

Alberta College of Art + Design (ACAD)



Minutes of the regular meeting of the Board of Governors (the Board),
Wednesday, December 10, 2014, at 4:00 pm in the ACAD Boardroom,
1407 – 14th Avenue NW, Calgary, AB with the following persons present:

CHAIR: M. Carol Ryder

VICE-CHAIR: James Stanford (absent)

BOARD MEMBERS: Dr. Daniel Doz
Dan Barnfield
Loradonna Botter
Larry Clausen
Reid Cummings
Ian FitzGerald
Gregory Forrest
Sarah Grodecki
Martin Kratz
Cynthia Moore
Susan Thomas

REGRETS: James Stanford
Susan Thomas

RESOURCES: Cicilia Brasby (Recording Secretary)

**The annual board photo was taken at 4:05pm

The Board meeting was called to order at 4:14pm with a quorum present and with M. Carol Ryder as chair.

Sarah Grodecki has now been officially appointed to the ACAD Board of Governors.

1. APPROVAL OF AGENDA

MOVED by Mr. Martin Kratz and SECONDED by Mr. Reid Cummings that the agenda be approved as amended.

CARRIED
MOTION:1680

2. APPROVAL OF MINUTES

MOVED Mr. Greg Forrest and SECONDED by Mr. Martin Kratz that the minutes of the October 29, 2014 Board meeting be approved as presented.

CARRIED
MOTION:1681

3. CONSENT AGENDA

MOVED by Mr. Martin Kratz and SECONDED by Mr. Reid Cummings that the Board of Governors adopt the consent agenda.

CARRIED
MOTION:1682

4. BUSINESS ARISING

No business arising.

5. ACTION ITEMS

5.1 Annual Report Approval

MOVED by Dr. Daniel Doz and SECONDED by Mr. Martin Kratz that the Board of Governors approves the Annual Report for the period of July 1, 2013 – June 30, 2014 as amended.

CARRIED
MOTION:1683

The Centre for Creativity and Entrepreneurship was noted by the board as missing from the document. It will be added to the report as an activity.

The list of the Board of Governors is incomplete and the faculty advisor will be added to page 3.

The phrase on page 8 that reads 'Increase response time to applicants through the admissions process' will be changed to read either 'improve or decrease' to best reflect the intent of the statement.

The board discussed fact checking and administration agreed to verify pertinent information.

5.2 President + CEO Recruitment, Review, + Remuneration Policy Approval

MOVED by Ms. Natasha Pashak and SECONDED by Mr. Martin Kratz that the Board of Governors approves the President + CEO Recruitment, Review + Remuneration Policy be amended as recommended and presented by the Governance/HR Committee.

CARRIED
MOTION:1684

6. CHAIR'S REPORT

The board chair reported her attendance at:

- 5th Annual Admin Area Student Art Exhibition, October 29, 2014.
- Ex-officio attendance at the Governance/HR and Government Relations board committee meetings in November.
- Calgary Economic Outlook luncheon on November 13, 2014 with Dr. Doz, members of the ACAD senior management team and fellow board members giving ACAD an opportunity to connect with donors, supporters and Calgary businesses.
- Regular meetings with Dr. Doz to discuss pending issues, concerns and opportunities with a focus on strategic planning and sustainability in matters dealing with the government and the advance education ministry as well as discussing the current educational environment at ACAD and that of Campus Alberta.
- ACAD Squares invitation to the VIP Student's Show and Sale on November 27, 2014. It was a wonderful opportunity for all to add to their ACAD art collection. The event was larger with greater attendance than ever before.
- CPO/ACAD joint performance of Messien's Tarangaila symphony at the Jack Singer Hall on Saturday, November 29, 2014.
- ACAD Annual Holiday Staff luncheon on December 9, 2014. This event was in recognition of ACAD staff for their ongoing day-to-day contribution and commitment.
- Immediately following this meeting attending the ACADFA reception (December 10, 2014).
- ACAD Staff and Faculty Holiday reception on December 17, 2014 to recognize and hand out the long term service awards.

She also reported that:

- Interviews for the President + CEO's contract renewal process are completed and a report is forth coming.

- Personalized letters from the Board Chair and the President were sent with a copy of the *Catalyst* publication to all 26 PSI Presidents and Board Chairs on December 5, 2014.
- Personalized letters from the Board Chair and the President, including an invitation to visit the ACAD campus, were sent with a copy of the *Catalyst* publication to the provincial and municipal government on December 12, 2014.

