

Alberta College of Art + Design (ACAD)



Minutes of the regular meeting of the Board of Governors (the Board),
Wednesday, February 25, 2015, 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 (departed at 6 :35pm)

BOARD MEMBERS: Dr. Daniel Doz
Dan Barnfield – (departed at 6:35pm)
Loradonna Botter
Larry Clausen
Reid Cummings
Ian FitzGerald – (departed at 6:26pm)
Gregory Forrest
Sarah Grodecki
Martin Kratz
Cynthia Moore – (arrived at 4:05)
Susan Thomas

REGRETS:

RESOURCES: Cicilia Brasby (Recording Secretary)

The Board meeting was called to order at 4:01 pm with a quorum present and with M. Carol Ryder as chair.

1. APPROVAL OF AGENDA

MOVED by Mr. Martin Kratz and SECONDED by Ms. Natasha Pashak that the agenda be approved as amended.

CARRIED
MOTION:1686

2. APPROVAL OF MINUTES

MOVED Mr. Larry Clausen and SECONDED by Mr. Reid Cummings that the minutes of the December 10, 2014 Board meeting be approved as presented.

CARRIED
MOTION:1687

3. CONSENT AGENDA

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

CARRIED
MOTION:1688

4. BUSINESS ARISING

The use of the Illingworth Kerr Gallery (IKG) for subsequent ACADSA Show and Sale was discussed at length. It was decided that further discussion with Wayne Baerwaldt, Director of the IKG, was required as the Show and Sale fulfills many ACAD goals and objectives and it is a priority that it be hosted at the IKG if it is at all feasible.

The board requested that the ACADFA president report on the ACIFA climate survey included in the consent agenda package. The results were discussed briefly. Any faculty concerns are to be reported to the ACAD Faculty Representative to bring forward to the board. It was decided that the ACADFA President, the ACAD Faculty Representative and the Board Chair meet on a regular basis to discuss any areas of concern.

5. ACTION ITEMS

5.1 Board of Governors Graduating Student Awards Board Member Appointment

MOVED by Mr. Martin Kratz SECONDED by Mr. James Stanford that Ms. Susan Thomas be appointed and approved as the representative to the Board of Governors Graduating Student Award Committee.

CARRIED
MOTION:1689

5.2 Board of Governors' Alumni Award Recipient Approval

MOVED Ms. Cynthia Moore and SECONDED by Ms. Natasha Pashak that the Board of Governors approve the recommendation of the Alumni Award of Excellence Selection Committee and award Anthea Black with the 2015 Board of Governor's Alumni Award of Excellence.

CARRIED
MOTION:1690

5.3 Market Modifier Approval

5.4 Tuition Approval

5.5 Supplementary Fee Approval

MOVED Mr. James Stanford and SECONDED by Ms. Susan Thomas that the Board of Governors approve a market increase of \$1020.10 for undergraduate degree program base tuition for both Bachelor of Fine Art and Bachelor of Design programs for the 2015-2016 academic year. This increase to be applied commencing for students entering the College in 2015 and each year thereafter subject to any annual adjustments for CPI after 2015 as permitted under the Provincial Tuition Regulation.

That the Board of Governors approve a 2.2% increase in undergraduate base tuition for the 2015-2016 academic year for all students currently enrolled in degree programs in 2014-2015 who will be continuing their enrolment into the 2015-2016 academic year.

That the Board of Governors approve a 2.2% increase in supplementary studio credit fees for all undergraduate students for the 2015-2016 academic year.

CARRIED
MOTION:1691

The board asked if these increases will have an impact on applications. It was reported that based on the data provided these fees are not perceived as a barrier to applications.

The board asked if these fees are a factor in decreasing the number of full load equivalents or increasing the number of part-time students. This ongoing trend and previous board inquiries along these lines were discussed. The solutions to address this concern were noted as being addressed by the Academic Planning Group and their work. It was stated that the trend is unrelated to the fees.

5.6 Approval for the disbursement of \$300,000 towards the Strategic Sustainability Plan

MOVED Ms. Cynthia Moore and SECONDED by Mr. Gregory Forrest that the Board of Governors approves the removal of the condition that the Government match the \$300,000 from the College's unrestricted reserves for use in 2014-2015 for the strategic sustainability planning process.

CARRIED
Opposed by Mr. Ian FitzGerald
MOTION:1692

The President reported on the background of this motion from the May 21, 2014 board meeting and updated the board on the proposed budget of the Strategic Sustainability Plan case for support as it related to this request.

The Chair of the Finance & Audit Committee stated the intent of the matching component of the original motion. The board members who did motion and second the original motion on May 21, 2014 spoke to their recollection of that motion.

The risks that accompany this decision were identified and reviewed thoroughly.

The board deliberated for some time and concluded with the decision to approve.

6. CHAIR'S REPORT

The Board Chair commended the board, faculty and administration for their extra efforts, hard work, double duty and quick responses to the challenges that have faced the college from mid-December until now.

The Board Chair formally thanked the ACAD Faculty Association on behalf of the Board for hosting the December post board meeting holiday reception.

