



## BOARD OF GOVERNORS

May 5, 2022

MINUTES

(Meeting #358)

Adopted: June 23, 2022

**In Attendance:** Maggie Marwah (Chair), Alexandra Butu, Anthony Novac, Bruce Sparks, Cheryl Hann, Jim Horwich, Joanne Hames, John Keating, Marco Chiarot, Olivia Fay, Sam Fisher, Sarah McKinnon, Sunil Sarwal

**Regrets:** Dean Leland, Fabienne Colas, Jennifer Green, Shelley Burke

**Invited:** Ann-Barbara Graff – VP (Academic and Research) & Provost, Ashley Lorette – Director of Human Resources, Isabelle Nault – AVP Operations, Leanne Dowe – Chief Financial Officer, Martine Durier-Copp – Academic Dean

### 1. Call to Order Establishment of Quorum

Meeting called to order at approximately 4:03pm 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. Welcome & Introductions

#### • **New Student Governor – Olivia Fay, SUNSCAD Incoming President**

The Board Chair welcomed new student governor Olivia Fay, SUNSCAD Incoming President for 2022-2023, to the board. Olivia is a fourth-year student completing her BA Fine Arts, Major in Ceramics. Welcome Olivia and welcome back Alex Butu.

The Board Chair directed Olivia to review all the board member bios online and encouraged her to reach out if she has any questions.

#### • **Service Recognition – Kathy Connor**

Before turning to the business agenda, Board Chair M. Marwah took a few minutes to acknowledge Kathy Connor – her passing and her contribution and service to the university and particularly to the NSCAD Board.

Kathy served the President's Office and this Board for seven years, starting in April 2015. She had already had a successful career with other not-for-profits – the Nova Scotia Barristers Society, the Heart and Stroke Foundation of Nova Scotia, Emergency Medical Care Inc., and Film and Creative Industries Nova Scotia. When she joined NSCAD, the university was extremely fortunate to have been able to benefit from her experience and expertise.

For many current governors, Kathy was among their first connection to the Board as she helped orient many of us. Over the years, she guided the Board and committees through numerous meetings. Highly organized, she provided support with patience and professionalism.

One of her sons at her funeral captured Kathy's life well when he said: she found her fulfilment in putting others first. It takes a special person to be in service to others. We were fortunate to have known her and will miss her.

#### **4. 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:**
  - HaeAhn Kwon – Appointment to Regular Full-Time Assistant Professor, Fine Art – Contemporary Sculptural Practices
  - Marissa Alexander – Appointment to Regular Full-Time Assistant Professor, Craft-Ceramics
  - Ursula Handleigh – Appointment to Regular Full-Time Assistant Professor, Media Arts – Photography
  - On Ni (Annie) Wan – Appointment to Regular Full-Time Associate Professor, Media Arts – Expanded Media

- **HR Item\***

**Note:** Faculty (J. Green and S. Fisher) and Student (A. Butu) are to be recused from discussion and voting on these motions.

#### **5. Acceptance of the Agenda**

The Board Chair requested one change – to move agenda item #16 up ahead of item #14. The agenda was accepted as amended.

<p><b>Motion:</b> To approve the May 5, 2022, Board of Governors meeting agenda as amended. <i>Moved by S. McKinnon. [BOG 358/22-20]</i></p>
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## 6. Getting to Know the NSCAD Community

### *Olivia Fay, SUNSCAD President 2022-23*

SUNSCAD President, Olivia Fay, began by commenting how honoured and excited she is to work with the board. A presentation *SUNSCAD Student Union of NSCAD Est. 1970* was shared. Highlights included:

#### About Us:

- SUNSCAD – member of the Canadian Federation of Students

#### Structure: ONE VOICE

- Union
- Executive – Our Team:
  - President - Olivia Fay [president@sunscad.org](mailto:president@sunscad.org)
  - VP Academic - Alexandra Butu [academic@sunscad.org](mailto:academic@sunscad.org)
  - VP Finance & Equity - Chris Parsons [finance@sunscad.org](mailto:finance@sunscad.org)
  - VP Internal - Kyla Dooley [internal@sunscad.org](mailto:internal@sunscad.org)
  - VP External - Beah Learn [external@sunscad.org](mailto:external@sunscad.org)
- Staff:
  - Resource Coordinator - Tara Flemming [suadmin@nscad.ca](mailto:suadmin@nscad.ca)
  - Food Bank Supervisor - Tonia Relkov [toniarelkov@nscad.ca](mailto:toniarelkov@nscad.ca)
- Council

#### Advocacy:

- NSCAD Committees
- Board of Governors
- Individual Disputes
- Lobbying

#### Events:

- Two events minimum/year

#### Funding:

- Student owned/run/funded

#### Goals for 2022-23: (improve relationships)

- Communication
- Partnership
- Leadership
- Decorum
- Efficiency

The board engaged in a short discussion regarding the food bank. O. Fay advised a supervisor was hired this year to help run the service, which is provided weekly donations from Feed NS. All usage of the food bank is tracked with forms provided by Feed NS; 50-100 students regularly use the service, with an increase in the fall/winter months.

O. Fay also mentioned students concern over housing. It is increasingly hard to find quality affordable housing. She will be participating in a government roundtable in the fall to address this situation.

## 7. Adoption of the Meeting Minutes

No changes being requested, the minutes of the March 24, 2022, are hereby adopted as a true record.

## 8. Business Arising

There was no business arising from the minutes of March 24, 2022.

## 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

### 11.1 FINANCIAL & PHYSICAL RESOURCES

*Jim Horwich, Committee Chair*

- **Budget 2022-2023 (discussed under agenda item #12)**

### 11.2 GOVERNANCE & HUMAN RESOURCES

*Joanne Hames, Committee Chair*

- **Consider any Promotions or Appointments forwarded by the VP (Academic & Research) and Provost\* (discussed under agenda item #14)**
  - *HaeAhn Kwon* – Appointment to Regular Full-Time Assistant Professor, Fine Art – Contemporary Sculptural Practices
  - *Marissa Alexander* – Appointment to Regular Full-Time Assistant Professor, Craft-Ceramics
  - *Ursula Handleigh* – Appointment to Regular Full-Time Assistant Professor, Media Arts – Photograph
  - *On Ni ("Annie") Wan* – Appointment to Regular Full-Time Associate Professor, Media Arts – Expanded Media
- **HR Item\* (discussed under agenda item #14)**

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

## 12. Budget 2022-2023

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

*Leanne Dowe, Chief Financial Officer*

J. Horwich began by saying the objective of the budget is to make good decisions. Considerable input has been part of the process, and he has confidence in the budget being presented. It is well prepared and thought out. He expressed appreciation of how challenging it is to put a budget like this together.

L. Dowe presented the budget report titled *Staying the Course*. There are some obvious positives (i.e., EDI progress, accessibility, SPIF – Strategic Priority Initiative Fund, etc.) and some negative; it is a deficit budget. Highlights from the report included:

- Budget Challenges
  - Structural Deficit:
    - If NSCAD expenses continue to rise in excess of revenues NSCAD will continue to have unfunded deficits in 2023-24 and beyond.
- Ongoing Reliance on Two Revenue Streams
  - Over 93% of the University's Revenue Sources are Constrained
    - 42% Student Academic Fees
    - 50% Government Grants
    - 8% Other Income
- Pandemic Learnings
  - FT enrollment has increased, PT has decreased
  - Change comes at a cost and not everyone is able to or wants change
  - Online learning is here to stay – but our studios are still our strength
  - Combining digital resources with F2F (face to face) is the best of both worlds
  - Technology must be a priority. Funds have been allocated in the current budget for technology updates. A refresh of computer lab equipment was done in 2021-22
  - Our student bursary programs are stretched. Underserved communities were hit the hardest
  - NEW – Labour force trends. Finding qualified candidates has been difficult; EDI is critical. Employees are looking for hybrid work, WFH (work from home). Pandemic fatigue is real. Many positions were stretched with the additional work.
- Pandemic Protocol Update
  - Vaccinations have proven effective against variants. Not required for summer semester.
  - Hand sanitization, cleaning, masks continued for summer semester
  - Will assess protocols mid-summer
- Budget Overview – REVENUE
  - 2022-23 Budget
    - Student Academic Fees = \$8,241,462
    - Government Grants = \$9,649,426
    - Other Income = \$1,533,192
- Enrollment Assumptions (FFTE)
  - In 2020-21 we budgeted for a decline of 20% domestic and 30% international
  - **Actual** for 2020-21 was a decline of 9.5% domestic and 8.4% international
  - In 2021-22 we budgeted for enrollment increases of 5%

- **Actual** for 2021-22 was a 10% increase in domestic and a decline of 13% international, overall a 3.7% increase
- No enrollment increase budgeted for in 2022-23
- Growth in International Enrollment
  - 23% international enrollment increase a percentage of total FFTE (Fall & Winter only)
- Implemented in 2021-22
  - Tuition rate increases of 1% domestic and 2.5% international
  - Inflationary increase in Technology fee, from \$9 per 3-credit course to \$10; index to CPI in future years
  - Inflationary increase in Facility fee from \$15 to \$17 PT and \$45 to \$50 FT; index to CPI in future years
  - Introduction of a Student Services Fee; \$25 FT / \$15 PT domestic and \$50 FT / \$25 PT international per semester
  - Removed the graduation fee of \$50
- Recommendations for 2022-23
  - Tuition rate increases of 3% domestic and 3% international (we could have increased international more, but we have chosen not to due to covid and travel)
  - CPI increase of 3.04% for Technology, Facility and Student Services Fee
  - No new fees introduced
- Other Revenue
  - Government Grants Decrease of \$2.2 million over 2021-22 Budget
    - Provincial operating grant increase of 1%
    - Provincial deferred maintenance one-time grant of \$450,000 in prior year
    - Facility grant of \$1.9 million term ended with mortgage payoff
    - CRC Tier I grant of \$200,000
    - CRC Tier II grant of \$100,000
    - Grant for Sexual Violence Prevention of \$70,200
  - Donations budgeted at \$43,000. Ongoing support for student bursaries
  - Rental Income starting to rebound, recent interest in vacant spaces. Increase of \$45,000
  - Interest revenue decreased to \$130,000, based on current cash flow projections and low available interest rates
  - Ancillaries: Art Supply Store and Extended Studies rebounding, increase by \$118,000
- Budget Overview – EXPENSES
  - 2022-23 Budget
    - Academic = \$9,987,751
    - Service = \$2,203,205
    - Administration = \$3,996,497
    - Facilities & Ancillary = \$3,812,341
    - Financing & Debt Repayment = \$556,500
- Changes Over Prior Year – Compensation
  - Budgeted step and cola for all staff, faculty and technicians increase of \$369,000
  - No new positions, except under the Advancement Department as part of the operating reserve allocation:
    - +1.0 Union exempt – Annual Giving Officer
    - +1.0 Union exempt – Alumni and Events Officer
    - +1.0 Union exempt – Major Gifts Officer

