



Board of Governors
Regular Meeting Minutes
May 26th, 2010

Board Members In Attendance

Lance Carlson
 Darren Delichte
 Marty Kaufman
 Joseph Leung
 Shane Mahar
 Margaret-Jean Mannix
 Roxanne McCaig
 Cynthia P. Moore
 Sheila O'Brien
 James Peacock, Q.C. (Chair)
 Kate Peterson
 Sue Anne Valentine

Regrets:

G. Bradley Moore
 Yves Trépanier

Recording Secretary

Elizabeth Hay

The Board meeting was called to order at 4:10 with quorum present and with Jim Peacock as chair.

The Board of Governors went in-camera until 4:30pm.

1. APPROVAL OF AGENDA

MOVED by Sheila O'Brien SECONDED by Cynthia Moore that the agenda be approved as presented.

CARRIED
 Unanimous
 MOTION: 1473

2. APPROVAL OF MINUTES

MOVED by Margaret-Jean Mannix and SECONDED by Kate Peterson that the minutes of the April 27th, 2010 meeting of the Board of Governors be approved as amended.

CARRIED
 Unanimous
 MOTION: 1474

3. CONSENT AGENDA

The Board Members discussed items of question as presented in the reports.

MOVED by Shane Mahar and SECONDED by Joe Leung that the Board of Governors adopt the consent agenda, as presented.

CARRIED
 Unanimous
 MOTION: 1475

MOVED (by inclusion) by Shane Mahar and SECONDED by Joe Leung that the Board of Governors approve the adoption of the SAIT/ ACAD Bridging Agreement as presented in the Consent Agenda.

CARRIED
 Unanimous
 MOTION: 1476

4. **BUSINESS ARISING**

None at this time.

5. **NEW BUSINESS**

5.1 Alumni Award of Excellence

Background:

The Board of Governors' Alumni Award of Excellence is awarded annually to an alumnus/ae of ACAD. In discussions over the past months, the Chair of this Ad Hoc Committee came with recommendations for the Board of Governors in moving forward with this award (see attachment A). Discussion by the Board of Governors ensued, resulting in the following motion.

MOVED by Sheila O'Brien and SECONDED by Shane Mahar that the Board of Governors approve in principle the formation of an Alumni Award of Excellence Committee and that the ad-hoc committee (consisting of Cynthia Moore, Melissa Trono, Sue Anne Valentine and Jessie Sherburne) develop terms of reference and procedures to present to the Board of Governors at a future meeting.

CARRIED
Unanimous
MOTION: 1477

5.2 Business Plan for 2010 - 2014

Under the Post-Secondary Learning Act, post-secondary institutions are required to submit, annually, a Business Plan forecasting for the subsequent four years.

The Board of Governors reviewed the Business Plan, noting that having more lead time for review, especially in advance of the budget, would be a better scenario and would allow for more specific feedback. It was requested that the Business Plan be submitted to the Board earlier next year, perhaps as a draft in January or February.

MOVED by Cynthia Moore and SECONDED by Margaret-Jean Mannix that the Board of Governors approve the Business Plan for 2010- 2014 as presented.

CARRIED
Unanimous
MOTION: 1478

5.3 Renewal of Mandate

Background:

As requested from the Ministry of Advanced Education and Technology, the following change to the Mandate of the Alberta College of Art and Design is to include wording requested by the Government, specifically surrounding Campus Alberta. The mandate with the proposed revisions was forwarded to Academic Council and was approved by the Council for recommendation to the Board on May 19th, 2010. It was then approved by the Board of Governors Governance Committee on May 19th, 2010 as well.

MOVED by Margaret-Jean Mannix and SECONDED by Shane Mahar that the Board of Governors accepts the revised ACAD Mandate as presented in the Agenda Package for the meeting of the ACAD Board of Governors on May 26th, 2010.

CARRIED
Unanimous
MOTION: 1479

6. **CHAIR'S REPORT**

Mr. James Peacock, QC reported that the May 26th meeting was Mr. Shane Mahar's (ACAD's Student Board Representative) last meeting. Mr. Peacock thanked Shane for his genuine commitment to the Board and his insightful feedback on issues that had arisen.

