

Article VII: Advancement Committee

1. The general purpose of the Advancement Committee is to:

- (a) Support the Board's stewardship responsibilities relating to strategic planning and advancement.
- (b) Provide active leadership in support of the Advancement Office's efforts in such areas as fundraising and friend-raising.
- (c) The Advancement Committee shall be appointed by the Board and shall be constituted as follows:
 - i. The Chair or the Vice-Chair of the Board as decided by the Governance & Human Resources committee, who is an *ex officio* member of the Committee but does vote and count in meeting requirements for a quorum;
 - ii. one other Officer of the Board;
 - iii. one Governor of the Board, elected to the Board by the Faculty;
 - iv. one Governor of the Board, elected by the Council or governing body of the students;
 - v. three other Governors of the Board; and
 - vi. The President who is an *ex officio* member of the Committee but does vote and count in meeting requirements for a quorum.
- (d) The Advancement Committee may increase the number of its non-voting members as needed.
- (e) A quorum for Committee meetings consists of four (4) voting members of the Committee.

2. Specific Responsibilities

The Advancement Committee is delegated the following responsibilities: ·

- (a) Strategic Planning Oversight
 - (i) Recommend to the Board a strategic planning cycle;
 - (ii) Recommend to the Board a strategic planning process;
 - (iii) Monitor the implementation of the strategic planning process and make recommendations for potential changes to that process for the next round of strategic planning based upon NSCAD's experience with the current process; and
 - (iv) Review annually, through a report from the President, NSCAD's progress in relation to its approved Strategic Plan.

3. Advancement Plans and Policies

- (a) Identify, develop/study and recommend advancement-related governance policies to the Board for approval.

- (b) Study and make recommendations to the Board on any new and significant advancement initiatives (e.g., capital campaigns, etc.).
- (c) Review the annual advancement plan (and goals) for NSCAD prepared by the Administration and the related budget.
- (d) Monitor advancement-related best practices for post-secondary education institutions and make recommendations to the Board regarding the continuous improvement of advancement efforts at NSCAD.

4. Monitoring Advancement Achievements

- (a) Monitor NSCAD's progress in relation to the advancement plan/budget.
- (b) Identify appropriate benchmarks for measuring the effectiveness and efficiency of NSCAD's advancement efforts and monitor its performance in relation to those benchmarks.

5. Engagement of the Board and NSCAD Community

- (a) Work with the Advancement Office to effectively engage all Board members in fundraising and friend-raising activities, such as prospect identification, donor cultivation, introductions, specific case development, gift solicitations, recognition and stewardship.
- (b) Work with the Advancement Office to establish and implement a system of recognition for board and other volunteers who are active in fundraising.
- (c) Work with the Advancement Office to identify and recruit the right leaders for any major fundraising campaign.
- (d) Monitor the Advancement Office's efforts to educate the NSCAD community on the importance of additional funding to ensure the future of NSCAD.

6. Stakeholder Relations and Communications

- (a) Recommend to the Board a stakeholder relations and communication policy communications policy (and any changes thereto).
- (b) Review the annual stakeholder relations and communications plan and report highlights of same to the Board.
- (c) Monitor the quality of NSCAD's relationships with key external stakeholders (e.g., Government, alumni, etc.).

7. Meetings and Organization

The Advancement Committee:

- (a) Has a meeting calendar and annual work plan for the year.
- (b) Meets at least quarterly with pre-determined dates and agendas.
- (c) Holds special meetings as required.
- (d) Will hold *in-camera* sessions immediately before and/or after the Committee meetings; these sessions will be structured by the Committee Chair and include the President.

8. Minutes and Reporting Responsibilities

A member of the administrative staff will act as the recording secretary for meetings of the Advancement Committee. Minutes of the meeting will include highlights of major discussions and all recommendations, decisions and directives of the Committee.

A draft copy of the minutes of each meeting, approved by the Committee Chair, will be circulated to the Committee prior to the next Committee meeting (where practicable) for approval by the Committee.

The Chair of the Committee (or his/her designate) will present the Committee's report at the next scheduled Board meeting in such form and manner as required by the Board.

9. Confidentiality

All deliberations of the Committee, and all records, materials and information pertaining to the Advancement Committee obtained by a member of the Committee shall be considered confidential. Committee members shall maintain the confidentiality of such deliberations, and shall safeguard such records, material and information from improper access. At no time will any Committee member use or disclose or divulge any confidential personal information for personal gain or for the benefit of others.

10. Other

The Advancement Committee will:

- (a) Annually review and receive approval from the Board of its Terms of Reference to ensure they meet the needs of the Board.
- (b) Annually assess its performance in carrying out its duties.
- (c) Provide an orientation to new Committee members and ongoing training and development opportunities for its members.
- (d) May engage independent consultants as required to assist the Committee with its duties, subject to budgetary approval by the Board.

The Director of University Relations will be the member of NSCAD administration designated to support the work of this Committee.