7. BOARD COMMITTEE REPORTS

7.1 Finance + Audit Committee

The Committee spokesperson reported that in addition to the information in the minutes from the November 27, 2014 meeting the risk management report will have a significantly improved format. It will be a shorter document with a visual dashboard highlighting how risk is being reduced in critical areas across the college.

The next meeting is scheduled for January 15, 2015.

7.2 Governance/HR Committee

The Committee Chair reported that the committee met on November 18, 2014.

The Governance/HR committee will require board assistance in order to effectively recommend new and updated policies to the board for approval by the end of the 2015.

Policy review strategy outlined for the board includes:

- Ensuring all board policies comply with the format set out by the auditor general including a numbering system.
- Having each committee review the policies related to their committee to determine if the policies meet the needs of the committee.
- Determining which policies can be harmonized or combined.
- Editing policies as required.
- Addressing any substantive areas that need to be addressed or demonstrate gaps in policy.

The committee also intends to review and recommend any changes to the by-laws by the end of the 2015-2016 year.

Interviews for the President + CEO's contract renewal process are completed and a summary report will be presented to the board at the next board meeting.

The next meeting is scheduled for January 13, 2015.

7.3 Development Committee

The Committee Chair reported that the committee met on November 13, 2014.

ACAD Squares report:

- Further refinement of the concept around the program is taking place.
- There was excellent turnout at the November 27, 2014 ACAD Show & Sale.
- A stronger push for recruitment of new members will take place in the New Year.
- They were able to provide discounted tickets to members for the CPO/ACAD joint performance of Messien's Tarangailla on Friday November 28, 2014.

The question was raised by the board regarding how they can be integrated into the work of the development committee. Board members were asked to assist by providing access to their contacts and the use of their influence around development. The board asked the committee to provide additional ways that the board can assist in the area of development.

The next meeting is scheduled for February 12, 2015.

7.4 Government Relations Committee

The Committee Chair reported that the committee met on November 13, 2014.

Their focus is to have as many political stakeholders visit the college as possible.

Committee members are working with administration to craft consistent messaging and speaking points for the use of the board and other key stakeholders.

Administration updated the board regarding the formal request to the government for funding to match the board's contribution to the Strategic Sustainability Plan. It will be followed up by telephone in the coming week.

Administration was asked about the purpose of the Campus Alberta Unified Services grant. It was reported that these dollars were provided to assess ACAD's current resources around the enterprise software used for financial, student and HR information. The business case that comes out of the assessment will be used to determine if ACAD and other colleges want to link with the University of Alberta's People Soft software. The grant dollars have not yet received.

The next meeting is scheduled for February 12, 2015.

8. ACAD STUDENT ASSOCIATION REPORT

The Student Representative brought forward two items for discussion.

1) Concerns that the graduate programming initiative of the college:

- Will negatively impact and divert focus and funding from the undergraduates and their programming.
- Appears to have had many ill-timed decisions required during the initial stages of its implementation.

The response of the Administration is:

- ACAD appreciates the concerns of ACADSA and the opportunity to respond.
- They are offering more sections this year than last year and therefore are not reducing any offerings to undergraduates.
- The start time for the MFA is being re-evaluated to reduce impact on budget and ensure synergy with undergraduate program offerings. A September 2016 start date provides additional time to fully assess and develop these key areas.
- The Ministry has approved the revision of the tuition for MFA to ensure it is closer to sister institutions. This will impact the bottom line positively.
- The MFA will strengthen and enrich the learning experience of undergraduates as they share their classrooms with graduate students.
- The new Director of Research + Graduate Studies will focus on developing summer programming and increasing ACAD as a research centre. This would significantly impact undergraduate life by providing to access to summer and research oriented high level programming.
- ACAD has learned much from the initial stages of the MFA graduate programming initiative implementation and the key areas that have arisen through its development. In response, Academic Council has passed a new 'Creating New Programs' procedure to correct the limitations discovered in the process.

2) As it currently stands in the Post-Secondary Learning Act (PLSA) ACAD is not mentioned (by name) and thus it is unclear as to what legislation we (ACADSA) are governed under (the only other SACI institution does not have a student association). This is important as we begin to discuss the possibility of adding graduate students to our Student Legislative Council. Will graduate students have their own governing body and what are the logistics will be around that? Alternatively is it possible that they will fall under ACADSA as a governing body?

The Board Chair indicated that the board would report back to her on this question.

