

In Attendance: Jeff Somerville (Chair), Dianne Taylor-Gearing, Faten Alshazly, Greg Bambury, Kassidy Bernard, Ross Cantwell*, Siobhan Cleary, Louise Anne Comeau, Elizabeth Currie, Gary Edwards*, Joanne Hames, Jim Horwich, Cameron Jantzen, Sean Kelly, Rory MacDonald, Rudi Meyer, Alan MacPherson, Maggie Marwah, Peri McFarlane, Dave van de Wetering

*Teleconference

Regrets: Jeff Burns, Marco Chiarot, Gordon Whittaker

Invited: Sharon Johnson-Legere, Vice-President Finance and Administration, Ann-Barbara Graff, Vice-President Academic and Research, James Barmby, Associate Vice-President Student Experience and Registrar

1. Call to Order Establishment of Quorum

Meeting called to order at approximately 3:00 pm by Chair, J. Somerville with the establishment of quorum.

J. Somerville welcomed Jim Horwich to the NSCAD Board of Governors. Mr. Horwich was appointed as Governor-in-Council by the Province of Nova Scotia. The Order in Council sets the term commencing September 4, 2018 and ending August 31, 2021.

2. Conflict of Interest

There were no conflicts of interest declared.

3. Acceptance of the Agenda

The agenda was accepted as presented.

Motion: To approve the September 20, 2018 Board agenda as presented.

Moved by S. Kelly, seconded. Carried [BOG 330/18-51]

4. Approval of Minutes – June 28, and August 28, 2018

No changes being requested, the minutes of June 28, 2018 are hereby declared adopted as a true record.

No changes being requested, the minutes of August 28, 2018 are hereby declared adopted as a true record.

5. Business Arising – Minutes

The Chair advised there was no business arising from the June 28th or August 28th Board meeting minutes.

6. Key Correspondence

Board Secretary advised there was no key correspondence.

7. Consent Agenda

The Chair stated there were a number of reports presented under the Consent Agenda and the Board had an opportunity to read through the reports prior to today's meeting. The Chair asked if there were any requests for items to be removed from the Consent Agenda.

There were three requests for items to be removed from the consent agenda:

- Advancement Committee
 - E. Currie
 - Gift In Kind – Policy Revisions – For Information Purposes
- Financial and Physical Resources Committee
 - A. MacPherson
 - Review and Approve Endowment Scholarship Allocation
 - NSCAD Facilities Strategy Capital Campaign – Agenda Item # 9
- Nominations Committee
 - J. Somerville, Committee Chair
 - Nominations Committee Recommendation Report – Agenda Item #10

With these items removed, the remaining items of the Consent Agenda were declared adopted. These include the Statutory Remittance Certificate and Officer's Certificate - Facilities, the report of the Audit and Risk Oversight Committee of August 30, 2018, the report of Governance and Human Resources Committee of September 10, 2018, NSCAD Board Meeting Schedule 2018/2019, the Board of Governors Attendance Report.

8. Consideration of Items Removed From Consent Agenda

8.1 Advancement Committee – Minutes of August 23, 2018

- Elizabeth Currie, Chair

8.1.1 Gift in Kind Policy - Revised

The Gift in Kind Policy revision is being brought to the Board for information purposes only.

The revision is to address gifts valued up to \$1000 (for a single item). These items shall be valued by a qualified appraiser with special knowledge about the market value of the object being donated along with supporting evidence from online research. A gift valued at, or in excess of \$1000 (for a single item) shall be valued by a qualified outside appraiser knowledgeable about the market value of the object being donated. Donors are responsible for securing a qualified, reputable, independent appraiser to produce a well-documented appraisal to substantiate the Gift Receipt.

The Board agreed the revision was prudent from a risk management perspective.

8.2 Financial & Physical Resources Committee - Minutes of June 14, 2018

- Alan MacPherson

8.2.1 Review and Approve Endowment Scholarship Allocation

At its September 7, 2018 meeting, the Financial & Physical Resources Committee approved following scholarship endowment allocations.

The following motions were tabled:

Motion: To approve the recommendation of the Financial and Physical Resources Committee resolving that a general endowment scholarship allocation of \$125,000 be awarded for fall 2019 (\$87,500) and winter 2020 (\$37,500). Typically 25%-30% of scholarships are allocated in the winter term and the remainder in the fall term. This calculation is based on a 3 year rolling average adjusted for CPI. Actual realized income on the fund in fiscal 2017/18 was \$137,225. The market volatility buffer was 22.00% at the end of fiscal 2017-18 and with this buffer NSCAD has enough reserve to pay up to two years' worth of scholarships at \$150,000/year.

