



## BOARD OF GOVERNORS

March 24, 2022

MINUTES

(Meeting #357)

Adopted: May 5, 2022

**In Attendance:** Maggie Marwah (Chair), Alexandra Butu, Anthony Novac, Bruce Sparks, Cheryl Hann, Dean Leland, Jennifer Green, Jim Horwich, Joanne Hames, John Keating, Marco Chiarot, Sam Fisher, Sarah McKinnon

**Regrets:** Fabienne Colas, Shelley Burke, Sunil Sarwal

**Invited:** Ann-Barbara Graff – VP (Academic and Research) & Provost, Isabelle Nault – AVP Operations, Leanne Dowe – Chief Financial Officer, Martine Durier-Copp – Academic Dean, Dr. Leah Decter - Associate Professor, Division of Media Arts and Tier 2 Canada Research Chair in Creative Technologies and Community Engagement

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

Meeting called to order at approximately 4:06pm by Chair, Maggie Marwah, 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. Declaration of any Conflict of Interest

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

- **Consider any Promotions or Appointments forwarded by the VP (Academic & Research) and Provost:**
  - Andrew Hunt – Appointment to Regular Part-Time Faculty
  - Bruno Oro De Abreu – Appointment to Regular Part-Time Faculty
  - Huschang Pourian – Appointment to Regular Part-Time Faculty
  - Darrell Varga – Appointment to Full Professor
  - Dr. Joshua Schwab Cartas – Appointment to Regular Full-Time Faculty

**Note:** J. Green, S. Fisher and A. Butu were recused from discussion and voting on these appointments.

#### **4. Acceptance of the Agenda**

The agenda was accepted as presented.

**Motion:** To approve the March 24, 2022, Board of Governors meeting agenda as presented.  
*Moved by S. Fisher. Carried. [BOG 357/22-10]*

#### **5. Getting to Know the NSCAD Community**

***Dr. Leah Decter, Associate Professor, Division of Media Arts and Tier 2 Canada Research Chair in Creative Technologies and Community Engagement***

The Board Chair and S. McKinnon introduced Dr. Leah Decter, Associate Professor, Division of Media Arts and Tier 2 Canada Research Chair in Creative Technologies and Community Engagement at NSCAD University.

Dr. Leah Decter is an inter-media/performance artist and scholar based in Winnipeg, Treaty 1 Territory. Her artwork, research and writing focus on contested spaces, largely contending with histories and contemporary conditions of settler colonialism and systems of white dominance from a critical white-settler perspective. Her current artistic/research-creation projects address social-spatial dynamics of settler colonial contexts and consider the ethics of being-in-relation in spaces of Indigenous sovereignty. Her current research and writing focus on arts-based critical white settler methodologies that aim to contribute to the goals of decolonial, non-colonial and anti-racist movements. Dr. Decter has exhibited, presented and screened her work widely in Canada and she has undertaken social practice projects and performances across the country as well.

Dr. Decter holds a PhD in Cultural Studies from Queens University and an MFA in New Media from Transart Institute. In 2017 she was a Visiting Research Fellow at University of New South Wales' National Institute for Experimental Arts in Sydney, Australia. From 2019-2020 she was a SSHRC Postdoctoral Fellow in Theatre and Performance Studies at York University's Sensorium Centre for Digital Arts and Technology. Currently she holds a Canada Research Chair in Creative Technologies in the Media Arts Division at NSCAD University.

The Board Chair thanked Dr. Decter for her presentation and stated what an honour it is to have her at NSCAD.

#### **6. Adoption of the Meeting Minutes**

No changes being requested, the minutes of the February 10, 2022, and February 11, 2022, email vote are hereby adopted as a true record.

#### **7. Business Arising**

There was no business arising from the minutes of February 10 and February 11, 2022.

#### **8. Key Correspondence**

There was no key correspondence.

