



BOARD OF GOVERNORS

February 11, 2021 (Meeting #349)

MINUTES

Adopted: March 25, 2021

In Attendance: Louise Anne Comeau (Chair), Sean Kelly (Vice-Chair), Shelley Burke, Jacey Byrne, Marco Chiarot, Gary Edwards, Jennifer Green, Joanne Hames, Cheryl Hann, Jim Horwich, Duane Jones, John Keating, Dean Leland, Jamie Loughery, Alan MacPherson, Maggie Marwah, Sarah McKinnon, Charmaine Nelson, Anthony Novac, Kris Reppas, Jeremy Tsang, Dave van de Wetering

Regrets: Fabienne Colas

Invited: Martine Durier-Copp, Acting, Vice-President (Academic and Research), Linda Hutchison, Associate Vice-President University Relations, Isabelle Nault, Associate Vice-President Operations, James Barmby, Associate Vice-President Government Relations, Leanne Dowe, Interim Chief Financial Officer, Ashley Lorette, Director of Human Resources

1. Call to Order Establishment of Quorum

Meeting called to order at approximately 4:05pm by Chair, Louise Anne Comeau with the establishment of quorum.

2. Territorial Acknowledgement

Interim President Sarah McKinnon read into the record the Territorial Acknowledgement, which is an acknowledgement of First Peoples on whose traditional territories we live and work.

“NSCAD is in Mi’kma’ki on the ancestral and unceded territory on the Mi’kmaq Nation. This territory is covered by the “Treaties of Peace and Friendship” which Mi’kmaq and Wolastoqiyik (Maliseet) peoples first signed with the British Crown in 1725. The treaties did not deal with surrender of lands and resources but in fact recognized Mi’kmaq and Wolastoqiyik (Maliseet) title and established the rules for what was to be an ongoing relationship between nations.”

3. Welcome & Introductions – Senior Leadership Team

It was agreed at the November 2020 meeting that management would provide introductions to the Board of Governors.

The following members of the Senior Leadership Team provided information on their background and their current role at NSCAD: Martine Durier-Copp, Acting, Vice-President (Academic and Research), Linda Hutchison, Associate Vice-President University Relations, Isabelle Nault, Associate Vice-President Operations, James Barmby, Associate Vice-President Government Relations, Leanne Dowe, Interim Chief Financial Officer, Ashley Lorette, Director of Human Resources.

4. Declaration of any Conflict of Interest

Charmaine Nelson and Jennifer Green will be recused for the NSGEU update.

5. Acceptance of the Agenda

The agenda was accepted as presented.

Motion: To approve the February 11, 2021 Board agenda as presented.

Moved by Dave van de Wetering. [BOG 349/21-5]

6. Adoption of the Meeting Minutes & Business Arising from the Minutes (November 26, 2020, January 6, 2021, and January 15, 2021)

No changes being requested, the minutes of the November 26, 2020, January 6, 2021 and January 15, 2021 are hereby adopted as a true record. Noted was the minutes of January 6th and January 15th were email votes.

There was no business arising from the minutes of November 26, 2020, January 6, 2021, or January 15, 2021.

7. Key Correspondence

For information purposes the Board was provided with a copy of a letter of thanks from Interim President, Sarah McKinnon to the outgoing Premier McNeil and a letter of congratulations to Premier-Elect Iain Rankin.

8. Getting to Know the NSCAD Community

Dr. Charmaine A. Nelson, Professor of Art History and Tier I Canada Research Chair

The Chair, Louise Anne Comeau, welcomed Dr. Charmaine A. Nelson, Professor of Art History and Tier I Canada Research Chair to present to the NSCAD Board of Governors. Dr. Nelson is NSCAD's first CRC Tier 1, the highest award that a university can receive from the tri-agency initiative of the Social Sciences and Humanities Research Council (SSHRC), the Natural Science and Engineering Research Council (NSERC) and the Canadian Institutes of Health Research (CIHR).