7. **BOARD COMMITTEE REPORTS**

7.1 Finance and Audit

Mr. Joe Leung, Chair of the Finance and Audit Committee, reported that their most recent meeting, earlier that afternoon, had been longer than expected. On the agenda were a discussion of the capital budget proposal, review of the investment reports, and a review of the financial tracking report for the current year's fiscal picture. Mr. Leung indicated that there is a forecast of a small surplus for the end of the fiscal year, and the capital budget proposal was reviewed and positively recommended.

Mr. James Peacock, an ex-officio member on the Finance and Audit Committee, also reported that the audit report from the Office of the Auditor General was discussed and would be itemized on a future ACAD Agenda for review and strategic implementation.

7.2 Governance

There was no general Governance Report submitted by Mr. Trepanier, however the Governance sub-committee, chaired by ACAD Board Member Ms. Margaret-Jean Mannix, reported that their work in assembling and distributing the Board self-evaluation report was coming to fruition, and that the Board members would receive an email link to the survey online to complete. Ms. Mannix outlined the membership of the sub-committee who have completed this initial work consisted of Mrs. Sue Anne Valentine and Ms. Kate Peterson. Assistance was provided by Ms. Trudy Gahlinger, an independent contractor who has worked with the Board on several important initiatives in the past.

Ms. Mannix continued that the evaluation that would be distributed for completion by the Board members and would hopefully capture the energy of new board members, along with receiving specific feedback on information requested. In addition, she stated that the survey would be administered online and would be anonymous and confidential. Once Board members have responded, the results will be tallied and evaluated, and presented at the Board off-site meeting in September. Ms. Mannix reported that she will work with the rest of the Governance Committee on developing that item for the retreat.

7.3 Human Resources

No report at this time.

7.4 Relocation Committee

No report at this time.

8. **PRESIDENT'S REPORT**

Mr. Lance Carlson, President + CEO reported that both the Smart Night, and the Art and Culture Tour initiatives were in the black financially. The extra funds raised from each event will go towards scholarships at ACAD.

Mr. Carlson also committed that he will send a notice out to all President's Circle members asking them to support the new President and CEO, and he is hopeful that the group will support the new President and his initiatives.

9. BOARD PRESENTATIONS

9.1 Mr. Richard Alaszkiwicz of Researchworks was present to discuss the overall results from the Climate Survey as completed in January and February 2010 by the Faculty, Staff and Student constituencies at ACAD (See Attachment C).

Secretary's Note: Presentation was made at the beginning of the meeting.

10. ACAD STUDENT BOARD MEMBER REPORT

Mr. Shane Mahar requested the Board review Mr. Kris Weinmann's report – as included in the Board Agenda package, but indicated that there was nothing in addition to Mr. Weinmann's report that he wished to add. However, Mr. Mahar thanked the Board of Governors for their on-going support and for the positive learning experience as a member of the Board of Governors.

11. ACAD FACULTY BOARD MEMBER REPORT

No report at this time.

12. ACAD STAFF BOARD MEMBER REPORT

Ms. Kate Peterson, Staff Representative to the Board of Governors, reported that AUPE officially started collective agreement negotiations on the 14th of May. Ms. Peterson added that technicians are officially finished their limited term appointments at the end of June, and will be returning to ACAD during the month of August.

13. ADJOURNMENT

MOVED by Shane Mahar and SECONDED by Kate Peterson that the meeting be adjourned at 6:05pm. <p style="text-align: right;">CARRIED Unanimous MOTION: 1480</p>

Original Signed by Chair, ACAD Board of Governors and ACAD President + CEO

James Peacock, QC
Chair, ACAD Board of Governors

Daniel Doz
ACAD President + CEO

Attachment A

Alumni Award of Excellence
Committee to Review Award Selection & Nomination
February – May 2010

A committee consisting of Cynthia Moore (Board) as Chair, Jesse Sherburne (Faculty), Melissa Trono (Advancement/Alumni Office), and Sue Anne Valentine (Board) met three times over the past few months to discuss the process for the Board of Governors Alumni Award of Excellence. There was research conducted about modifications to the process in previous years and as well as consultation with past Board members. The committee had extensive conversation about how to optimize the award process and the award presentation.

The committee recommends the following:

- That there be a permanent committee that meets regularly through the year, consisting of 2 Board Members, 2 Faculty members, 1 alumnus/a, and 1 ex-officio Administrative staff person from the Advancement/Alumni office.
 - That the criteria remain the same (nominees must have completed at least 30 credits and/or have received a degree or diploma from the College; nominees must have demonstrated excellence in their art practice and/or field of endeavor; additional consideration should be given to a nominee's community or public service and service to ACAD), except that nominations do not have to include a nomination form and 500 word synopsis of the nominee's achievements, etc. The formal responsibility of preparing associated documentation will rest with the Advancement/Alumni Office.
 - That there is a change from a 'nomination' procedure to a 'selection' process and that calls for candidates will be ongoing, such that a 'pool' of candidates is developed and maintained.
 - That there be revisions to the Timeline so that the committee can better review the pool of candidates, enhance the award's presentation, and plan any appropriate events. The committee will make the award recipient recommendation to the Board at the February Board of Governors meeting.
 - That there be a permanent place in the College to honor award recipients.
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Attachment B



ALBERTA COLLEGE OF ART + DESIGN

1407 - 14TH AVENUE N.W.
CALGARY, ALBERTA,
CANADA T2N 4R3

T: 403.284.7670
F: 403.338.5575

WWW.ACAD.CA

May 26th, 2010

Dear Board Member:

We wish to provide you with some background and information relating to the Board Effectiveness Survey that will be administered over the next few weeks. In today's working environment, the need for effective and thoughtful Governance is gaining more and more awareness. Effective Governance is dependent on many things, but we feel that critical Governance success at ACAD is currently dependent on three key areas - Board Member Engagement, Board Process and Systems, and Board Performance (beyond simply monitoring processes). It is our intent to conduct a facilitated evaluation of our board effectiveness in these three areas at our September Retreat. Please keep in mind that this is not an evaluation of individual board members as we are a team that is in a formative stage and we wish to capitalize on the skills, commitment and energy that members are willing to contribute to ACAD and our developing team.

The Survey will be administered on-line (an email will be sent to you tomorrow with the link) and all submitted information will be anonymous. The results will be compiled solely by our external facilitator, Trudy Gahlinger. Trudy has worked very closely with ACAD in the past few years in developing policy and governance best practice and we are pleased to be working with her on this project. Board members will have until June 30th to complete the survey and we will be sending periodic reminders throughout the month. Importantly, we would like to draw your attention to an important format of the Survey – the 'Comment' boxes at the end of each section. We strongly encourage that you take this opportunity to ask questions or highlight any concerns you may have relating to our Board work by filling in this portion of the Survey. Your insights and perspectives are valued and essential to the continued growth and evolution of ACAD's success.

At the September Board Retreat Trudy will present the findings of the survey. We intend to use this information to inform us of our strengths, identify areas of improvement, and to generate dialogue that will lead us to developing a stronger team membership and clarity of purpose. Action items that come out of our discussion will shape how we move forward in fulfilling our obligations to our funders, how we become a board that excels in accountability and how we will create a dynamic team of which we are all proud to be a member.

In lead up to the survey distribution and prior to answering the survey it is recommended that you take some time to review our by-laws, governance and policy manuals.

We thank you for your commitment to ACAD and for your time, energy and contribution.


Yours,

A handwritten signature in blue ink, appearing to read 'Margaret-Jean Mannix', is written over a light blue horizontal line.