## 9. 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.

## 10. Consideration of Items Removed from the Consent Agenda

### 10.1 GOVERNANCE & HUMAN RESOURCES Committee

*Joanne Hames, Committee Chair*

- **Annual Board Evaluation Process Update**  
J. Hames advised the annual evaluation is usually conducted in July or August. Concerns in past have been that the timing does not involve all governors who served in the previous year – the opinions of student governors are not captured, for example, as SUNSCAD membership changes at the end of April. The committee agreed to administer the evaluation in April this year and going forward to give all (including alumni, faculty and student members) the opportunity to participate.
- **Consider any Promotions or Appointments forwarded by the VP (Academic & Research) and Provost\***
  - *Andrew Hunt* – Appointment to Regular Part-Time Faculty
  - *Bruno Oro De Abreu* – Appointment to Regular Part-Time Faculty
  - *Huschang Pourian* – Appointment to Regular Part-Time Faculty
  - *Darrell Varga* – Appointment to Full Professor
  - *Dr. Joshua Schwab Cartas* – Appointment to Regular Full-Time Faculty

***\*Academic Appointments were discussed in camera under agenda item #14 and voted on under agenda item #15 – both with Faculty & Students Recused***

### 10.2 FINANCIAL & PHYSICAL RESOURCES Committee

*Jim Horwich, Committee Chair*

- **Enabling Motion for Budget 2022-2023**  
J. Horwich advised that normally at this time the board would be approving the budget for the next fiscal year, but due to circumstances we are still trying to present a balanced budget. An enabling motion will therefore be presented to allow for bills to be paid under the current budget, while work continues on the 2022-2023 budget. This is not out of the norm, as many universities do not pass budgets until June.

Following discussion, the following motion was tabled:

**Motion:** The Financial & Physical Resources Committee recommends that the Board authorize the following interim budget arrangements for the period 01 April through 05 May 2022, or until such time as the Board approves the 2022 - 2023 budget:

**a)** The payment of salaries and benefits for continuing employees at current rates (including normal adjustments);

**b)** The payment of salaries and benefits for such reappointments or new appointments as may be approved by the appropriate Vice-President and President for the purpose of maintaining essential operations;

**c)** The provision of other payments, such as professional development allowance, as required by current collective agreements;

**d)** The commitment of other non-salary expenditures as required to maintain existing operations, up to a normal ceiling of 90 percent of the approved 2021-22 monthly non-salary budget for the unit concerned (where exceptional circumstances require, approval to make commitments to excess of this 90 percent may be granted by the CFO);

**e)** Capital projects may only be commenced where a full source of funding for the project has been identified and the project has been approved by the CFO and President following approval by the Board of Governors;

**f)** Any other significant long-term commitment of the university resources requires the prior approval of the Financial & Physical Resources Committee and the Board of Governors

*Moved by J. Horwich. Carried. [BOG 357/22-11]*

## 11. Q3 Financial Statements

*Jim Horwich, Chair, Financial & Physical Resources Committee*

*Leanne Dowe, Chief Financial Officer*

L. Dowe presented the Q3 Financial Statements for the quarter ending December 31, 2021. The statements provided a dashboard of the university's assets and liabilities for this period.

The committee received a review of the highlights of Revenue and Expenses for Q3.

Highlights from the full report included:

- Revenue & Expenses:
  - 2021-22 Forecast
    - \$21.28M Operating Revenue
    - \$20.55M Operating Expenses
- Summer Enrolment 2021-22 (FFTE):
  - 2021-22 Actual
    - 76 Domestic

