

## Alberta College of Art + Design (ACAD)



Minutes of the regular meeting of the Board of Governors (the Board),  
Saturday, October 30, 2013, at 4:00 p.m. in the ACAD Boardroom, 1407  
– 14<sup>th</sup> Avenue NW, Calgary, with the following persons present:

CHAIR: James Peacock, QC

VICE-CHAIR: Margaret-Jean Mannix

BOARD MEMBERS: Dan Barnfield  
Dr. Daniel Doz  
Cynthia Moore  
Gregory Forrest (arrived 4:44 p.m.)  
Natasha Pashak  
Sheila O'Brien (departed at 6:10pm)  
Teresa Tam  
Ian FitzGerald (*non-voting, pending appointment*)

REGRETS: James Stanford  
M. Carol Ryder  
Susan Thomas  
Sue Anne Valentine

RESOURCES: Cicilia Selinger (Recording Secretary)

The Board meeting was called to order at 4:10 pm, quorum present and with Mr. James Peacock as Chair.

### 1. APPROVAL OF AGENDA

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

CARRIED  
MOTION:1616

### 2. APPROVAL OF MINUTES

MOVED by Ms. Margaret-Jean Mannix and SECONDED by Mr. Dan Barnfield that the minutes of the September 28, 2013 be corrected to read "The acting board chair recommended committee chairs consider engaging community members to join each of the committees." the Board of Governors approved the minutes as corrected.

CARRIED  
MOTION:1617

### 3. CONSENT AGENDA

MOVED by Ms. Cynthia Moore and SECONDED by Ms. Margaret-Jean Mannix that the Board of Governors adopt the consent agenda.

CARRIED  
MOTION:1618

### 4. BUSINESS ARISING

The Board Chair mentioned the upcoming Campus Alberta Strategic Directions Committee (CASDC) meeting on November 7, 2013 in Edmonton. He noted that both he and the Vice-Chair are unable to attend. He requested that any board member wishing to volunteer to attend contact him by the end of business on Friday, November 1, 2013. Minutes for this meeting can be obtained for review after the meeting in the event that an ACAD board member is unable to attend.

### 5. ACTION ITEMS

#### 5.1 2012-2013 Year End Financial Report

MOVED by Ms. Margaret-Jean Mannix and SECONDED by Mr. Gregory Forrest that the Board of Governors approve the Corporate Financial Statements for the year ended June 30, 2013.

CARRIED  
MOTION: 1619

#### 5.2 Investment Management – New Account (Fixed Income)

MOVED by Ms. Sheila O'Brien and SECONDED by Ms. Natasha Pashak that the Board of Governors approve the Investment Management New Account (fixed income).

CARRIED  
MOTION: 1620

#### 5.3 Engagement Policies Approval

The motion was tabled for review by Development and Governance/HR committee.

#### 5.4 Board of Governor's Committee Restructuring Update

Historically the faculty representative has had spot reserved on the Finance + Audit committee. There are no rules to prohibit whether a different representative of faculty can sit on that committee. The board recommended that the Finance + Audit committee invite ACADFA to provide board up

to 3 names that they recommend to be considered to sit on the Finance + Audit committee as the current faculty representative is unable to sit on that committee.

It should be understood there is no faculty entitlement to sit on any committee and that there is an advantage to having a faculty member on the Finance + Audit Committee. The faculty representative is currently sitting on the Government Relations committee and that will stand.

## 5.5 Revised Letter of Expectation

MOVED by Ms. Cynthia Moore and SECONDED by Ms. Sheila O'Brien that the Board of Governors approve the Letter of Expectation as presented.

CARRIED  
MOTION: 1621

## 6. CHAIR'S REPORT

- No chair's report.

## 7. BOARD COMMITTEE REPORTS

### 7.1 Finance + Audit Committee

- The Board Chair gave a verbal update from an email provided by the committee chair, who was unable to attend the meeting.
- The auditors were able to issue a clean audit report.
- They noted that they had the full cooperation of ACAD staff. They also noted the difficulty they experienced attempting to access information which added to the length of time that it took to complete the audit.
- There were two new exceptions related to expense claims and purchase cards and seven exceptions still unresolved from the previous year's audit.
- The auditors noted that ACAD had demonstrated improvement by putting in place appropriate policies and procedures, however concern remains regarding the enforcement of those policies and procedures.
- Q4 actual expenditures posed no issues.
- The auditors received and reviewed MDNA with no issues identified.
- The question was raised if the Finance + Audit committee has been filled out.
- The Finance + Audit committee has encouraged the faculty, staff and student representatives to sit on this committee.
- It was noted that the committee could benefit from some additional public members with a finance background.
- It was noted that the auditor general has eliminated the 'in progress' category and has gone to a have met/not met structure of evaluating compliance.