- A position funded through a government grant and consortium of other Nova Scotia Universities:
  - +1.0 Union exempt – Sexual Violence Prevention Coordinator
- Full-Time Equivalent Employees 2022-23
  - Union Exempt = 36.0
  - Faculty-excl RPTs = 43.5
  - Technicians = 21.3
  - NSGEU = 22.8
- Changes Over Prior Year Budget – OPEX (Operating Expense) & Capital
  - EDI Targeted Action Plan (TAP) - \$50,000
  - The NSCAD Accessibility Plan to 2030. Funding of \$50,000 + \$160,000 from the Province
  - Moving costs \$55,000
  - Computer hardware \$42,000
  - Cyber-security initiatives \$35,000
  - Adobe creative cloud for students %57,000, cost recovery in revenue, Kaltura software \$28,000
  - Decrease in facilities alterations and repairs of \$154,000
  - Fountain mortgage is repaid, savings of \$1.2M
  - Savings in interest expense of \$150,000
- Resources For Students
  - New scholarships and mental health supports for students totaling \$176,000 over prior year
  - Holding steady on all other resources for students
- Donor-Funded BIPOC Scholarships
  - The Dukelow scholarship, in support of African Nova Scotian students
  - Michelle Sylliboy scholarship from Nocturne in support of Indigenous students
  - Heath Simpson Photography Award (preference to LGBTQIA+ students)
  - Research fellowships for the Institute for the Study of Canadian Slavery
  - Granville Biomedical Award for a woman interested in medical design
  - Ben Patterson Memorial Scholarship in support of African Nova Scotian Students
  - Audrey Dear Hesson Scholarship in support of African nova Scotian Students
  - Scotia Bank Scholarships to support international students

J. Horwich noted that a deficit budget is not common but acceptable with a plan to address the shortfall. NSCAD is not the only Nova Scotia university in this position. L. Dowe added that our operating reserve can be used to fund the deficit, and NSCAD will be asking the Province for funding assistance to close the gap.

Following the discussion, the following motion was tabled:

**Motion:** To accept the recommendation of the Financial & Physical Resources Committee that the Board of Governors approve the deficit 2022-2023 Budget as presented. If required, funds will be allocated from the operations reserve.  
*Moved by J. Horwich, seconded. Carried. [BOG 358/22-21]*

Alex Butu left the meeting at 5:13pm.

### 13. President's Report

***Sarah McKinnon, Interim President***

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

#### **ACADEMICS:**

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

This reporting period saw the conclusion of the Winter Term, with the successful delivery of 232 courses (of course 32 were online). As a result of the Omicron wave, this term posed challenges for instructors, students and technicians. We must acknowledge the tremendous flexibility, adaptability and adjustments which were made (adjusting teaching and learning to remote or asynchronous methods, as required), to enable students to successfully complete their courses. A Student Focus Group, run on April 21<sup>st</sup> brought to light how students appreciated the extra efforts and empathy demonstrated by faculty and technicians.

Work on strengthening our program architecture and design, through a curriculum mapping process, continued during this period. Progress is being made, specifically in the Divisions of Craft, Design and in the Foundation Year, with colleagues working collaboratively to revisit their program structure and composition and identify where enhancements may be made.

Continuing work on Curriculum Renewal, in light of social justice and colonialism, took place during this period. Student representation has been strong and engaged, emphasizing the important of this process.

As mentioned above, a Student Focus Group was held to gauge the student experience during the Winter Term. Generally, comments were positive about the student experience, but several points were raised with respect to academic and student support issues, which will be addressed in an effort to continually improve our programs and delivery.

With the conclusion of classes, grading is underway, and focus is on Graduation – the first in-person graduation at NSCAD since the pandemic struck in March 2020.

#### **UPCOMING ACTIVITIES**

- ***Convocation 2022: Thursday, May 12, 2022 @ 1:00pm***
- ***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 (Pre
  - ***Sandra Alfoldy 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**

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

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

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

- The Anna has a new website designed by NSCAD alumni Morgan Rogers and Kate Sinclair Sowerby of Co&Co design: <https://theanna.nscad.ca>
- Design Graduation exhibition opened on April 26<sup>th</sup>
- NSCAD 2022 Graduation exhibition opens on May 5<sup>th</sup> with a closing reception on May 11<sup>th</sup>
- The Anna is mounting the NSCAD Student Art Award exhibition.