- 25 International
      - 101 Total (highest it's been since 2017-18)
- Fall Enrolment 2021-22 (FFTE):
  - 2021-22 Actual
    - 488 Domestic
    - 131 International
      - 619 Total
- Winter Enrolment 2021-22 (FFTE):
  - 2021-22 Actual
    - 423 Domestic
    - 148 International
      - 571 Total
- Q3 Overall:
  - Total Assets are up \$4.35M in the Operating Fund with a decrease in cash and an increase in investments. Funded mostly by an increase of \$2.8M in the research and special purpose fund and \$1.8M in prior year's excess revenue.
  - Total Revenues were \$15.3M and exceeded prior year by \$458,000
  - Total Expenditures were \$13.7M and were higher than 2020-21 by \$395,000
  - Excess Revenue over Expenditures for Q3 was \$1.63M compared to \$1.56M in 2020-21.
  - We are currently projecting excess revenue over expenditures of \$722K
- Q3 Revenue to Budget Highlights:
  - ↑ Tuition fees for year are \$257,000 less than budget due to lower than projected FFTE.
  - ↑ Government Grant exceeded prior year by 1% for an increase of \$133,000. Additional grants received YTD exceeded budget by \$139,000.
  - ↓ Investment Income down \$20,000 to budget. GIC rates lower than prior year.
  - ↓ Rental Income projected shortfall to budget of \$15,000 due to vacant space. The commercial rental market continues to be soft.
  - ↑ Donations received YTD are \$21K higher than budget. Fall annual giving campaign just launched. Projection adjusted to actual. Reassess in Q4.
  - ↑ Ancillary enterprises are looking stronger, up \$339,000 over prior year and \$58,500 to budget.
- Q4 – Projection Uncertainty:
  - Utilities
  - Repairs & Maintenance
  - Halifax Port Authority Lease: In-Kind
  - Year-End Accruals

## **12. Budget 2022-2023 Update**

***Leanne Dowe, Chief Financial Officer***

L. Dowe reported the university will most likely submit a deficit budget, which is allowed under a memorandum of understanding with government. She has been trying to find budget savings but doesn't see many possibilities due to commitments to accessibility, EDI and similar priorities.

S. McKinnon added it is a good idea and not risky to submit an unbalanced budget. It makes a point and underscores issues we are raising with government. The government allows for a three per cent increase in tuition each year. We have passed on this the past few years, but it would be inconsistent if we don't increase this coming year, especially if NSCAD is asking for money. We currently have an increased effort in recruitment outreach and marketing and are working with high schools as well.

The board engaged in a general discussion around fundraising, donations and how to try to generate more as these are important sources of support.

### **13. President's Report**

***Sarah McKinnon, Interim President***

S. McKinnon tabled a full report prior to the meeting, and commented on the following highlights from her report:

#### **ACADEMICS & RESEARCH:**

***Ann-Barbara Graff, VP (Academic & Research) and Provost***

- We have received the reachAbility accessibility report and are working with the Accessibility Committee on our institutional plan.
- We had a town hall on February 14.
- We were successful at receiving renewed funding for Sexual Violence Prevention Coordinator, through the provincial committee.
- Professional development day on accessibility and accommodation; thriving in a time post-covid.
- CEL hosted series of workshops on creativity and entrepreneurship.
- Extended Studies hosted March Break camps (full registration for all camps).
- Beginning March 15, faculty cohort public talks begin.

#### **ACADEMICS:**

***Martine Durier-Copp, Academic Dean***

Reporting for this period centres around the continuation of the Winter Term, and acknowledging the wonderful flexibility, adaptability and perseverance demonstrated by our students, instructors, and technicians during the continuing Omicron wave. While the majority of courses were in-person, adjustments for illness or absence were enabled through hybrid methods, which allowed the courses, and the term, to proceed uninterrupted.

A strong area of emphasis has also been on strengthening our program architecture and design, through a curriculum mapping process. This entails reviewing overarching program design and objectives, as divisions come together to address any gaps, overlaps and areas for potential collaboration. A curriculum renewal process, which involves a consultation and conversation about what and how we teach at NSCAD, in light of social justice and colonialism, was also initiated at this time. There was a strong student representation at the first meeting, and an acknowledgement of how important this process is for our institution. Follow-up work is underway.

In the interests of supporting peer-to-peer learning, an instructor panel was held during which three instructors shared their experiences and best practices in Technology Enabled Learning (TEL). Not surprisingly, there has been an increase in TEL in the classroom (even for in-person and studio courses), which has enabled class time to be more focused and more centred on student learning application and integration. Efforts to support and enhance these practices are ongoing.

This reporting period also comprised the operational and capital budgeting exercise, where the eight divisions, and supporting studios and resources, articulated their needs for the next fiscal year. This broad-based exercise resulted in the definition of what resources need to be in place to support learning at NSCAD.