Dr. Nelson, formerly a full professor of Art History at McGill University who researches and teaches subjects related to postcolonial and black feminist scholarship, transatlantic slavery studies and black diaspora studies, brings to NSCAD a passion and scholarly record of addressing histories of social justice to build futures of resilience and resurgence. Dr. Nelson will use the funded, seven-year (renewable) position to work with NSCAD to develop the Institute for the Study of Canadian Slavery. NSCAD is the first and only institution in Canada to focus on Transatlantic Slavery.

Dr. Nelson's presentation focused on an introduction to Canadian slavery. On September 29, 1785, the first runaway slave advertisement appeared in the Montreal Gazette, this demonstrated the local white settlers' knowledgeable use of print technology to perpetuate the colonial racial order

through which their ownership of black bodies was justified and secured. Across the Americas, the printer became key allies of slave owners. Transatlantic Slavery was unlike any other form of slavery that has existed. Transatlantic Slavery was based upon the idea that biological human differences could be organized and evaluated within a hierarchy.

While the indigenous populations of the Americas were sometimes enslaved, black Africans were the only populations who were always deemed fit for perpetual bondage. Slave owners controlled every aspect of the lives of enslaved peoples, dictating where and how they lived, where they went, what they wore, when they woke up and slept, what and how much they ate, the duration and type of labour, and even their reactions and attitudes to their labour.

African cultural and spiritual practices and languages were often prohibited or policed, African names stripped, and social rituals like scarification banned within one generation. Slave owners even sought to control the intimate and sexual lives of the enslaved, often separating families as punishment or forcing males and females to create new enslaved offspring, though systematic coupling referred to as “breeding”.

Slavery was practiced by the British and the French in the provinces of Ontario, Quebec, New Brunswick, Nova Scotia (including Cape Breton), PEI and Newfoundland, from at least the early seventeenth century. Little is known about Transatlantic Slavery, what replaces it is celebratory narratives of the Underground Railroad and the liberation of enslaved African Americans by good white Canadian abolitionists.

Dr. Nelson stated that her lecture is an attempt to disrupt this narrative by remembering the centuries-long presence of people of African descent in the regions which became Canada. More specifically, to offer an overview of the different aspects of slavery and to ask us to consider, not merely what slavery was, but the lives and experiences of the enslaved and the unimaginable harm that slavery caused.

Dr. Nelson went on to speak about the key types of slave advertisements, sale and auction ads used for the exchange of the enslaved and fugitive slave ads used to hunt and recapture enslaved people who resisted their bondage by running away.

Enslaved people resisted in a myriad of ways, however, one of the most common form of resistance was running away and trying to escape slavery altogether by removing oneself from one’s owner. However, because the enslaved were so valuable, they were constantly hunted by their owners, who benefited from the enslaved person’s bondage through the theft of their labour. The notices that owners published in newspapers to recapture the fleeing people were called runaway or fugitive slave ads.

Although published by the slave owning classes for dubious reasons, because slave owners were so determined to recapture their fleeing property, today such ads have become key historical sources, which can assist us in understanding the nature of slavery and the lives and experiences of the enslaved.

Based upon her own archival research, Dr. Nelson has located approximately fifteen fugitive slave advertisements for Nova Scotia.

A critical part of Dr. Nelson’s work will be public engagement and building relationships beyond the traditional scope of academia, with the mission to teach people about the specific nature of Canadian Slavery as well as its far-reaching and complex cultural and artistic histories and related implications.

The institute will allow average Canadians of all backgrounds to better understand the centuries-long presence of people of African descent in Canada, as well as Canada’s role within the broader transatlantic world as dependent upon the enslavement of 12 million expropriated Africans for the labour to produce an early version of modern capitalism.

The institute’s work will focus on locating, documenting, collating, and digitizing rare and fragile archival holdings to help amend the existing historical record and make known the collected data for the study of Canadian Slavery and its legacies before these historic records are lost.

The CRC grant will help the institute become a research destination that will create exhibitions, forums, programs, modules, database, and other teaching and learning platforms to educate and train various stakeholders about these histories, including the production of educational outcomes and tools for both child and adult audiences.

The Chair thanked Dr. Nelson for her riveting presentation and stated the Board was excited to welcome its first research fellow in this area in the fall of 2021.

9. **Consent Agenda**

The Chair stated there were a number of reports presented under the Consent Agenda and the Board had an opportunity to read 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 four requests for items to be removed from the consent agenda.