**Friday, May 6:**

**7pm / NSCAD Port Campus, 1107 Marginal Rd.**

**GALA: 2022 NSCAD Student Art Awards**

**Wednesday, May 11**

**5:30pm**

**Closing Reception: 2022 NSCAD Graduation Exhibition**

## **14. Any Other Business**

- **Call Out for Nominations (*Chair, Vice-Chair, Treasurer, Secretary, etc.*)**

The Board Chair noted that a call-out for nominations for governors is normally made at this time of year, however, we remain in a holding pattern awaiting governor-in-council appointments before consideration of a full state of governors for 2022-23. That said, she encouraged members to consider their community for possible nominations. If you know of someone or are interested in taking on a larger role on the board, please contact her or a member of the Governance & Human Resources committee. S. Sarwal will continue as Secretary and J. Horwich as Treasurer. The time commitment of being a board member is recognized but the future of our board rests on all of us.

M. Marwah indicated that we are not the only university in this situation regarding gaps in membership. She thanked members for their attendance this past year, allowing for quorum at meetings. We hope for an update about the government appointments soon.

NSCAD's governance review has been delayed for a couple of months due to a health issue. There was consideration given to engaging another consultant but the decision was to wait for the current consultant, Harriet Lewis. An anticipated start date is late June.

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

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

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

**Motion:** By motion of J. Hames, the May 5, 2022, meeting of the Board of Governors moved **in-camera** at approximately 5:33pm. [BOG 358/22-22]

**Motion:** By motion of B. Sparks, the May 5, 2022, meeting of the Board of Governors moved **out of camera** at approximately 6:06pm. [BOG 358/22-23]

## 16. Out of Camera Motions

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

**Motion:** To accept the recommendation of the Governance & Human Resources Committee the Board of Governors approve the appointment of **Marissa Alexander** to a Regular Full-Time position at the rank of Assistant Professor, Craft – Ceramics effective July 1, 2022.

*Moved by J. Hames, seconded. Carried. [BOG 358/22-24]*

**Motion:** To accept the recommendation of the Governance & Human Resources Committee the Board of Governors approve the appointment of **HaeAhn Kwon** to a Regular Full-Time position at the rank of Assistant Professor, Fine Art – Contemporary Sculptural Practices effective July 1, 2022.

*Moved by J. Hames, seconded. Carried. [BOG 358/22-25]*

**Motion:** To accept the recommendation of the Governance & Human Resources Committee the Board of Governors approve the appointment of **Ursula Handleigh** to a Regular Full-Time position at the rank of Assistant Professor, Media Arts - Photography effective July 1, 2022.

*Moved by J. Hames, seconded. Carried. [BOG 358/22-26]*

**Motion:** To accept the recommendation of the Governance & Human Resources Committee the Board of Governors approve the appointment of **On Ni (“Annie”) Wan** to a Regular Full-Time position at the rank of Associate Professor, Media Arts - Expanded Media effective July 1, 2022.

*Moved by J. Hames, seconded. Carried. [BOG 358/22-27]*

## HR ITEM

**Motion:** To accept the recommendation of the Governance & Human Resources Committee the Board of Governors approve the denial of a one additional year leave of absence extension requested by Dr. Christopher Kaltenbach.

*Moved by J. Hames, seconded. Carried. [BOG 358/22-28]*

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

No additional in camera required.

**18. In Camera – Excluding President (If required)**

No additional in camera required.

**19. Adjournment – Next Meeting**

**Motion:** By motion of C. Hann, the May 5, 2022 meeting of the Board of Governors adjourned at approximately 6:15pm. [BOG 358/22-29]

The next meeting of the Board of Governors will be held on Thursday, June 23, 2022.

*Recorded by A. Molloy, Administrative Assistant – President’s Office & University Relations  
Approved for internal circulation by Maggie Marwah, Board Chair on June 23, 2022.*