#### **HUMAN RESOURCES:**

##### ***Ashley Lorette, Director – Human Resources***

- Recruitment is busy advancing competitions in several areas across the university.
- The new controller (Nadine Donoff) began March 8.
- The University is holding the third PD Day for staff on March 31 which will be focused on sexual violence prevention and education.
- The University is initiating a one-year pilot project that, where operationally feasible, to work from home up to two days per week.
- January and February kept HR/Payroll busy preparing and issuing year-end tax forms for staff and students.

#### **FACILITIES:**

##### ***Isabelle Nault, AVP Operations***

- **Port Renovation**  
The design development phase is almost completed. Some redesign was required based on stakeholders' comments, delaying specification submission. Class B estimate should be ready for review mid- to end of April. The design delay will have no major impact on the construction timeline.
- **Facilities planning**  
NSCAD has begun discussions on a possible lease to address ongoing facilities planning. As details and terms allow, the university will plan an open house to engage the internal community to provide an update on progress and gather ideas and feedback.
- **Hollis Street Water Main**  
Design drawings are completed, and all permits have been obtained. A notice to neighbours will be sent out the week of March 21, giving them three weeks' notice as required. The water shutdown test is planned on Saturday, March 19, to minimize impact on NSCAD studios.

Construction will take place in early April. The roadwork will take place over three nights to avoid blocking traffic on Hollis Street, to be followed by one week of work on the sprinkling lines in the basement of the Khyber and the art store, with little impact on occupants.

- **Deferred Maintenance**

The Port campus experience major HVAC issues in the past month: about 70 per cent of the heating system was down for multiple days. The system is obsolete, and parts are difficult to source. Short-term repairs will allow for 65 per cent of the system to be operational within the week.

The plan had been to replace the HVAC as part of the Port renovation. However, given immediate needs, NSCAD will work with the renovation engineers to design a HVAC system that meets current needs, with the goal to reuse much of the system in future.

#### **UPCOMING ACTIVITIES**

- ***NSCAD University Film Festival: April 4-5, 2022 @ 7:00pm*** – Cineplex Parklane
- ***Convocation 2022: Thursday, May 12, 2022 @ 1:00pm*** – “Save the date”
- ***NSCAD Showcase & Celebration Week: May 6-12, 2022***
  - ***2022 Student Art Awards: Friday, May 6, 2022 @ 7:00pm*** – Port Campus – Tickets will go on sale in April
  - ***Sandra Alföldy Fundraiser: Saturday, May 7, 2022 @ 11:00am-3:00pm*** – Port Campus – Featuring the collection of Robin Muller
  - ***NSCAD Design Exhibition: Opens Tuesday, May 3, 2022*** – Port Campus
  - ***NSCAD Grad Show: Wednesday, May 4, 2022 @ 12:00pm*** – Anna Leonowens Gallery
  - ***Expanded Arts & Animation Installation and Exhibition: Date TBA*** – Academy Campus
  - ***Film Program Final Screenings: Date & Location TBA***

#### **ANNA LEONOWENS GALLERY**

<http://theanna.nscad.ca/>

Gallery Hours: Tuesday – Friday (11am-5pm) and Saturday (12pm-4pm)

Facebook: <https://www.facebook.com/AnnaLeonowensGallery/>

Instagram: <https://www.instagram.com/annaleonowensgallery/>

- [APR 5 – 16: Carrie Phillips Kieser, Christian McGinty, Sarah Lucja Ratsoy, MFA Thesis exhibitions](#)
- [MAR 29 – APR 2: Slavery North, The Visual Culture of Slavery group exhibition](#)
- [MAR 22 – 26: Madeleine Putnam, Mallory Walker](#)
- [MAR 22 – APR 2: Natasha Martel; Sarah Brooks, MFA Thesis exhibitions](#)

#### **14. In-Camera: Including Senior Leadership Team**

- **Academic Appointments – *Faculty & Students Recused***

**Motion:** By motion of J. Hames, the March 24, 2022, meeting of the Board of Governors moved in-camera at approximately 5:40pm.

*J. Green, S. Fisher and A. Butu were recused from discussion and voting on these appointments.*

**Motion:** By motion of J. Horwich, the March 24, 2022, meeting of the Board of Governors moved out of camera at approximately 5:47pm.



## **15. Out of Camera Motions**

Following the in-camera session, the following motions were tabled:

**Motion:** In accordance with Article 37.05 (D) of the Collective Agreement between the Board of Governors and the Faculty Union, the Governance & Human Resources Committee recommends to the Board of Governors a Regular Part-Time Faculty Appointment to **Andrew Hunt** effective May 1, 2022.

*Moved by S. McKinnon. Carried. [BOG 357/22-12]*

**Motion:** In accordance with Article 37.05 (D) of the Collective Agreement between the Board of Governors and the Faculty Union, the Governance & Human Resources Committee recommends to the Board of Governors a Regular Part-Time Faculty Appointment to **Bruno Oro De Abreu** effective May 1, 2022.

*Moved by S. McKinnon. Carried. [BOG 357/22-13]*

**Motion:** In accordance with Article 37.05 (D) of the Collective Agreement between the Board of Governors and the Faculty Union, the Governance & Human Resources Committee recommends to the Board of Governors a Regular Part-Time Faculty Appointment to **Huschang Pourian** effective May 1, 2022.

*Moved by J. Horwich. Carried. [BOG 357/22-14]*

**Motion:** In accordance with Article 15.03 (Procedure for Promotion), the Committee on Status and Affairs was convened to assess the merits of the application of **Darrell Varga** for promotion from Associate Professor to full Professor effective July 1, 2022. The Governance & Human Resources Committee hereby recommends to the Board of Governors the promotion to full Professor to Darrell Varga effective July 1, 2022.

*Moved by D. Leland. Carried. [BOG 357/22-15]*

**Motion:** In accordance with Article 14.11 of the Unit I Collective Agreement between the Board of Governors and the Faculty Union, to approve the recommendation to grant a Regular Full-Time Assistant Professor appointment to **Dr. Joshua Schwab Cartas** effective July 1, 2022. The Governance & Human Resources Committee hereby recommends to the Board of Governors a Regular Full-Time Assistant Professor appointment to Dr. Joshua Schwab Cartas effective July 1, 2022.

*Moved by C. Hann. Carried. [BOG 357/22-16]*

## **16. Board Nominations Update**

***Maggie Marwah, Board Chair***

The Chair informed the board that the GIC process continues to be held up. The government's HR legislative committee meets once a month, and NSCAD has yet to make the agenda. We are awaiting appointments for six governors-in-council positions, which will affect the 10 governors-at-

large positions the Board nominates. Until then meeting quorum at meetings is challenging, and she appreciated and thanked everyone for showing up. The Governance & Human Resources committee looks at skill requirements for our board. Currently we have a gap with no legal rep, as well as no internet security or public sector management reps. All new member referrals will be considered. If anyone is interested in sitting on a different committee or being a committee chair, please let her know.

## **17. Any Other Business**

- **NSCAD University Film Festival 2022**

M. Chiarot reported the organization of the event is good. Kara Holm, Advancement Director, and her team did a great job at setting up and he thinks it's going to be a huge success. He did not have an update on ticket sales but will check into it. He asked board members to send the e-flyer to people in their networks to remind them that they can buy tickets online and at the door.

S. Fisher added that these are films that have done well around the world and have won 35 national and international awards cumulatively. A shout-out to Sunil Sarwal, fellow board member and alumni association president, who initially suggested the idea at the Student Art Awards and then kicked it into gear by bringing it to the Advancement committee. D. Leland will be purchasing a block of tickets via his business to offer to students.

## **18. In Camera – Excluding Senior Leadership Team (If required)**

No additional in camera required.

## **19. In Camera – Excluding President (If required)**

No additional in camera required.

## **20. Adjournment – Next Meeting**

<p><b>Motion:</b> By motion of S. Fisher, the March 24, 2022 meeting of the Board of Governors adjourned at approximately 6:18pm.</p>
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The next meeting of the Board of Governors will be held on Thursday, May 5, 2022.

*Recorded by A. Molloy, Administrative Assistant – President's Office & University Relations  
Approved for internal circulation by Maggie Marwah, Board Chair on May 4, 2022.*