

# BOARD OF GOVERNORS

March 23, 2023

MINUTES

(Meeting #365)

Adopted:

In Attendance: Maggie Marwah (Chair), Bill Barker (Vice Chair), Bruce Sparks, Dave van de Wetering, Gary Edwards, Jim Horwich, John Keating, Marco Chiodi, Kathryn Toope, Cheryl Mann, Sunil Sarwal, Peggy Shannon, Sarah McInnes, Shelley Buckner, Chris Parsons, Mark Bovey, Olivia D'Amico, Tia T. Williams  
Date: March 23, 2023

Absent: Fabienne Colas

Invited: Ann-Barbara Graff, VP (Academic & Research) and Provost; Leanne Dowe, Chief Financial Officer; Kara Holm, Advancement Director; Bruce DeBaie, Chief of Staff

1. Call to Order and Establishment of Quorum  
Meeting called to order at approximately 5:01 p.m. by Chair Maggie Marwah with quorum established
2. Acknowledgement  
President Dr. Peggy

Board Chair Marwah noted agenda item 10.3 would be a confirmation of the President's Performance Goals and Objective and not an assessment, thus a camera motion would not be needed, and the discussion could include faculty and students should they wish (with no disagreement from any governor).

4. Acceptance of the Agenda

There being no amendments to the agenda as presented, the following motion was tabled:

<p><b>Motion:</b> To approve the March 23, 2023 Board of Governors meeting agenda as presented. Moved by M. Chiarot Carried [BOG 36/23-20]</p>
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5. Getting to Know the NSCAD Community

Kara Holm, Advancement Director

K. Holm shared a presentation on how she and President Shannon are engaging alumni, supporters, prospects and thought leaders about the role for NSCAD in the future with a focus is on transformation, relevance and legacy for 137/k.

6. Adoption & Approval of the Meeting Minutes

The February 9, 2023 Board meeting minutes were not available in time for the meeting and will be emailed to the Board for review and approval.

7. Business Arising from the Minutes

No business arising

8. Key Correspondence

No key correspondence

9. Consent Agenda

Maggie Marwah, Board Chair

The Chair stated the committee reports that have been approved were presented under the Consent Agenda for review. Those pending will be part of the Consent Agenda at the next Board meeting. There were four items removed from the consent agenda.

10. Consideration of Items Removed from Consent Agenda

10.1 Governance & Human Resources Committee (GHR)

David van de Wetering, Chair – G&HR

D. van de Wetering noted the GHR Committee documents previously shared with the Board prompting no questions from the meeting.

- **10.1.1 – CONSIDER ANY PROMOTIONS OR APPOINTMENTS FORWARDED BY THE VP (Academic & Research) AND PROVOST**
  - 10.1.1a – CHRISTOPHER SPENCER – Appointment to Regular Part-time Faculty
  - 10.1.1b – GREG DUBEAU – Appointment to Regular Part-time Faculty
  - 10.1.1c – KONSTANTINOS KOUTRAS – Appointment to Regular Part-time Faculty
  - 10.1.1d – MARCIA CONNOLLY – Appointment to Regular Part-time Faculty
  - 10.1.1e – TARA MILLS – Appointment to Regular Part-time Faculty
- **10.1.2 – PROFESSOR EMERITUS/EMERITA**

[\*NOTE: Items 10.1.1 and 10.1.2 to be discussed in camera under item #16 and motions voted on under item #17]

- **10.1.3 – PRESIDENT'S PERFORMANCE GOALS & OBJECTIVES**  
M. Marwah recognized the Board was late in formalizing the President's Performance Goals and Objectives for 2023 -

Motion:

### Tuition Revenue 2022-2023

- Overall shortfall budget of \$232,000, which includes \$42,000 for Ukrainian student humanitarian tuition reduction (to be covered by a scholarship donation for years 2 to 4).

### Student Fees

- Projecting over the prior year by approximately \$45,000 higher projected enrolments have increased facility and technology fees

### Government Grants

- Operating grant is up 1% over 2021-22 as per the MOU with the province
- The \$1.9M annual provincial facilities grant ended with the retirement of the Fountain mortgage in March 2022
- The projection for this year has been adjusted by \$62,000 due to the net outcome of a pause in CRC funding and higher budgeted grants for the Anna Leonowens Gallery

### Investment Income

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- Ancillary projection adjusted for increased revenues and expenses
- Financing costs and facility renewal are down prior year by \$800,000 due to the Fountain mortgage being fully paid at the start of the current year (no adjustment to projection)

B. Barker asked where the \$1.4 million (about six or seven per cent of the annual budget) being given to students comes from, given potential donors' interest in how much of the budget flows back to students in some form. L. Dowe explained there are many sources of support for students split between endowments and operating budgets.