Margaret-Jean Mannix
Yves Trepanier

ACAD Board Governance Committee

FROM THE OFFICE OF THE PRESIDENT + CEO



**2010 ACAD Climate Survey
Overview**

Prepared for:
ALBERTA COLLEGE OF ART + DESIGN
Prepared by:
RESEARCHWORKS INC.
May 26, 2010



Approach – Faculty / Staff

- 59 common statements = 12 themes
- Sample size 50 faculty and 54 staff
- Faculty = 39% and staff = 65%
- Total weighted

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Overview

All 59 Statements Averaged

	Total	Faculty	Staff	Diff.
2008	3.17	3.10	3.28	0.18
2009	3.18	3.13	3.25	0.12
2010	3.13	2.96	3.40	0.44

1=Strongly Disagree
5=Strongly Agree

WORKS
W@RKS

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Overview (Cont'd)

- Overall combined results similar to 09
- Digging deeper – *faculty decrease is balanced by staff increase*
- Highest scoring theme – Work Relations
- Lowest scoring theme – Senior Leadership
- 5 highest scoring themes in same position all 3 yrs
- Largest rank order shift was Compensation (from 11 to 10 to 8)

WORKS
W@RKS

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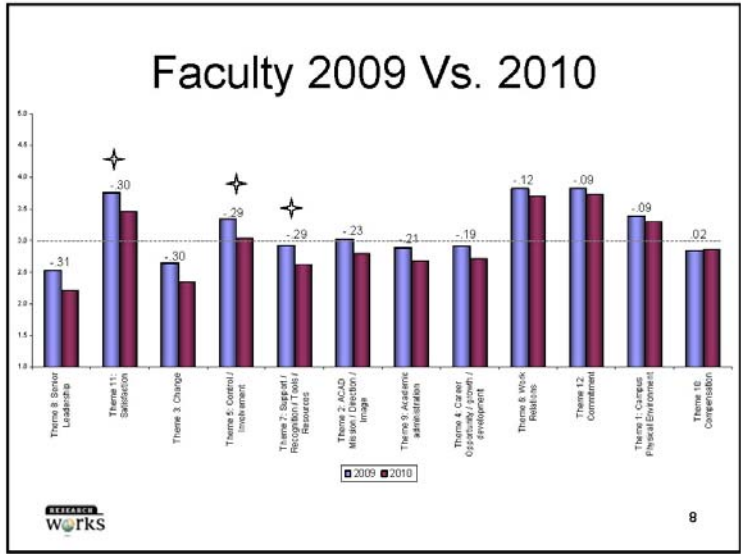
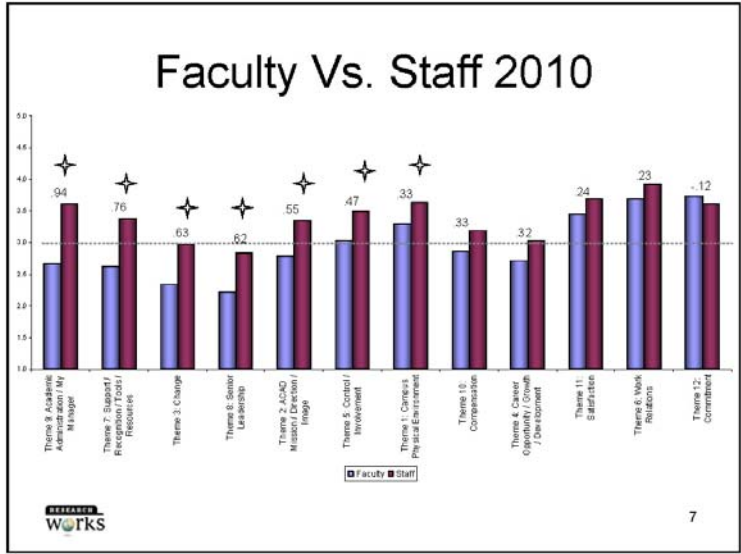
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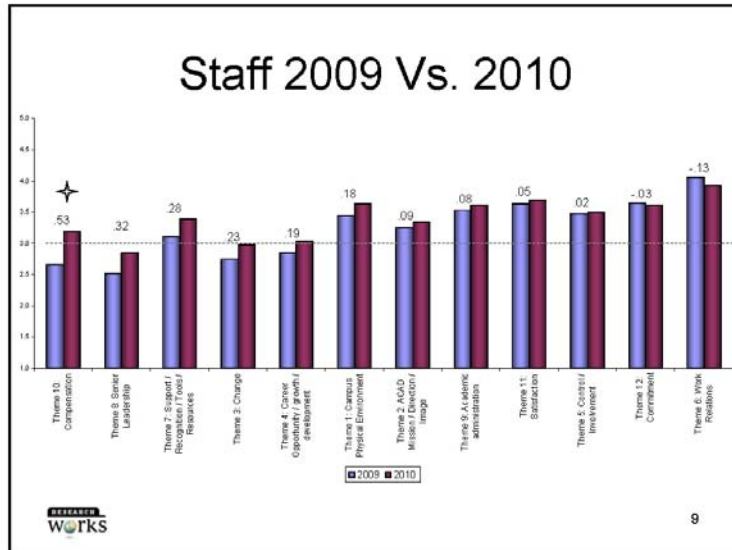
Overview (Cont'd)

