



## BOARD OF GOVERNORS

November 25, 2021 (Meeting #354)

MINUTES

Adopted: Feb 10, 2022

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**In Attendance:** Maggie Marwah (Chair), Marco Chiarot, Jennifer Green, Sam Fisher, Joanne Hames, Jim Horwich, John Keating, Sarah McKinnon, Anthony Novac, Sunil Sarwal, Bruce Sparks

**Regrets:** Shelley Burke, Fabienne Colas, Cheryl Hann, Dean Leland

**Invited:** Martine Durier-Copp, Academic Dean, Ann-Barbara Graff, VP (Academic and Research) & Provost, Kara Holm, Advancement Director, Leanne Dowe, Chief Financial Officer, Ratish Mohan, Special Advisor to the Provost for Enrolment Management & Acting Registrar

**Invited Regrets:** Isabelle Nault, VP Operations, Ashley Lorette, Director of Human Resources

### 1. Call to Order Establishment of Quorum and Welcome

Meeting called to order at approximately 4:00pm by Chair, M. Marwah, with the establishment of quorum.

### 2. Territorial Acknowledgement

Interim President S. 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. Declaration of any Conflict of Interest

The Chair noted there were three motions being tabled from the Governance & Human Resources Committee.

- Appointment of G&HR Chair; J. Hames
- Appointment of ADV Vice-Chair; D. Leland
- Appointment of Board Secretary; S. Sarwal

**Note:** J. Hames and S. Sarwal were recused from discussion and voting on these appointments. D. Leland was not in attendance.

#### 4. Acceptance of the Agenda

The agenda was accepted as presented.

**Motion:** To approve the November 25, 2021 Board agenda as presented.  
Moved by J. Horwich. [BOG 353/21-72]

#### 5. Welcome – M. Marwah, Board Chair

The Chair welcomed new and returning members to the Board. Typically, in November, the Board would conduct round table introductions. Due to the fact we currently do not have a full complement of Governors, awaiting government appointments, we are recommending the introductions take place as such time as the Board has been fully populated.

The Chair stated that upon reflection, there are a few key thoughts regarding serving on the NSCAD Board. There is a need to connect back to trust and reclaim the joy of serving on the Board. This is realized by the people you meet and using your skills and expertise. Let's make our time as Governors to reengage and help NSCAD succeed.

The last item is conflict of interest, this can be challenging to navigate. In the interest of transparency, if a Governor is unclear whether or not there is a conflict, perceived or not, the possible conflict should be disclosed, and a decision made. There is a Board governance review taking place soon and we will review again.

Board members expressed appreciation for these important issues being brought forward and kept front of mind.

#### 6. Presentation Enrolment Management

##### ***R. Mohan, Special Advisor to the Provost for Enrolment Management & Acting Registrar***

R. Mohan detailed nine (9) goals under a Progress Report for November 2021.

**GOAL 1** - *Deploy a centralized student CRM system to foster collaboration campus-wide to enhance recruitment, enrolment, and student success.*

**STATUS** - LeadSquared is functional on the recruitment side and is being proactively utilized by the Admissions team. Email and digital outreach campaigns/event landing pages fully implemented through LeadSquared.

**GOAL 2** - *Capture, store, analyze, and report data in a streamlined, transparent, and consistent fashion.*

**STATUS** - All incoming inquiry data, advisor engagement metrics, campaign efficacies, outreach event efficacies are being measured and accessible in LeadSquared in real time. Reports on inquiry flow, conversion metrics and performance against goal being generated on a weekly basis.

**GOAL 3** - *Develop a more sophisticated marketing approach, target specific geographic areas and student demographics, and deliver a more customized student experience to grow a larger applicant pool.*

**STATUS** - The pandemic has affected how this particular goal was to be achieved to its full potential. With no physical outreach initiatives, the Admissions team now are able to utilize digital outreach campaigns, events with custom landing pages and are able to capture, measure the efficacy of each outreach. High contact rate with efficient advisor student engagement.

**GOAL 4** - *Allocate resources to develop a stronger digital presence to help penetrate less traditional, more modern markets.*

**STATUS** - Annual Digital and Social Media campaigns approved for inquiry generation and brand propagation. The campaign will be targeted and monitored closely with the ability to adjust them immediately to increase impact and yield. Digital drip campaign in February 2021 is currently pointing to a significantly low cost per inquiry/start ratio based on current projections. Final data to be presented in fall 2021.

Admissions along with Marketing and Communications plan to chart out all the marketing and outreach activities for the 2022 recruiting year. This is planned in an effort to streamline outreach, marketing, and communications efforts and bring increased fiscal efficiencies into the recruitment and marketing areas. This will also enable a structured production of marketing collateral for various recruitment tools and initiatives and co-branded pieces with our partner institutions.