## 12. Budget 2023-2024

Leanne Dowe, Chief Financial Officer

L. Dowe gave a top line review of the 2023-24 budget and the process and timing to review and advance it through the Budget Advisory Committee.

The 2023-24 budget must deal with:

- A decrease in NSCAD's international student cohort by 31 per cent (and revenues of approximately \$60,000) resulting from the global after effects of the pandemic
- Decreasing availability of affordable student housing in a chronic housing shortage environment, which is a significant barrier to growing NSCAD's enrolment (the Halifax area vacancy rate for affordable housing of \$850 a month is 0.5%, and NSCAD has no residences of its own)

One fundamental budget challenge is a structural deficit under which projected operating costs are increasing at a faster rate than anticipated revenues

- This creates a gap that must be addressed by consistently and continuously growing enrolments, decreasing expenditures, or supplementing additional revenue streams. The annual 1 to 3 per cent increase from grants and tuition cannot cover the projected costs of collective agreement increases and inflation.
- NSCAD has continuously cut expenses over the past decade and has little room to make further cuts. The university will remain under heavy financial pressure into fiscal 2023-24 and beyond if enrolment does not grow annually at the level to sustain the growth in costs, primarily wage increases.

The other challenge is NSCAD's

### Recommendations for Next Year

Increase tuition across the board to 6 per cent for both domestic and international students  
Tie increases for auxiliary fees to the consumer price index for services (5 per cent) and  
introduce no new fees this year

### Other Revenue Streams

Government grants are increasing \$25,000 over the current budget (includes 1 per cent  
increase for the operating grants continuation of the Canada Research Chairs, special  
funding for learning resources and research support)  
NSCAD is one of the highest percentages of operating budget universities for provincial  
grants  
Investment in income remains static  
Commercial rental incomes continue to improve, increasing \$35,000  
Donation revenues remain static  
Ancillary revenues increasing of \$88,000 mostly due to the success of Extended Studies'  
summer camps

### Compensation

Largest budget line at \$149 million (74 per cent of budget)  
Collective agreements with faculty and technicians renewed effective July 1, 2022 to June  
30, 2026  
Budgeted step and COLA increases for all staff and faculty of \$375,000 (\$319,000 2022-  
23)  
An increase in salaried positions from 124 to 128  
1.0 Chief of Staff, President's Office (permanent)  
2.0 Recruiters, Admissions & Recruiting (term)  
0.5 Miscellaneous positions, increased number of hours  
0.5 Facilities moved from external contract to employee

### Operating Expenses

Academic studio expenses increased 4% to cover effect of inflation  
Admissions and recruiting travel budget increased 25% and \$14,000  
Cybersecurity penetration testing \$20,000  
Strategic planning expenses \$20,000  
Student interns—event planning \$67,000

### Continuing Expenses from 2023

Moving expenses for new faculty positions \$30,000 (\$55,000 2022-23)  
SMU Health Clinics usage cost increasing to \$17,000 (\$1,000 2022-23)  
Cybersecurity consortium membership \$35,000, (no change 2022-23)  
Adobe Creative Cloud for students \$57,000, cost recovery in revenue (no change 2022-  
23)  
Kaltura online synchronous software \$28,000 (no change 2022-23)  
In-person graduation, expect some cost savings in consolidating location for ceremony and  
reception





### 13. President's Update Report

Peggy Shannon, President

President Shannon thanked the Board of Governors for their work on behalf of NSCAD and recognized retiring faculty member Dr. Jayne Wark, Professor of Art History & Contemporary Culture who shared the story of her time at NSCAD on CBC Radio

Dr. Shannon underscored the importance of actively engaging new supporters, student, alumni and foundations and travelling to Toronto, New York and Europe to meet with people and advance the quiet phase of the capital campaign while learning how people want to engage with NSCAD.

The Envisioning Our Future Committee is well underway with two meetings completed and the third set to split into four theme groups on April 11 for targeted collaboration on the plan themes and goals. The NSCAD community is broadly represented on the committee with Board governors, alumni, faculty, staff, students, technicians and thought leaders in art and design.

Since President Shannon started at the beginning of the academic year has spent much time listening and speaking with people about their experience and was looking for an external auditor who could conduct an EDA environmental audit, hopefully starting in April or May.

### 14. Other/New Business

Maggie Marwah, Chair

Dan van de Wetering Chair- GHR

Governor-At-Large Nominations

Dave van de Wetering shared with the Board that the nomination process is a key part of keeping the Board at the appropriate level and having the necessary skills sets and an integral part of the Governance & