there has been no formal indication from the Ministry, however, the board Chair has spoken with the Minister and it was noted that the appointment should be forthcoming soon.

The Committee Chair highlighted two items that will need to be considered by the committee and the next committee chair.

1. The President's Contract: The five year term of the President's contract will end on June 30, 2015. The Committee Chair urged the committee to establish a consultation process as quickly as possible when they convene in the fall. The consultation process should be completed and a decision made by the board before the end of 2014.
2. The Board Survey: The Committee Chair noted that there is typically a board survey at this time of year. However, with the large amount of turnover this year it was thought to be ineffective. The incoming committee will have this as an item to consider as part of their regular business. An offer of support and assistance was made by the Committee Chair.

The question was raised regarding the exit process of board members. It was noted that there is an informal exit process that takes place.

7.4 Government Relations Committee

The Committee Chair thanked the committee members for their time and dedication over the multiple meetings that took place. She also noted appreciation for the administrative support provided by Ms. Lori Van Rooijen, VP of Engagement.

The President reported on the context, strategy and focus of the sustainability plan ask to the government.

Many points were discussed thoroughly by the board including:

- The critical nature of the ask in developing a strong partnership with the government;
- The written layout of the document and how it reflected the priorities of the ask;
- The commitment required from both ACAD and the Government with this ask;
- The tight timeline for development
- The vulnerability of reserves.

MOVED by Ms. Cynthia Moore and SECONDED Mr. Gregory Forrest that the Board of Governors approves \$300,000 from the College's unrestricted reserves for use in 2014-2015 to be used for the sustainability planning process as presented by the President on the understanding that the Government will provide matching funds.

CARRIED

One Abstention – Ms. Natasha Pashak

MOTION:1660

7.5 Special Events Committee

The Committee Chair reported that there will be challenges to address in the fall, specifically the cost of events as they require three critical resources: time, money and reserves. The ACAD Squares are positioned to be a driving force for raising money from individuals in the coming year.

8. ACAD STUDENT ASSOCIATION REPORT

There was an additional report made to the board indicating that Michelle Holden, the new President of ACADSA has resigned. The bi-election for replacing that position will take place in the fall. The current VP of Academic Nicholas Austin is the Acting President. As matters currently stand Teresa Tam will remain the ACADSA representative to the board for the grace period which ends in August and the board will await election results or until it is advised by ACADSA who the Student Representative will be. Once advised that person's name will be put forward to the Ministry to be added as the official ACADSA representative to the board.

The Student Representative thanked the board for their support during her time on the board. The board reflected that they have enjoyed having the Student Representative on the board noting that she acted as a fully engaged board member with involvement during the board meetings with additional committee involvement as well.

9. ACAD FACULTY ASSOCIATION REPORT

One note in addition to the report regarding the numbers cited for Faculty Professional Affairs Committee (FPAC), the ACADFA Representative stated that if there are any concerns they can be addressed to the ACADFA President, Natali Rodrigues.

The Faculty Representative was asked whether the faculty approach him for items to take to the board and whether he disseminate information from board meetings back to the faculty. He confirmed information is indeed disseminated both ways.

10. STAFF BOARD REPORT

The Staff board member was able to attend the ACAD Squares event, Convocation, and the Grad Show. He noted that there was a great turn out at the ACAD squares event and that the grad show had a great opening. He offered his formal congratulations to all the students and staff for well run and successful convocation.

He also reported that he had a chance to sit down with the local AUPE chair. He was informed that there are 60-70 full time AUPE employees and 20-25 part-time.

The President reported, as a follow up to a question raised at the last board meeting, that of the 48 AUPE staff that have been employed at ACAD 10 years or more only 1 has had a performance evaluation in the last 10 years. It was noted that the previous HR director was working on a new performance evaluation process. There is currently a revised draft of this procedure for the staff performance evaluation being finalized. This will ensure the proper infrastructure is put in place so that it can address the auditor's concerns.

The question was raised as to how AUPE staff pay increases have been handled in the past 10 years and whether it was by merit or step increases. It was reported that pay increases have been provided based on step increases as part of the Collective Agreement.

11. PRESIDENT'S REPORT

The President further reported on the Quarterly Meeting of Board Chairs and President's across Alberta which was put on by the Ministry of Innovation and Advanced Education on April 30th which both he and the Chair of the Board attended.

The President thanked VP of Research and Academic Affairs, Ms. Dianne Taylor-Gearing, who is taking on the role of President at NSCAD, for her work these past two years in maturing the academic processes of the College and her work toward receiving the approval for the Master of Fine Arts in Craft Media.

The President reported on the Student Recruitment and Admissions overview report, which was handed out. He pointed out the increase in rural applications as a manifestation of the provincial engagement strategy developed by the College through vehicles such as ShowOff.

11.1 Social Innovation Funds

A brief update as to the progress made on developing Social Innovation Funds for the province was made. The President informed the board that the goal is to have the framework of this fund in place by early this fall.

11.2 Zach Rathwell Memorial Scholarship (TBC)

The President outlined the details of the scholarship as provided in the board package.

11.3 A year in review - highlights

To mark an important year that saw many positive accomplishments, the President provided a substantial list of ACAD's accomplishments for 2014-2015 assembled from submissions by all departments. From those, the President identified his top ten accomplishments as listed below:

1. ACAD received approval to offer its first ever Master of Fine Art (in Craft Media).
2. Development and approval of a framework for academic minors.
3. Community coming together in response to the tragic death of one of our first year students.
4. Successful advocacy of Cultural Prosperity as one of 3 key outcomes for Campus Alberta.
5. Evidence at the provincial level of a positive cultural change in the perception of ACAD's role as a recognized leader in art, craft and design education.
This is manifested in the growing role that many ACAD staff and faculty are playing in provincial committees and organizations. It is also evident with the funding received for academic growth to support joint degrees.
6. ACAD's rural engagement strategy producing visible positive results such as increase in applications originating from rural areas, as well as continue growth in grade 10 to 12 participation in ShowOff.
7. The unveiling of the new graphics by 4th year SCD student Ruth Lee for Team Canada bobsleds used in the Sochi 2014 Winter Olympic Games.
8. Development of an ACAD Employee recognition - Long-Term Service. Celebrating key milestones (10-14, 15-19, 20-24 and 25+ years) for 45 faculty and staff and 6 retiring faculty and staff.

9. Developed and hosted a successful Alumni Exhibition with over 500 members from the internal and external communities attending the opening reception and over 2500 visits over an 8-week period.
10. Launch of the Art Educators Institute (summer 2013).

The President thanked the entire board for their support, hard work and dedication over this past year.

The Board Chair ended the meeting by thanking Ms. Margaret-Jean Mannix and Ms. Sheila O'Brien for their significant contribution to the board during their terms.


12. ADJOURNMENT

MOVED by Ms. Teresa Tam and SECONDED by Mr. James Stanford that the meeting be adjourned at 6:40 pm.

CARRIED
MOTION:1661



M. Carol Ryder
Chair, ACAD Board of Governors



Dr. Daniel Doz
President + CEO, ACAD