9. ACAD FACULTY ASSOCIATION REPORT

The Faculty Representative highlighted that:

- A formal report was submitted to the board in the board package.
- The ACADFA executive and administration continue to meet to discuss and review letters of understanding, which are amendments to the collective agreement.
- Faculty hiring is taking place.
- There has been an invitation to have faculty members to participate with the budgeting process.

10. STAFF BOARD REPORT

The Staff Representative reported that he attended:

- November 20, 2014 – School of Communication Design illustration talk featuring comic book artist Fiona Staples, Fashion and Lifestyles illustrator Karen Klassen, Editorial illustrator Kyle Metcalf, and Graphic Designer and Illustrator Michael Mateyko.
- November 22, 2014 - Open house and lecture by ACAD Alumni, Jeff de Boer
- November 27, 2014 - Winter VIP Show + Sale
- December 9, 2015 – President’s Annual Staff Holiday Luncheon
- A meeting with AUPE Local Chair, Aileen Lublinkof. The Chair did want to express that the working relationship between Human Resources and AUPE has changed for the better since the hiring of Jill Brown, the new Director of HR. There is a more willingness to listen and act quickly to resolve issues where possible.
- The Chair’s next meeting with the ACAD President is scheduled for Dec 17, 2014.
- AUPE’s Joint Consultation meeting is scheduled for Dec 11, 2014.
- The next members meeting will be in the New Year.

11. PRESIDENT’S REPORT

The President + CEO reported the following in addition to his report in the board package:

- The sad news of the passing of one of our students due to cancer. The only thing she wanted to do with the remainder of her life was to attend ACAD. She was a freshman and was granted an honorary degree from ACAD. She will also be recognized at Convocation.
- This has been one of the busiest falls at ACAD which included exploring new avenues through letters of understanding, developing proper foundations in a variety of areas and working on key projects that are making great progress.
- The President + CEO recognized the faculty and staff of ACAD for the amazing work they are doing with limited resources.

12. SUSTAINABILITY STRATEGIC PLANNING PROCESS UPDATE

The Sustainability Planning process is moving forward with the work of the Academic Planning Group and their commitment to deliver an Academic Plan through the Academic Planning Group (APG) that addresses curriculum renewal and growth. The work coming from this group (APG) is key to the completion of other studies required to support the institutions longer-term strategy. The Sustainability Strategic Planning process is a response to ACAD's budget shortfall and will deliver four important plans that will form the basis of the Sustainability Case for Support to our stakeholders.

In addition to the Academic Plan mentioned early, the process will deliver:

- A Financial Plan that incorporates a compensation and hiring strategy, budget modeling and forecasting based on growth scenarios;
- A Capital Plan that includes information technology and facilities required to support the student experience;
- An engagement strategy that focuses first inside and then outside to garner support for the institution provincially.

The timelines for delivery of these key areas has been refined and focused on two milestones – the 2016 provincial budget and the 2017 provincial budget. Our work is supported by the Ministry who are key partner in this process.

13. ACADEMIC PLANNING GROUP (APG) REVIEW AND HIGHLIGHTS PRESENTATION

In the spring of 2014 it was agreed by the President that in the coming year ACAD would, through consultation, develop a body of curriculum review recommendations for the College that might help shape its next decade. Areas for consideration include:

- The NASAD accreditation process;
- A review of sustainability—including the sustainability of quality education—with regard to College direction;
- Growth and funding;
- The development of an 'Academic Strategic Plan' to confirm future academic priorities, initiatives and processes;
- A review of how the focus, structure, content and delivery of ACAD programs might be revised, refreshed, or improved to best serve students.

The Academic Planning Group (APG) includes a range of academic administrators and faculty members, as well as a student representative. APG is supported by a project facilitator who has been working with ACAD on various projects for the past 18 months. The group has met weekly throughout the fall of 2014.

14. NOTICE FOR FUTURE BOARD MEETING

The proposed January 28, 2015 board meeting will take place.

15. IN CAMERA

The board went in camera to discuss possible impact on the budget for 2015 – 2016 from 5:42pm – 5:54pm.

16. ADJOURNMENT

MOVED by Mr. Martin Kratz and SECONDED by Mr. Greg Forrest that the meeting be adjourned at 5:55 pm.

CARRIED
MOTION:1685



M. Carol Ryder
Chair, ACAD Board of Governors



Dr. Daniel Doz
President + CEO, ACAD