Consideration of Item Removed from the Consent Agenda:

- Financial & Physical Resources Committee
 - Alan MacPherson
 - Results & Recommendation on RFP – NSCAD Investment Firm
- Governance & Human Resources Committee
 - Joanne Hames
 - Sam DeCoste – Appointment Regular Part-Time Faculty
 - Jayme Spinks – Appointment Regular Part-Time Faculty
 - Chief Financial Officer Recommendation
- Advancement Committee
 - Marco Chiarot
 - Annual Advancement Plan for 2021
- Audit & Risk Oversight Committee
 - Dave van de Wetering
 - Revised Crisis Management Plan

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, Senate Report SUNSCAD Report and Alumni Report.

10. Consideration of Items Removed from Consent Agenda – F&PR, G&HR, ADV and A&RO

10.1 Financial & Physical Resources Committee

- *Alan MacPherson*
 - Results & Recommendation on RFP – NSCAD Investment Firm

Alan MacPherson, Chair of F&PR, stated that its December 15th meeting the committee received the results of the RFP for Investment Advisory Services for NSCAD University. Eleven proposals were received from proponents. The successful bidder was Leith Wheeler Investment Counsel Ltd.

Motion: To approve the recommendation of the Financial & Physical Resources Committee to approve Leith Wheeler Investment Counsel Ltd. as the successful proponent of the RFP for the advisory services. The appointment as fund managers will be for a term of up to five years commencing April 1, 2021.

Moved by A. MacPherson, seconded. Carried [*BOG 349/21-6*]

10.2 Governance & Human Resources Committee

- *Joanne Hames*
 - Sam DeCoste and Jayme Spinks – Appointment Regular Part-Time Faculty

The Chair, Joanne Hames advised that at its January 14, 2021 meeting, the committee approved the following appointments, Sam DeCoste, and Jayme Spinks.

Motion: To approve the recommendation of the Governance & Human Resources Committee in accordance with Article 37.05 (D) of the Collective Agreement between the Board of Governors and the Faculty Union, to grant a Regular Part-Time Faculty Appointment to Sam DeCoste effective May 1, 2021.

Moved by J. Hames, seconded. Carried [*BOG 349/21-7*]

Motion: To approve the recommendation of the Governance & Human Resources Committee in accordance with Article 37.05 (D) of the Collective Agreement between the Board of Governors and the Faculty Union, to grant a Regular Part-Time Faculty Appointment to Jayme Spinks effective May 1, 2021.

Moved by J. Hames, seconded. Carried [*BOG 349/21-8*]

10.3 Advancement Committee

- *Marco Chiarot*
 - Proposed Detailed Annual Advancement Plan for 2021/2022

M. Chiarot, Chair of the Advancement Committee advised that at its December 8th meeting the committee received an Annual Advancement Plan for 2021/2022. The campaign goal timeline showed what we need to accomplish over the next three years to enable us to launch in 2025. Action must be taken, and resources made available to achieve the timeline goals. In particular it shows next steps for NSCAD as of calendar Q4 2021.

It was agreed that a motion should be tabled at this meeting and brought forward to the Board for approval.

Motion: To acknowledge the work of the Advancement Committee and support in principle the steps to be taken by the Advancement Office to achieve the 2024 capital campaign timeline goal.

Moved by M. Chiarot, seconded. Carried [BOG 349/21-9]

10.4 Audit & Risk Oversight Committee

- *Dave van de Wetering*
 - Revised Crisis Management Plan

Dave van de Wetering advised that as part of the annual work plan, the Audit & Risk Oversight Committee review the Crisis Management Plan.

This year, although no substantive changes, there were changes made to the document to address position changes and to remove names of individuals and replace with position title.

Motion: To approve the recommendation of the Audit & Risk Oversight Committee to adopt the revised Crisis Management Plan as presented.

Moved by D. van de Wetering, seconded. Carried [BOG 349/21-10]

11. Enterprise Risk Management (ERM) Master Reporting Template & Update

Dave van de Wetering, Chair – Audit & Risk Oversight Committee

Dave van de Wetering stated that this has been a long-standing project, which is now moving into its final stage with top core risks and metrics of the ERM identified. The reporting format will provide both quantitative and qualitative metrics which we will see on a quarterly basis.