Moved by A. MacPherson, seconded. Carried [BOG 330/18-52]

Motion: To approve the recommendation of the Financial and Physical Resources Committee that the fourth round of bursaries be awarded from the Creative Innovators of Tomorrow Endowment Fund for fall 2019 and winter 2020. These bursaries pay the full tuition for five students for four years of continuous study. It is estimated these bursaries for the twenty students will cost \$89,300 for fall 2019 and \$89,300 for winter 2020 (before netting NS bursary of \$641.52/term, if the recipient student is from Nova Scotia). Actual realized income on the fund in fiscal 2017/18 was \$43,740.

Moved by A. MacPherson, seconded. Carried [BOG 330/18-53]

Alan MacPherson stated that the Financial and Physical Resources committee discussed the need of the Creative Innovators of Tomorrow Endowment Fund and the need for it to earn 4% annually. It was agreed to monitor and manage the fund to order to avoid eroding the actual endowment.

9. In Camera

Motion: By motion of Louise Anne Comeau, the September 20, 2018 meeting of the Board of Governors moved in camera at approximately 3:15 pm. [BOG 330/18-53]

Motion: By motion of D. van de Wetering, the September 20, 2018 meeting of the Board of Governors moved out of camera at approximately 3:45pm. [BOG 330/18-54]

Out of Camera Motion

Motion: To approve the recommendation of the Financial and Physical Resources Committee to APPROVE the request to use the Annual Operating Budget Surplus Operating Reserve to fund NSCAD Facilities Strategy Capital Campaign to Q3, 2023 as presented in the Capital Campaign Plan Budget. The monies will be realized from the Appropriation Fund.

Moved by A. MacPherson, seconded. Carried [BOG 330/18-55]

It was agreed a detailed operational plan will be presented to the Board at its March 29, 2019 meeting. The plan will cover the period March 2019 to and including March 2023.

It was agreed the Financial and Physical Resources Committee will monitor the budget, the Advancement Committee will review and monitor the plan and the Audit and Risk Oversight Committee will provide ongoing oversight.

10. Nominations Committee Recommendation Report

Board Chair, J. Somerville advised that under Governance and Human Resources/Nominations Committee a slate of officers will be coming forward for appointment at the September 20, 2018 AGM.

Motion: To approve the recommendation of the Nominations Committee to adopt the 2018 Nominations Report as prepared by the Nominations Committee.

Moved by J. Somerville, seconded. Carried [BOG 330/18-56]

11. Q1 Financial Statements

Alan MacPherson provided an extensive overview of the Q1 financial statements.

Some of the highlights are:

- In Q1 we received the full amount of our provincial grant. Estimate budget savings of \$150,000 due to receipt of grant in a lump sum verses monthly payments.
- TD funding of \$50,000 not received this year.
- Ancillary Enterprises – Extended Studies revenue is tracking ahead of prior year in summer tuition of \$50,000. The current year's School Store sales tracking over

prior year of \$15,000 since the store was open more days in the current year. Both ancillary enterprises are anticipated to break even by Q4.

- Summer tuition exceeded budget by 25% and \$90,000 with a corresponding increase part-time faculty of \$34,000. The start of the MDes program was moved from summer to fall resulting in a budgeted temporary shortfall of tuition in the summer. Fall 2018 initial billing results are 55 international fFTEs over prior year.

S. Johnson-Legere reported we are projecting a surplus for the end of fiscal year due to enrolment growth. We will have more information when we have the Q2 results.

12. Enterprise Risk Management Reporting Template

Louise Anne Comeau provided updates. Some of the highlights of the report.

Risk # 1 – Budget and Cost Trends – The target for key metric (a) “sustained balanced budget position” has changed from “red” to “amber”. The institution ended fiscal 2016-17 in a positive result due to expenditure oversight, temporary staff vacancies and lower than expected utility costs.

Risk # 3 – Recruitment and Retention - The target of 675 applications by August 31 has been exceed, with 692 applications received as of June 11. Retention level 91%, and overall student satisfaction for fall 2017 is 89%.

Risk # 7 – Government and Business Relationships – Successful external partnerships - NSCAD Gold Sponsor of Atlantic Film Festival, Halifax Library Alan Syliboy Public Lecture, DHX funded internships, Canada Council Grant, Canada Culture Days participant and the Art Factory. NSCAD University acknowledges a renewed confidence from the Department of Labour and Advanced Education and the value of the Deputy Minister, Senior Executive Director and Executive Director presence at recent Board meetings.

Risk # 9 – Program Relevance –Program changes have been made to Media Arts and Ceramics in 2016-17; DHX support targets Film and Media Arts.