## 7.2 Governance/HR Committee

- The committee chair gave a brief verbal update in addition to the minutes provided.
- In recognition that the ACAD board will lose three long standing members in May and that ACAD is now required to start the search the next board chair, the committee plans to revitalize the board matrix in order to review candidates more objectively and effectively.
- The committee chair requested of the board to send candidates to committee prior to the next committee meeting on Thursday, Nov. 13, 2013.
- An informal survey was taken of the board to determine if there was a general consensus to receive all board and committee materials digitally by email and via secure online access on Moodle and to take care of printing copies of materials on their own if required.
- Consensus was achieved and the committee agreed to review the implications of the move to digital documentation. They will put together a program for educating board members on the use the technology and if training is required they will provide information on how to make it available to the board.

## 7.3 Government Relations Committee

- No report in addition to the minutes which were provided.

## 7.4 Development Committee

- The committee chair gave a brief verbal update in addition to the minutes provided.
- The committee chair asked for the board's help. If board members know of opportunities that allow ACAD to have interaction with Government members and the opportunity also is one where it would be valuable to have an ACAD presence; please send the information to Lori Van Rooijen the VP of Engagement at ACAD (*shouldn't this be the CEO as he is the direct link from the board to operations?*)
- The committee chair reported that they are waiting until they have a formal process in place before asking any community members to join the committee.
- Connecting to city government and city officials recently elected was raised.
- The committee also requested the board's help in proactively encouraging ACAD's specific MLA, Aldermen and Member of Parliament to attend Convocation outside of the traditional invitation they are sent.

## 7.5 Special Events Committee

- No report in addition to the minutes which were provided.
- The point that the red square was associated with the Quebec student protest movement was raised.

## 8. ACAD STUDENT ASSOCIATION REPORT

- The ACADSA President gave a brief verbal update in addition to the report provided.
- She reported that no action items came out of the Ministry of Enterprise and Advanced Education quarterly meeting with the 26 student association presidents. They were given one

week's notice of the meeting and were not able to mobilize any action items or requests. Hostility was expressed by some of those in attendance due to the fast turnaround.

- It was reported that the Ministry also had a private meeting with other provincial lobby groups and the ACADSA group will receive those minutes.
- The ACADSA President also reported on a lobby group conference she attended October 27-29, 2013 which was hosted at ACAD. Tuition, funding, and PSLA changes were discussed. The lobby group wanted the association presidents to give them suggestions about this important matters.
- The board inquired about the student's ability to provide feedback to the Ministry. The ACADSA President reported that the Ministry is open for any student's to talk to them. She reported that ASEC (Alberta Student Executive Council) has been voicing their concerns and she has voiced her concerns as President of ACADSA. She could go out of her way to speak to them if that is what the board wanted and does not undermine ASEC's efforts.

## 9. ACAD FACULTY ASSOCIATION REPORT

- The ACADFA represented gave a brief verbal update in addition to the report from the ACADFA president provided.
- He reported that faculty evaluation work is being done through committee negotiation advisory information.
- The faculty has expressed interest in moving forward with the symposium to deal with the issues that arose out of the April 18<sup>th</sup> incident.
- Sessional information was well attended and a number of new sessional who were pleased to learn what the faculty association is and what it does for them.

## 10. ACAD STAFF BOARD MEMBER REPORT

- The ACAD Staff Board Member reported that the AUPE staff meeting has not taken place yet and he is awaiting a confirmed date for the meeting.
- A celebration of long term staff member, Rod Stewart's life was held on October 18, 2013 and hosted at ACAD.
- A variety of smaller student galleries that pop up were mentioned along with their openings. The staff board member indicated that he would provide the board secretary with a list of the pop-up student openings with as much advanced notice as possible so that the board can stay informed.