D. van de Wetering thanked the A&RO Committee and SLT for the great deal of work completed to achieve the top risks. The Board will receive a presentation at its March 25th meeting on the revised ERM Master Reporting Template.

12. Presentation: Digital Teaching & Learning

Martine Durier-Copp, Acting VP (Academic and Research)

Dr. Durier-Copp provided an overview of NSCAD’s digital teaching and learning endeavours that have taken place since March 2019 when COVID 19 caused the university to turn to online teaching. There was a rapid migration of 200 courses to online delivery in mid-March in order to allow 850 students to complete their term. Some of the highlights of the presentation were:

Online Teaching Support and Training – Key Elements

- Instructional Design Support;
- Training;
- Production Facilities;
- Peer to Peer Support; and
- Ongoing Technical Assistance;
- Live Instructional Designer;
- Help Videos;
- Print Materials & Checklists;
- Instructor Panels

All of these were developed in a very short period ensuring delivery of a quality experience.

Winter 2020 - 209 courses and seminars - 800 students

It was identified in the fall semester that student fatigue, mental health and stress were prevalent. A model was developed for the winter semester to provide mind/body balance, a wellness series to promote activities to help students. The semester started with a two week training and wellness series offered to students online, followed by ongoing workshops during the winter term.

The presentation considered the drawbacks and benefits of online teaching and learning.

Drawbacks of Digital Learning

- Studio access and “making of art” in studio/class;
- Face-to-face interaction with peers and instructor;
- Immediate, tangible feedback on creation;
- Social engagement with classmates;
- Extracurricular campus life activities (SUNSCAD); and
- In person support from staff.

Benefits of Digital Learning

- Safety;
- Flexibility;
- Student population diversity;
- Different learning styles;
- Resources accessible on demand;
- Technical support offered virtually; and
- Workshops and remote access to instructors.

With the loss of ideal on-campus studio conditions, the studio expands to encompass the wider world.

Learning Management System – What are Brightspace and Kaltura?

- Brightspace is a learning management system for creating, hosting, and editing online courses and learning resources.
- Kaltura is used to record audio, screen capturing, webcam videos, and store them in Brightspace for student access. Kaltura has a live classroom component also used from within Brightspace.

Dr. Durier-Copp went on to discuss how we as an institution can continue to learn and grow.

- Building on our experience
- Gaining knowledge and increasing capacity
- Student focus groups
- Student evaluations
- Instructor workshops (peer to peer) + research, Dean’s Blog, etc.
- NSCAD online will be continuing post-Covid
- Conversations with each division about which courses can permanently be offered online
- Executive MDes online

It was acknowledged, faculty and staff were able to pivot quickly in developing and implementing the online teaching and that it will become an integral part of NSCAD’s teaching tools. It was agreed the quality and delivery of the work was impressive and well received.

Dr. Durier-Copp acknowledged all of the behind the scenes technical staff support that was key in supporting the transition to online learning. In particular, staff from the Learning Commons and the instructional designers.

Louise Anne Comeau thanked Dr. Durier-Copp for her presentation and all of the work undertaking to provide a rich education experience for NSCAD students.

13. Q2 Financial Statements - Discussion

Leanne Dowe, Interim Chief Financial Officer

Leanne Dowe advised that both the Financial & Physical Resources and Audit & Risk Oversight committees had reviewed the seconded quarter statements. The Q3 statements will be tabled at the Financial & Physical Resources Committee on February 18 so much of this information before the Board today is dated, but for the purposes of the second quarter report received the highlights.

Ancillary Fees - Extended Studies cancelled in-person classes and summer camps due to COVID 19 restrictions resulting in lost revenue of \$248K (94%) over prior year.

New online certificate programs including a partnership with Dalhousie in Executive Education, are projected to bring in additional revenue of \$37,500 in the winter semester. Estimated revised shortfall to budget in ES revenue this year is \$193k with cost savings indicated below of \$114k. The school store remained open, but revenue was down \$80k (56%) compared to Q2 last year. Revised

projection for School Store revenue is down an additional \$50k but offset with cost savings (below) of \$32k.