Craft is introducing an entrepreneurship minor.

CRC Tier 2 CRC in Interactive Media (Dr. Jamie Allen) joined NSCAD in January 2018. Dr. April Mandrona received an Insight Grant of \$66K.

On August 21, 2018 the Master of Arts in Art Education was approved by MPHEC. The first intake will be fall 2019.

NSCAD University is seeking the "substantial equivalency" designation from the National Association of Schools of Art and Design (NASAD.) Among other benefits, gaining this designation from the NASAD accrediting body will allow NSCAD to recruit students more actively in the USA. There will be a NASAD site visit in the fall 2018.

It was noted this is the third year of reporting on the Enterprise Risk Management register. At the beginning, all ten risks were red. Currently over half of the risks have moved from red to either amber or green.

13. Board Annual Evaluation 2017/2018

S. Kelly, Vice Chair of Governance and Human Resources Committee (G&HR) spoke to this agenda item.

The evaluation was provided to all members of the NSCAD Board of Governors with the intent to gather information from the Board members regarding evaluating the functions and effectiveness of the Board over the previous year. There were thirteen out of a possible twenty-two (59%) responses received.

S. Kelly said there was discussion of SharePoint verses SurveyMonkey at the survey tool. It was acknowledged that neither tool could provide the names of those responding and still keep the survey anonymous. G&HR agreed to return to SurveyMonkey for next year, once Board members complete the survey they will be asked to send a confirmation email to the Executive Assistant Governance & President's Office, this would allow for tracking of responses and target those that have not completed the survey and encourage them to do so.

The Executive Assistant Governance & President's Office will reach out to her counterparts on ListServe to see what processes, tools, and questionnaires they have in place for Board evaluations. In addition, inquire as to whether there is an instrument used that assists in benchmarking data collected.

14. President's Report

President Taylor-Gearing opened by saying, it is the time of the Academic calendar when we review the 2017-2018 year, a time we reflect upon what we have accomplished and prepare to deliver plans for the future.

The President acknowledged the leadership and service of the NSCAD University Board Chair, Jeff Somerville as he completes his term stating it has been a privilege to work closely with Jeff since he took the Chair in September 2015. Jeff has taken time to learn and understand the precarious role of a university president and how universities in Canada work. The President thanked Jeff for his steadfast support and commitment to NSCAD's future vision.

J. Somerville will remain a Board member for a further year, the President stated she looks forward to NSCAD continuing to benefit from his knowledge, insights and experience from the Board to community engagement.

2017-2018 Focus on Critical Areas for Long-term Sustainability

The President reflected upon a year that we realized, evidenced based that NSCAD really has turned a corner. With a 9.2% (50FTE's) increase in new student enrolment in 2017 and 91% student retention there has been a more positive vibe in and around NSCAD. There have been significant student and faculty achievements and accolades; delivery of key organizational goals that contribute to NSCAD's sustainability as an independent institution; and a renewed level of confidence in our future to lead visual arts education nationally and internationally and communicate its critical role in the creative and cultural economy in Halifax, Nova Scotia and beyond.

Leading the way with a focus on Student Experience and Success

This year there have been some significant developments to support student success. The NSCAD University Student Experience Plan 2017-2020 to deliver services to support student success and wellbeing was published on June 25, 2018 following a process of collaboration and engagement with the NSCAD community. Work has been ongoing to prioritize resources to support students including a new role for student mental health counselling on-campus and Peer-to-Peer mentoring scheme.

Student retention increased from 87% to 91% this year and student advising and planning was prioritized in terms of modernization of IT systems and processes that enabled enhanced student advising, course selection and registration.

Implementation of the HESA Report Recommendations has been a sharp focus this year and priority for investment in Transfer and Articulation Agreements audit, review and activation; student recruitment marketing and a new website; recruitment travel plans and staff reports; and coordination between departments and events. More positive PR and Social Media targeting and impact reports have enabled a 35% increase in UG, 40% in Graduate and 93% in International student applications for Fall 2018. There has been an increase in student applications most significantly from Nova Scotia 5% (11) Ontario 56% (45) and BC 40% (11), Canada 22% (71) and International applications China 76% (85), USA 80% (12), India 800% (8), Bermuda 80% (4).

NSCAD took part in the EduNova International Student Barometer Survey (IBS) to measure student satisfaction. The results were very positive with a high level of overall satisfaction. Arising in the comments section there are areas that we need to work on such as pre-arrival and accommodation information and social community building.

Senior Managers have worked with SUNSCAD to provide kitchen facilities, required certifications and insurance liability coverage in the Student Lounge at the Fountain Campus and to provide a refrigerator and food bank facilities at Port Campus.