**GOAL 5** - *Redesign website to facilitate ease of use for prospective students and efficient data collection.*

**STATUS** - Website redesign almost complete. All prospective student data being captured efficiently from the website directly to Leadsquared with over 90% drop in non student and spam requests. Application portal and student engagement process designed to facilitate meaningful data to be captured. This in turn will enable more efficient outreach and internal measures to better serve students with disabilities, from the Indigenous communities, visible minorities etc.

**GOAL 6** - *Develop and implement training with metrics and measurement for recruitment activity starting with initial student contact and follow up to acceptance and start.*

**STATUS** - 50 of 52 Training modules complete. Being revised to fit the current staffing structure. Modules were initially developed with proposed Admissions structure in Project ELEVATE (NSCAD University's Recruitment Plan 2020-25). Activity training with the team, with regular activity and task management provided on an ongoing basis. Elevated Rose Zack to Manager, Admissions and Recruitment in line with the succession planning strategy and scheduled team meetings to review current status against goal, priority management, ongoing support, outreach initiatives, and daily task management in place to support recruitment operations for 2021-2022.

**GOAL 7** - *Develop a recruitment plan with clearly outlined goals, metrics, measurement and reporting on each activity.*

**STATUS** - Recruitment plan in place with specific metrics and conversion with historical data where available to benchmark ongoing performance. 2022-23 plan being finalized with outreach and marketing for the entire year – a first for NSCAD. All metrics being tracked, reported and new student enrolment activities being adjusted on a weekly basis to ensure the team activities are focused on achieving the set goals.

**GOAL 8** - *Tweak website, develop recruitment specific materials, recruiting philosophy, structure and scripts with training for the recruitment team to ensure a consistent approach in student engagement.*

**STATUS** - Prospective student data collection on website optimized with drastic reduction in non admissions and spam inquiries. Website being developed with prospective students as the primary focus, with fundraising, research, government relations as the secondary focus tied in with brand propagation.

Aligned ESL partners and established process of International ESL student onboarding with ESL partner. Co-branded recruitment materials currently under development.

Admissions team fully onboard with the refreshed recruiting philosophy with elevated levels of engagement and follow up with prospective students. Training, mentoring and guidance provided on an ongoing basis.

**GOAL 9** - *Develop and implement a leadership plan with robust succession and growth planning within the admissions group with clear goals and outcomes. Outline goals and objectives for the recruitment group and equip them with the tools and training to exceed their goals and objectives.*

**STATUS** - Ongoing training and on the job training with a focus on cross functional responsibilities. Training modules were developed with recommended staffing structure and will be adjusted to reflect and suit the current staffing levels. Training to include individual succession planning. Customer engagement philosophy shared with Finance, OSE and Registrar to ensure consistency and continuity in service levels. Admission team introduced to goal setting concept and methodologies. Goal setting for fall 2023 scheduled for November.

#### **WHAT'S NEXT – 2022-23**

- Recruitment and Marketing plan being built with Marketing & Communications.
- Completely redesigned www.nscad.ca scheduled to go live by Nov 30, 2021.
- 10% growth in new student numbers over 2021-22 (applications and commitments).
- HS outreach plan – starting with HRM area high schools, spreading out to Atlantic Canada and to ON, AB, and BC (conditions permitting).
- Planned outreach to indigenous and African Nova Scotian communities.
- Review and renew articulation and transfer agreements.
- All marketing collateral to be refreshed/renewed with value propositions, program benefits, faculty and alumni spotlights.

- LeadSquared to be integrated with Colleague (post data scrub), with a live application portal and an extension to the Admissions Committee allowing for timely acceptance and cleaner student data.
- my.nscad.ca to be retired and replaced by application portal with full payment capabilities and application review process.
- Transfer guide to be developed and published on nscad.ca.
- International outreach with focus on 3+1 and 2+2 collaboration to start. (Agreements that allow students to study initially in home country [3 or 2 years] before completing studies at NSCAD for degree.)

The Board engaged in a question and answer period on enrolment management.

The Chair thanked Ratish for his comprehensive presentation.

## **7. Adoption of the Meeting Minutes and Business Arising from the Minutes**

No changes being requested, the minutes of the September 23, 2021 are hereby adopted as a true record.

## **8. Business Arising**

There was no business arising from the minutes of September 23, 2021.

## **9. Key Correspondence**

There was no key correspondence.

## **10. Consent Agenda**

*Maggie Marwah, Board Chair*

The Chair stated there were several reports presented under the Consent Agenda and the Board had an opportunity to read the reports prior to today's meeting.

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

## **11. Consideration of Items Removed from the Consent Agenda**

- **Financial & Physical Resources Committee**
  - J. Horwich, F&PR Committee Chair
    - Tuition and Fees Payment and Refund Policy University's Investment and Endowment Funds

At the October 14, 2021 F&PR meeting the committee was advised there is one policy revision being tabled for the committee's approval, that being the Tuition and Fees Payment and Refund Policy. The policy has been revised to deal with two issues:

- To ensure the policy reflects the determination of the Appeals Committee; and
- To add policies around tuition when student given a grade of incomplete and allowed six weeks to complete their work. The revision ensures no additional fees are to be paid during that time and campus access continue. In addition, the policy reflects how and when graduate continuation fees are applied.

The committee agreed the changes are important and reflective of NSCAD.

Following discussion, the motion was tabled:

**Motion:** To adopt the recommendation of the Financial & Physical Resources Committee to approve the revised Tuition and Fees Payment and Refund Policy as presented.  
 Moved by J. Horwich, seconded. Carried [BOG 353/21-73]

- **Advancement Committee**
  - M. Chiarot, Committee Chair
    - Capital Campaign
    - Board of Governors' Scholarship Thank-you

M. Chiarot provided an update on Capital Campaign Approach approved at the June 24<sup>th</sup> meeting. A working group has been defined and their first meeting will be held soon.

M. Chiarot emphasized the importance of fundraising to the institution and thanked Board members who met to discuss prospects and corporate giving. We are aiming for 100% participation to donate to the Board of Governors' Scholarship Fund.

The Board received a letter from a student expressing their appreciation for the financial assistance provided by the generous gift.

- **Governance & Human Resources Committee**
  - M. Marwah, Board Chair
    - Appointment of G&HR Chair;
    - Appointment of ADV Vice-Chair;
    - Appointment of Board Secretary

**Appointment of Chair, G&HR Committee**

**Motion:** To adopt the recommendation of the Governance & Human Resources Committee to nominate Joanne Hames as Chair commencing November 25, 2021.  
 Moved by Jim Horwich, seconded. Carried [BOG 353/21-74]

**Appointment of Advancement Vice-Chair**

**Motion:** To adopt the recommendation of the Governance & Human Resource Committee to nominate Dean Leland as Advancement Vice-Chair commencing November 25, 2021.  
 Moved by M. Chiarot, seconded. [BOG 353/21-75]

### **Appointment of Board Secretary**

**Motion:** To adopt the recommendation of the Governance & Human Resources Committee to nominate Sunil Sarwal as Board Secretary for a one-year term commencing November 25, 2021.

Moved by S. McKinnon, seconded. [BOG 353/21-76]

J. Hames and S. Sarwal were recused for discussion of this agenda item. They rejoined the meeting discussion and voting.

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, Report of Audit & Risk Oversight Committee.

## **12. Review Board Self Evaluation Results and Professional Development for Governors**

### **Review and; Board Governance Training**

***J. Hames, Chair, Governance & Human Resources Committee***

J. Hames stated that overall, the Board Self Evaluation survey was very strong. There are areas in which we need to develop and further build upon, one that came through in the survey is transparency and trust. The Board Chair will be taking the lead on improving overall communication.

There was a suggestion that at each Board meeting we might take ten minutes to talk about the survey results and the Board of Governors Resource Guide. One suggested approach was to identify a section for review and discussion. One area of clarification should be Governors' responsibilities.

## **13. Enterprise Risk Management Reporting Template and Update**

***L. Dowe, Chief Financial Officer***

L. Dowe stated the ERM matrix indicates key risk areas at any point in time. The report is prepared by Senior Leadership Team.

S. McKinnon noted there was a lot of detail for the Board, The Audit & Risk Oversight Committee deals with the matrix at a higher level. The idea of presenting the matrix in the consent agenda was proposed.

M. Marwah stated the matrix is an oversight piece and allows the Chair of A&RO to monitor and flag risks of concern.

## **14. President's Report**

***S. McKinnon, Interim President***

S. McKinnon tabled a full report prior to the meeting, the following updates were provided.

### **ACADEMICS:**

The focus at the Office of Academic Affairs & Research (OAAR) during this reporting period consisted in ensuring that NSCAD students continued their learning paths, while ensuring their health, safety, and well-being, as well as that of their instructors and the broader NSCAD community.

The summer term saw the successful delivery of 42 courses, offered in Summer A (May/June); Summer B (July /August) or as a 14-week combined term (AB). Courses were primarily online, with one hybrid course, which provided for both in-person and remote attendance. The term also included a student survey, focus groups and instructor panels, allowing for the exchange of best practices.