## 11. PRESIDENT'S REPORT

- The President encouraged the board to visit the Inglewood Bird Sanctuary to see the illustrations students from the school of communication and design did as part of a class assignment with their class instructor, Karl Geist. He reported that students have also done panels for the Devonian square a few years ago. The next project like this one is information panels for Ralph Klein. ACAD is very proud of what they have done.

- The President updated the board on the teambuilding activity the operational leadership has been undergoing since early summer in an effort to create a robust leadership team. The executive team, directors, and school chairs met in a full day workshop to identify each group's role as well as a collective approach in leading the institution and how best to work together. The President read the eight commitments the group agreed to adhere to as a leadership team as listed below:

In order to ensure the sustainability of ACAD, all leaders including executives, Chairs of Schools, functional directors and managers have committed to:

1. Continuously improve the operational, academic and community aspects of the student experience.
  2. Develop and execute the strategic plan and the Comprehensive Institutional Plan to achieve and monitor the objectives.
  3. Build capacity of ACAD; e.g. developing strategic partnerships, improving efficiencies, maximizing resources, acquiring resources (raising funds, generating additional revenue).
  4. Foster a culture of open communication and collaboration, which supports and recognizes interdependencies in achieving objectives within the ACAD community.
  5. Model professionalism and respect.
  6. Demonstrate commitment to innovation and creativity in everything we do.
  7. Demonstrate management system rigour and discipline to follow through on accountabilities including reporting and measuring progress.
  8. Share the ownership in building the essential operational foundation that will support the strategic goals.
- A report was provided on the Council of Presidents meeting on October 24, 2013 which was called 8 days prior to the meeting. The night before the council learned we would have Premier Alison Redford as one of the speakers. The Ministry is struggling with connecting all the pieces that they are looking at currently. The ACAD VP Finance + Corporate Services is on the Council's Tuition Committee. The ACAD VP of Engagement is on the Council's Outcome Committee. The President is on the Post-Secondary Learning Act (PLSA) committee. There is nothing to report from these committees to this point. The funding model committee is also frustrated because if the Ministry has neglected to identify what we are trying to fix then it makes it difficult to address those issues. There was a report at this meeting that the student association meeting went well. The Minister promised that they would provide more time when planning future meetings.
  - The Premier was very engaging and talked about how the "system" can and should be better leveraged and asked if the Council needs to continue doing things the way we are doing them? Also, she asked the President's how are they were going to change the world.
  - The September 26, 2013 Premier's Council on Culture meeting was reported on by the President. Originally, this council was intended to have a 3 year window in which to identify and implement specific directives. The Council has now been informed that they have 6 months. As a result a lot of energy is being spent on ensuring the delivery of something substantial in the next 6 months. Unfortunately, no road map has been created

for the Council as we have not yet been able to identify specific directives in our initial meeting.

- The President extended an invitation for the board to stay following the board meeting for the exhibit opening for the 4<sup>th</sup> Annual Student Art Exhibit in the ACAD administrative offices. He also mentioned that at 7pm a student's and donor recognition event would be held.

**IN CAMERA:**

The board went in camera at 5:30pm to discuss the Auditor General's report. They came out of the session at 5:45pm

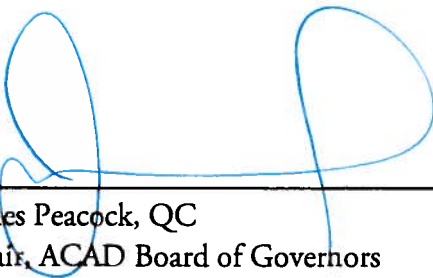
**12. CURRENT DIGITAL CONTENT CREATION DEVELOPMENT PRESENTATION AND DISCUSSION**

- Mr. Jeff Lennard who is an ACAD Visual Communications faculty member and Mr. Marc Scholes, the Associate Vice President of Academic + Instructional Affairs presented the Board with environmental scan information pertaining to digital content creation and the need to pursue further development of this at ACAD.

**13. ADJOURNMENT**


MOVED by Ms. Teresa Tam and SECONDED by Mr. Dan Barnfield that the meeting be adjourned at 6:25 pm.

CARRIED UNANIMOUSLY  
MOTION: 1622



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James Peacock, QC  
Chair, ACAD Board of Governors



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Dr. Daniel Doz  
President + CEO, ACAD