The President stated she had the honour of presenting NSCAD student Kassidy Bernard, SUNSCAD President with the Senior Women Academic Administrators of Canada (SWAAC) 2018 Student Award in Equity, Diversity and Inclusion. The President encouraged Kassidy to take a lead on this initiative.

Relationship Building External Relations

NSCAD has earned the reputation of delivering on its plans with punctual and accurate reporting to the Department of Labour and Advanced Education (L&AE).

NSCAD's Facilities Business Plan proposal of a new paradigm, vibrant arts and cultural hub of innovation and a re-imagined vision for collaboration between NSCAD and AGNS has progressed with Develop Nova Scotia (formerly Waterfront Development Corporation). The Department of Communities, Culture and Heritage (CCH) is leading the feasibility of a waterfront development and L&AE has announced support of NSCAD University's new campus and facilities plan.

In 2016-17, the President was appointed by the Minister L&AE to co-chair the Sexualized Violence Prevention Committee (SVPC) in response to the MOU Outcome: Sexual Violence Awareness and Prevention. Nova Scotia's university campuses are

actively working to provide places where students can study and learn in an environment that is free from sexual violence.

The committee report makes ten (10) recommendations that were fully endorsed by CONSUP and accepted and approved by the Minister of Labour and Advanced Education. Sexual violence awareness and prevention is a mandatory MOU 2015-2019 Outcome Agreement for all Nova Scotia universities. The Report ‘Changing the culture of acceptance: Recommendations to address sexual violence on university campuses’ was released December 15, 2017.

2018-19, the President was appointed to co-chair the Provincial Sexualized Violence Prevention Committee to support the development of new, or the revision of existing, stand-alone sexual violence policies. Common guidelines and reporting structures should be developed with input from each Nova Scotia University (including elected student representatives and faculty), the Nova Scotia Community College, and community leaders with expertise in sexual violence prevention. President Taylor-Gearing reported a full-time coordinator position has been appointed by the provincial committee which has been funded by the government. NSCAD’s Sexualized Violence Prevention policy is being developed in a fully inclusive consultative manner. It will be progressed through Governance and Human Resources to the Board at its November 29, 2018 meeting.

On June 30, 2018, the President’s term as Chair of the Council of Nova Scotia University Presidents (CONSUP) ended and is now in the role of Past Chair working with the Chair Kent MacDonald, President St. FX. The President’s engagement with L&AE will continue through the 2019 re-negotiation of the MOU as a Past Chair and member of the CONSUP Steering Committee.

Currently, the President is ending the first of a two-year appointment to the Universities Canada Board Governance Committee and has been actively engaged in furthering the agenda that has been focused on Freedom of Speech on University Campuses.

The President was invited to join the Universities Canada mission to Mexico City, May 22-25, 2018 and moderated a discussion panel on Research in Digital Media. Mexico is identified as a growth market for student recruitment for NSCAD in the HESA Report. NSCAD has also successfully achieved membership of the Shastri-Indo Canadian Institute with one NSCAD professor awarded a Shastri Scholar Travel Subsidy to India this summer.

The President continues as Chair, EduNova Board to 2019. EduNova has experienced significant strategic growth and success with the Stay, Study and Stay in Nova Scotia Programme for International Students. ACOA has increased funding for the program to pilot an Atlantic strategy aligned with the Atlantic Growth Strategy Plan. In 2017 EduNova won the International PIEoneer Award for the most innovative Association in London, UK. EduNova is gaining recognition for innovative approaches to International Student Recruitment, Marketing and Retention aligning and collaborating with in-country international Government Trade Missions and with the Department of Immigration.

Change and Innovation

The SMT has worked together to deliver the Outcome Agreement baseline performance measures and measuring performance against the targets. The second report to L&AE was March 31, 2018. This work is aligned to NSCAD's strategic framework and planning documents and the ERM provides a focus on the Risk RAG rating. As we move forward planning for 2018-19 there is a higher level of transparency, informed decision making and accountability.

The President extended thanks to the Board for their commitment and service to NSCAD University and looks forward to 2018-19.

15. Other Business

No other business.

16. Adjournment

Motion: By motion of Elizabeth Currie, the September 20, 2018 meeting of the Board of Governors adjourned at approximately 4:20 pm. [BOG 330/18-57]

17. Next Meeting

The next meeting of the Board of Governors will be held on Thursday, November 29, 2018.

Recorded by K. Connor, Executive Assistant Governance & President's Office

Approved for internal circulation by J. Somerville, Board Chair on October 11, 2018.