The annual board photo shoot took place on December 10th and the new photo is on the East wall of the boardroom.

The Board Chair attended:

- The December 17, 2015 with other fellow board members, the ACAD Staff Service Awards in recognition of our staff's years of service and commitment to ACAD and our students.
- The January 15, 2015 Finance and Audit Committee Meeting.
- The January 13, 2015 Governance/Human Resources Committee Meeting.
- The February 18, 2015 Governance/Human Resources Meeting (in camera) to give an update on the contract renewal progress with the President.
- The January 31, 2015 the Mass MOCA, Oh Canada opening at ACAD's Illingworth Kerr Gallery (IKG) in partnership with Marion Nickle Gallery, the Glenbow Museum and the Esker Foundation. We are proud that IKG Director, Wayne Baerwaldt was so instrumental in ensuring this exhibition took place in Calgary. A big thank you to him and his staff as well as ACAD faculty and students that assisted.
- The February 19, 2015 the Mayors Arts Awards Luncheon at the BMO Centre with the President and hosted ACAD alumni including Jeff DeBoer and Bev Tosh to name a few.

The Board Chair met with:

- The Chair of the Governance Committee and key stakeholders to hold the remaining stakeholder interviews as part of the President's contract renewal process from December 11-12, 2015.

- The President following the Christmas, Chanukah and New Year's break for the two-hour monthly meetings to discuss emerging issues and strategic planning details for ACAD. Special emphasis was placed on the political environment and government budget challenges faced.
- The Governance/HR Committee Chair and the President on January 19, 2015, to discuss the preliminary results of the blinded stakeholder interviews and start his contract renewal negotiations.
- The President and the Vice President of Engagement on January 26, 2015, for a planning pre-meeting followed by a one hour meeting with Advanced Education Deputy Minister Marcia Nelson and her EA/strategic planner to talk about ACAD. The Board Chair reported on the frank discussion that took place. Citing the merits of ACAD and our mandate, and our sustainability challenges especially in the present economic environment and potential further cuts to the advanced education budget for 2015 and beyond. The President followed up with an excellent letter circulated at this board meeting.
- The President on February 5, 2015 at a planning meeting to discuss potential government relations. The President's office was contacted by the government of Alberta's Calgary Caucus Leader Linda Johnson, MLA to invite ACAD to do a 10 minute information presentation to Calgary Caucus on February 6, 2015. As the Board Chair was scheduled to be out of the country on February 6, 2015, the Vice Chair of the Board represented the Board along with Vice President of Engagement and the President.

The Board Chair thanked the Vice Chair of the Board, the President and the Vice President of Engagement for giving a well-planned and thought out presentation to the Members of Calgary Caucus that could attend the meeting.

7. BOARD COMMITTEE REPORTS

7.1 Finance + Audit Committee

The Committee Chair reported that the committee met on January 15, 2015 and February 19, 2015.

At the January 15, 2015 meeting it was noted that a fraud assessment and accounting practice procedures were reviewed in relation to the ACAD Student Association. The committee requested that ACADSA look into this further and come back to the committee at a later date with a recommendation to improve the procedures.

The Committee Chair noted that at the February 19, 2015 meeting a new faculty member was introduced to the committee as a non-board member of the committee. He officially welcomed Mr. Mitch Kern to the committee.

The Committee Chair noted that the audit implementation plan was reviewed at both meetings and things are moving forward as expected.

The next meeting is scheduled for March 18, 2015.

The Board Chair commended the Chair of the Finance + Audit Committee for the strides taken to correct the audit points and stated that he has been asked to assist other colleges in their efforts to adjust.

7.2 Governance/HR Committee

The Committee Chair reported that the committee met on January 13, 2015 and again in camera on February 18, 2015.

Interviews for the President + CEO's contract renewal process are complete and a summary report will be presented to the board on April 8, 2015.

The committee is working with administration on a board and institutional policy review plan and remain committed to review the bylaws by the end of the 2015-2016 year. The Committee Chair acknowledged the help of board member, Mr. Martin Kratz with this large task.

The board assessment survey will be made available to the board by the end of the year. Enhanced board onboarding of new board members is also being assessed.

It was noted that the Board Chair will be contacting each board member before the end of April to review their experience on the board this year.

The next meeting is scheduled for March 24, 2015.

7.3 Development Committee

The Committee Chair reported that the committee had to reschedule the February 12, 2015 meeting due to lack of quorum.

The Committee Chair noted that the role of this committee is focused on alumni, fund development as well community engagement and events.

The Committee is assessing the aspects they are tracking and whether or not those initiatives were providing the value hoped for. After this assessment they may bring their conclusions to the board for further discussion.

The next meeting is scheduled for March 5, 2015.

7.4 Government Relations Committee

The Committee Chair reported that the committee met on February 17, 2015.

The Committee Chair reported that the background work is being done to have appropriate conversations with government and that the Sustainability Strategic Plan is a big part of doing that work to properly represent ourselves to government.