Planning for the fall was predicated by provincial guidelines, and a carefully orchestrated return to campus strategy, that included vaccination mandates or regular testing, cleaning and ventilation protocols, masks, and social distancing. With those in place, and a clear communication strategy, close to 200 courses were offered to NSCAD new and returning students. Of those courses, 27 were offered online.

### **FACILITIES:**

**Port Renovation Update:** The design is progressing well; the second round of consultations is proceeding.

**Facilities Strategy, Option Analysis:** The last couple of months have been very busy, working on our last two options. It is our intent to have the report completed before the end of the calendar year.

**Replacement of Water and Sprinkler Main:** The construction contract for the replacement of the water and sprinkler main at Hollis St. has been awarded. The design team is currently working on the geotechnical and mechanical engineering drawings to apply for construction permits with the City. The onsite construction will start late winter and should last approximately one week

**The Institute of the Study of Canadian Slavery (ISCS):** The construction contract for ISCS has been awarded. The location of the Institute is at Fountain campus, in the space previously occupied by Sawadee Tea House. The construction should start in the next coming weeks, with an intended substantial completion of April 1st, 2022.

### **IT / COMPUTER SERVICES:**

The fall term has been busy in Computer Services. In addition to the usual influx of new students, faculty and staff that require our assistance, we had the added challenge of helping folks return to campus after working from home during the pandemic.

### **HUMAN RESOURCES:**

**Recruitment:** The University has welcomed several new employees to the University in the past few months including: Director, Opportunity and Belonging, Coordinator, Opportunity and Belonging, Jewelry Technician, Systems Administrator, Annual Giving Officer, Advancement Services Officer, Painting and Drawing Technician, and Fashion Technician.



Recruitment is underway for: Deans Administrative Assistant, Senate Secretary, Admissions Assistant and Alumni and Events Officer.

**FINANCE & ADMIN:**

**Halifax Port Authority:** NSCAD met with the Halifax Port Authority (HPA) to review areas at the Seaport that the university could assist with animating as part of the in-kind portion of the lease agreement with HPA.

In addition, the Board was advised of the following:

The Equity, Diversity and Inclusion Action Plan has been launched. This is a major activity and some Governors participated in the working group discussions. NSCAD University has a commitment to diversity. Also, on November 24<sup>th</sup>, the Signing of Scarborough National Charter on Anti-Black Racism and Black Inclusion in Canadian Higher Education (Scarborough Charter) took place.

PADCARI will take an oversight role in EDI.

On November 16<sup>th</sup>, a campus tour and visit with Minister Brian Wong & Deputy Minister Nancy MacLellan & SLT took place. This was a two-hour visit with the Minister and DM visiting all three campuses. The issue of accessibility was raised. The meeting was positive.

The Shared Sexualized Violence Prevention and Response Coordinator began a review of NSCAD's Sexualized Violence Policy for 2021-2022. Recommendations on amendments are expected at the March Board meeting. The coordinator is also working on running various training modules for staff and students in bystander training and investigation support. This is a shared position funded by the province. The coordinator will be at NSCAD two days a week.

**15. Other Business**

***J. Hames, Chair, Governance & Human Resources Committee***

J. Hames stated the signing of the Code of Conduct is an annual expectation of all Board members. A review of the Code of Conduct is pending as part of an upcoming governance review in early 2022.

**16. In-Camera: Excluding Management**

By motion of D. Leland, the November 25, 2021 meeting of the Board of Governors moved in-camera at approximately 6:23pm.

By motion of B. Sparks, the November 25 2021 meeting of the Board of Governors moved out of camera at approximately 6:34pm.

**Out of Camera Motion**

Following the in-camera session, the motion was tabled:

**Motion:** To adopt the unanimous recommendation of the Governance & Human Resources Committee to appoint Dr. Peggy Shannon as NSCAD's twenty-third president. Dr. Shannon's term is for five years commencing July 1, 2022.

Moved by J. Hames, seconded. Carried [BOG 353/21-77]

Thanks were given to J. Horwich, M. Marwah and S. McKinnon, as well as the entire Presidential Search Committee for the successful outcome to the search process.

## **17. Adjournment – Next Meeting**

**Motion:** By motion of J. Horwich, the November 25, 2021 meeting of the Board of Governors adjourned at approximately 6:37pm.

## **18. Next Meeting**

The next meeting of the Board of Governors will be held on Thursday, February 10, 2022.

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

*Approved for internal circulation by Maggie Marwah, Board Chair on January 27, 2022.*