- 3 highest scoring statements:
 - When required, I go beyond my assigned duties to help the college succeed (4.45)
 - I am committed to the overall success of the college (4.45)
 - Public transportation service to ACAD is adequate (4.35)

Overview (Cont'd)

- 3 lowest scoring statements:
 - ACAD does a good job of retaining its talented people (2.02)
 - The administration generally understands the challenges we face on the job (2.27)
 - The administration provides clear, consistent direction (2.37)





Students

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Approach – Students

- Secure online via email invite from LC
- 28 statements – 7 themes
- Satisfaction, change and open-ends
- Sample size = 183 of 1,141 (16%)
- Total weighted by year of study

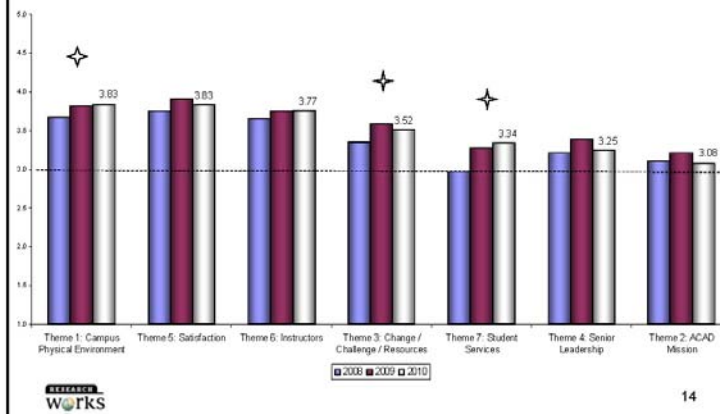
Overview

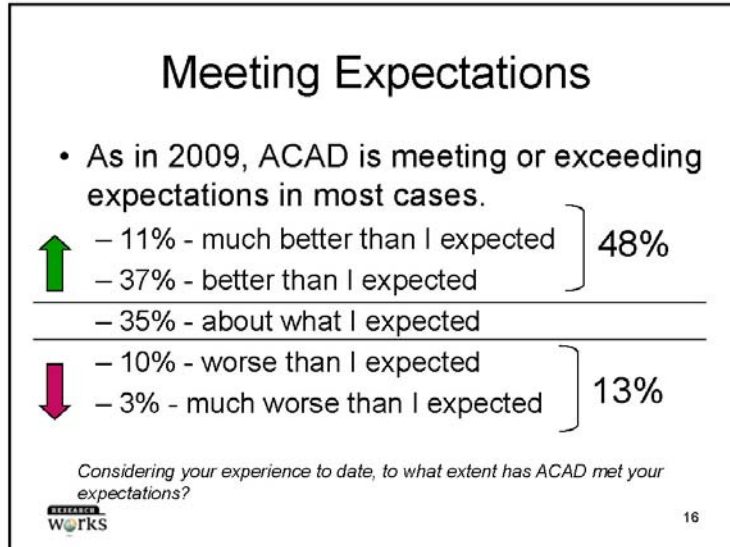
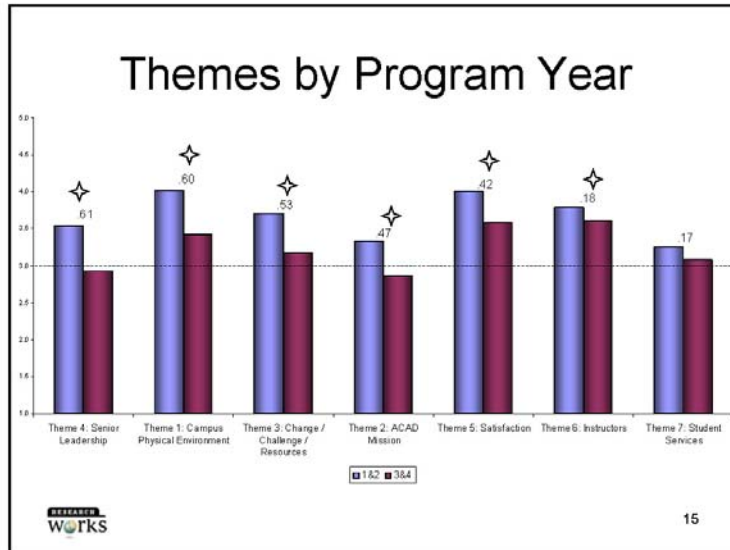
	Total	First	Second	Third	Fourth
2008	3.47	3.78	3.52	3.34	3.04
2009	3.64	3.82	3.68	3.56	3.43
2010	3.60	3.89	3.75	3.30	3.21

Overview (Cont'd)

- Overall combined results similar to 09
- Digging deeper – *as students are at ACAD longer, satisfaction decreases*

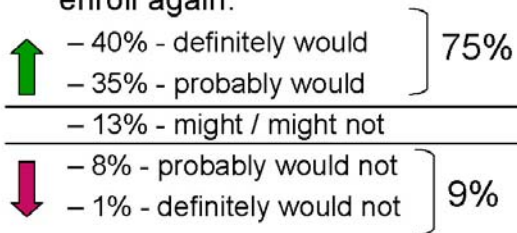
Themes by Survey Year





Enroll Again

- Three-quarters probably / definitely would enroll again.



All in all, if you had to do it over, would you enroll here again?

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Summary

- Staff is up and Faculty is down