In addition to the government grants, our operating grant was increased by 1% over the prior year. We also received a CRC grant of \$50k and a provincial deferred maintenance grant of \$469k. In addition, the province recently announced a \$1.2M Covid relief grant for NSCAD.

Rental Income - Reduction over prior year is reflective of the 25% reduction in commercial rent required to participate in the CECRA federal grant program. The total amount forgiven because of this is \$23,788. CECRA grant of \$88,891 covers 50% of the participating tenant commercial rent for those months.

Donations have significantly higher than last year as the community has responded to student emergency bursary campaign.

Academic Compensation has increased over prior year due to anticipated collective agreement increases, addition of the new Dean's salary in academic research & the CRC Research chair salary.

Academic Operating increased over prior due to the additional costs of providing online courses.

Facilities Operations - Maintenance & repairs and utilities have decreased over prior year due in most part to savings from empty buildings.

Compensation - Costs for Q2 are \$80K higher than Q2 prior year, while operating expenses are down \$130k. Compensation increased over prior year due to the addition of the Occupational Health & Safety department, a new position in university relations and restructuring.

Service Departments - Compensation in service departments is down \$126k from last year due to a reorganization in current year, as well as staff furloughs and staff on ST leave.

14. President's Report

Interim President McKinnon provided a written President's Report with appendices to the Board for the period covering November 26, 2020 to February 11, 2021. It identified the work being done at all three levels of government, Federal, Provincial and Regional.

Highlights of the report:

- ***Equity, Diversity & Inclusion Working Group*** - As stated in the *Academic Plan: Opportunity and Belonging*, NSCAD is committed to developing an EDI Action Plan and to ensuring the active, avid, and equitable participation of all members of the community in consultation. NSCAD has established an EDI Working Group with an external consultant to lead process of plan development and university consultation. A round of workshops in February will be focused on gap analysis and barrier identification. A second round of workshops will build on the first round and move us to priority setting for the action plan.

- ***African Heritage Month*** - NSCAD participated in an official opening of African Heritage Month for the Institution on February 1. The opening included a libation ceremony by Executive Director of African Nova Scotian Affairs, Wayn Hamilton, and NSCAD's Counsellor Robert Leek. This event also brought greetings from NSCAD's Interim President, Dr Sarah McKinnon, NSCAD's Counsellor, Robert Leek and closing from Director of Opportunity & Belonging, DeRico Symonds.

A Graduate Student Panel on Transatlantic Slavery will be held on February 25 at 5:30 PM. Online attendance is free. This dynamic Graduate student panel will discuss Transatlantic Slavery. All students have a varying focus on aspects of art history related to the visual culture of slavery. Sponsored by the Institute for the Study of Canadian Slavery. This panel will be moderated by Dr Charmaine Nelson and all are welcome.

We re also in conversation with Dr. Henry Bishop, a graduate of NSCAD and an honorary degree holder from NSCAD. We are discussing a closing event and talk from him closer to the end of February.

- ***President's Advisory Council on Anti-Racist Initiatives (PADCARI)*** - NSCAD University commits to develop and maintain an anti-racist environment capable of ethically and productively supporting the university in its commitments to decolonizing our institution, policies and practices and creating a sustainable culture of inclusiveness and accountability. PADCARI will play an important role by providing strategic advice to the President of NSCAD University on the effectiveness of programs and services offered, with the ultimate goal of providing guidance on ensuring the creation of a successful anti-racist environment for all NSCAD university students, employees, faculty, governors and senators.

PADCARI had the first meeting November 13th, 2020. PADCARI began the discussions based around principles and pillars to uphold while going through this work. As a committee, we have had three meetings thus far, working through challenging discussion and dialogue in order to move the needle and conversation forward productively. We have established our principles and have begun to apply these to various organization structures within the university. The next steps will be to have guest speakers who specialize in particular areas of NSCAD and subject matter experts to join the meetings as part of learning and understand for PADCARI members.