The Committee Chair noted that she very proud of this organization and the sophistication with which all of the spokespeople have carried on these conversations with government. She reiterated that we all need to be armed with the right information so we can continue to be impactful in these conversations.

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

The next meeting is scheduled for April 28, 2015.

8. ACAD STUDENT ASSOCIATION REPORT

The ACAD Student Association member reported:

She is attending the ASEC Assessment Conference (Alberta Students' Executive Council) this weekend and she will report back what she learns from this province wide conference.

Student Association elections will begin next week. The current ACAD Student Association is working to finalize the changes of policies and procedure. They have also added a new executive position to the council in order to work to gain more interest in the student body. They will be talking to individual classes and interviewed past executive to see how the experience has helped them in their career and will be rolling that out with the promotional materials.

The board inquired about the 'Supporting Inspired Communities' proposal made by ACADSA and provided in the consent agenda. The primary query was related to quantitative measures of success at specific phases or the end of the project. The ACAD Student Representative reported that she hoped the conversation will continue for the project and that the research will be done to make it a stronger proposal in the future.

9. ACAD FACULTY ASSOCIATION REPORT

The ACAD Faculty representative to the board reported that a formal report was submitted to the board in the board package.

In addition to that report the School of Communication and Design recognized the support from a board member who assisted in suggesting a location for their upcoming portfolio show.

Finally the representative noted that a 47% response rate to the ACIFA climate survey is a good general indication that faculty have opinions and are willing to voice them.

10. STAFF BOARD REPORT

The Staff representative to the board reported that he attended the AUPE Local 71-06 AMG on Wednesday, February 18, 2015. The guest for the AGM was AUPE VP Erez Raz. There was some discussion in regards to the next provincial budget, however everyone is patiently waiting until it officially comes down to comment on.

The Local members are really interested in getting to know the board members further, and would like to organize a meet and greet similar to the faculty one last semester. A date is still to be determined, and will most likely happen after a board meeting. The Staff representative will let board members know and the Board Chair indicated that the board would be happy to meet with AUPE members.

Finally the Staff Representative reported on the results of the AUPE LOCAL election:

- AUPE Local 71-06 Chair – Aileen Lublinkhof
- AUPE Local 71-06 Vice Chair – Donna Barrett
- AUPE Local 71-06 Secretary/Treasurer – Bonnie Mccauley

11. PRESIDENT'S REPORT

The President reported on the comprehensive budget differential research provided in the board package. He identified specific impacts of the research:

- 1) 63% of ACAD resources come from the government grant and 27% comes from tuition.
- 2) There is a critical need for ACAD to diversify revenue sources further and to develop a long term strategy.
- 3) The role of sales and services in the make-up of the smaller institutions (under 2500 FLEs) is larger than ACAD's. This is not surprising regarding their rural locations. They are a substantial resource in their significantly smaller communities and this may be a key factor in the difference in their funding.
- 4) Banff Centre has quite a different make-up than ACAD. ACAD is in the same sector and yet we have not experienced the increased funding that they have identified.
- 5) This research supports the argument that ACAD has not been funded in a similar manner as most other institutions in the province.

The President thanked the EA to the President + CEO and the Board for her work in completing and providing that research.

The President reported that a third Art school has declared a merger in the United States and a fourth one is fighting a merger. He identified that one school has now closed. This trend makes it imperative that ACAD focus on the Strategic Sustainability Plan and the outcomes required to be sustainable as an institution.

12. REPORT ON THE MASTERS OF FINE ARTS

The Office of Research and Graduate Studies has two primary remits: First, ACAD seeks to cultivate and position the faculty as eminent researchers/scholars that create positive impact on the culture of the province and nation. Our focus is to assist faculty and students to prepare for external funding opportunities and to encourage exemplary creative research that has an impact on national and provincial culture, society and the academic community.

Second, we are preparing a successful implementation of the Master of Fine Arts in Craft Media with a first cohort intake in Fall 2015. Additionally, the office, working with administration and faculty will seek new MFA program implementations in Design and possible MA program implementations in Curatorial Studies and/or Critical Studies.

The ACAD Student representative to the board inquired about the impact on the undergraduate studies in terms of access to the facilities and studios. Those working on this project are very conscious of ongoing undergraduate activities. All options are being explored including an increase to hours of operation and summertime activities as well as an a-synchronic learning hybrid/lecture strategy, a more effective and efficient utilization of space and review of how classes are scheduled. These discussions are taking place in the Academic Planning Group.

In addition to this information it was reported on the variety of ways that this program is being marketed. Another avenue was cited and that was to reach out to ACAD alumni and let them know as well.

The Board took a brief break from 5:55pm – 6:00pm

13. IN CAMERA

The board went in camera from 6:01pm to 6:41pm to discuss the budget context for 2015 – 2016.

14. ADJOURNMENT

MOVED by Mr. Martin Kratz and SECONDED by Mr. Reid Cummings that the meeting be adjourned at 6:41 pm.

CARRIED
MOTION:1693



M. Carol Ryder
Chair, ACAD Board of Governors



Dr. Daniel Doz
President + CEO, ACAD