- Commitment, going above and beyond, sense of accomplishment, liking the job remains strong
- Student results – years 1 and 2 are up but 3 and 4 have fallen since last year
- Large majority would enroll again and say expectations have been met or exceeded
- *Questions or comments?*

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Faculty and Staff Statements

Theme 1: Campus Physical Environment

- Public transportation service to ACAD is adequate.
- I feel safe on campus at all times.
- Overall, the campus is clean and well-maintained.
- ACAD strives to accommodate the diversity of its employees.
- I am satisfied with the quality of my physical working environment.

Theme 2: ACAD Mission / Direction / Image

- I see a link between what I do and the mission of the college.
- ACAD is highly regarded by the general public.
- I can clearly explain to others the direction (for example, the vision, values and mission) of ACAD.
- ACAD's mission or purpose makes me feel my job is important.
- I understand ACAD's plans and direction for the future.
- ACAD is headed in the right direction.

Theme 3: Change

- ACAD is making the changes needed to stay relevant.
- ACAD has established a climate where I can challenge the traditional way of doing things.

Theme 4: Career Opportunity / Growth / Development

- In the last 3 months, I have had opportunities to learn and grow in my job.
- I have received enough training to work effectively.
- My future career opportunities at ACAD are promising.
- I have sufficient time to get the training I need.