- ***Academics:***
 - On the academic front, the fall term came to a successful conclusion, with close to 200 courses and seminars delivered online through our Brightspace platform. Focus group and instructor panels allowed us to identify and share findings as to how to improve our offerings in 2021, in terms of pedagogy/andragogy, as well as technological components.
 - Preparation for the winter term began with the design of our course master (a spreadsheet used to schedule and assign courses for the semester), and the development of a new set of courses across all divisions and programs. Instructional designers worked closely with their instructors to develop media

rich engaging experiences for NSCAD students, ably supported by production specialists and digital media interns.

- The winter term began Jan 4th, with two weeks of specialised training and wellness workshops to enable our students to build resilience and balanced mind-body health as they began this third term of online learning during Covid. Classes officially began January 18th, with 210 courses and seminars offered. Winter saw a higher than average intake of new students, as well as an increase in part-time students. Enrollment data for Winter 2021 show 732 UG and 68 G students, with 2350 course registrations, 8560 billable credits.
- Training and resources to support students and faculty during the term have been put into place, along with live support from our Learning Commons media and computer specialists.
- NSCAD online is growing in sophistication and innovation, as student comments reflect enjoyable, productive, and effective learning experiences.

In addition, the Board received a second document entitled *Mission and Vision Development Update*.

S. McKinnon reported that we are nearing the end of the development phase of the new mission and vision. This work began in the fall and has been a consultative and collaborative effort. The exercise to was develop a new mission and vision for NSCAD, recognizing that there was a need build consensus and create alignment around a common, shared vision for NSCAD University.

The new mission and vision, when finalized, will be shared widely within the internal NSCAD community, as well as with our external stakeholders. A rollout plan is now in development.

We expect to have the mission and vision finalized by the end of February. As a formality, it will be brought to the Board at your next meeting. In the meantime, we are planning a large-scale rollout through town halls with alumni, faculty, staff, and students. The themes and messaging will also be embedded in the university's go forward strategic communications from recruiting materials, website, and fundraising materials.

15. In Camera – Including Senior Leadership Team

Motion: By motion of Jim Horwich, the February 11, 2021 meeting of the Board of Governors moved in camera at approximately 5:48pm. [BOG 349/21-11]

Agenda items for this in camera were:

- Port Campus Renovations and;
- NSGEU Update.

Charmaine Nelson and Jennifer Green left the meeting left the meeting for the NSGEU Update.

16. In Camera - Excluding Senior Leadership Team

Agenda items for this in camera were:

- Chief Financial Officer; and
- Presidential Search Update.

The Senior Leadership Team left the meeting for this in camera session, Martine Durier-Copp, Linda Hutchison, Isabelle Nault, James Barmby, Leanne Dowe, and Ashley Lorette.

Out of Camera Motion

Motion: By motion of Sean Kelly, the February 11, 2021, meeting of the Board of Governors moved out of camera at approximately 6:34pm. [BOG 349/21-12]

Post February 11, 2021 Board Meeting - At the February 11, 2021 the Board considered the recommendation from the Governance & Human Resources Committee to convert the position of Interim Chief Financial Officer to a permanent position of Chief Financial Officer and appointing Leanne Dowe to this position.

Following consideration of the information and due to timing, it was agreed to conduct the actual vote via email. On February 12, 2021, the following motion via email vote was conducted.

Motion: To approve the recommendation of the Governance & Human Resources Committee that the position of Interim Chief Financial Officer be converted to Chief Financial Officer and that Leanne Dowe, the incumbent, be appointed to this position effective April 1, 2021.

Moved by J. Hames, seconded. Carried [BOG ev/21-15]

17. In Camera – Excluding President

During the third segment of the in camera session, the Board held an in camera session excluding the President. Interim President McKinnon and EA Governance and President’s Office left the meeting at approximately 6:40pm.

Motion: By motion of Joanne Hames, the February 11, 2021 meeting of the Board of Governors moved out of camera at approximately 6:48pm. [BOG 349/21-13]

18. Adjournment – Next Meeting

Motion: By motion of Sean Kelly, the February 11, 2021 meeting of the Board of Governors adjourned at approximately 6:52 pm. [BOG 349/21-14]

Next Meeting

The next meeting of the Board of Governors will be held on Thursday, March 25, 2021.

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

Approved for internal circulation by Louise Anne Comeau, Board Chair on March 23, 2021.