Theme 5: Control / Involvement

- I am sufficiently challenged in my work.
- My job makes good use of my skills and abilities.
- I know what is expected of me at work.
- At work, I have the opportunity to do what I do best every day.
- I have the flexibility to balance my personal, family and work needs.
- I am satisfied with the amount of involvement I have in decisions that affect my work.

Theme 6: Work Relations

- I have a good working relationship with other faculties (with my co-workers).
- Faculty (employees) in my area work effectively together as a team.
- Faculty (my work unit) has a good working relationship with management-exempt staff / support staff (faculty).

Theme 7: Support / Recognition / Tools / Resources

- I have the skills and knowledge to do my job effectively.
- I am appreciated when I put in the extra effort.
- Academic administration (my manager) provides the support I need to succeed.
- I have the materials and equipment I need to do my work properly.
- ACAD supports the growth and development of its faculty (employees).
- I receive adequate recognition (beyond compensation) for my contributions and / or accomplishments.

Theme 8: Senior Leadership

- The policies / procedures I follow make it easy to deliver service excellence to my stakeholders (internal clients, students, other stakeholders, etc.).
- The president of ACAD demonstrates effective leadership.
- I am informed in timely manner about important changes that affect me.
- Administration communicates openly with faculty (staff).
- The administration provides clear, consistent direction.
- Administration generally understands the challenges we face on the job.
- ACAD does a good job of retaining its talented people.

Theme 9: Academic Administration / My Manager

- Academic administration (my manager) treats me fairly.
- Academic administration (my manager) responds to my requests in a timely fashion.
- Academic administration (my manager) seems to care about me as a person.
- Academic administration (my manager) does a good job of sharing information.
- Academic administration (my manager) creates an atmosphere where differences can be discussed openly.
- I trust academic administration (my manager).
- Academic administration (my manager) assesses my work against identifiable goals and objectives on a regular basis.

Theme 10: Compensation

- My employee benefits meet my needs.
- I am satisfied with my salary.
- Compared to others in my line of work, I am paid fairly.

Theme 11: Satisfaction

- My work gives me a sense of accomplishment.
- Overall, I enjoy working at ACAD.
- I am in an organization that is a good fit for me.
- My workload is reasonable.

Theme 12: Commitment

- I am committed to the overall success of the college.
- When required, I go beyond my assigned duties to help the college succeed.
- I am proud to be part of ACAD.
- I would, without hesitation, highly recommend ACAD to a friend seeking employment.
- It would take a lot to get me to leave ACAD.
- ACAD inspires me to do my best every day.

Student Statements

Theme 1: Campus Physical Environment

- Public transportation service to ACAD is adequate.
- I feel safe on campus at all times.
- Students are made to feel welcome here.
- ACAD fosters an environment of respect for all students, faculty and staff.
- Overall, the campus is clean and well-maintained.
- I am satisfied with the quality of my physical working environment.

Theme 2: ACAD Mission

- ACAD is headed in the right direction.
- ACAD is highly regarded by the general public.
- I understand ACAD's plans and direction for the future.

Theme 3: Change / Challenge / Resources

- I am sufficiently challenged in my studies.
- ACAD has established a climate where I can challenge the traditional way of doing things.
- ACAD is making the changes needed to stay relevant.
- Studio space and equipment meets my needs.

Theme 4: Senior Leadership

- Administration genuinely cares about what students have to say about improving their experience.
- The administration provides clear, consistent direction.
- The president of ACAD demonstrates effective leadership.

Theme 5: Satisfaction

- I am proud to be part of ACAD.
- I am in a school that is a good fit for me.
- I would, without hesitation, highly recommend ACAD to a friend seeking an art and design school to attend.
- I am satisfied with the quality of instruction.
- ACAD inspires me to do my best every day.
- I get good value for my tuition dollar.

Theme 6: Instructors

- Instructors are available to meet with students outside of class.
- My instructors provide timely feedback about my academic progress.
- Faculty are fair and unbiased in their treatment of individual students.

Theme 7: Student Services

- I am able to register for classes I need with few conflicts.
 - Registering for courses is problem-free.
 - There are adequate services to help me decide on a career.
-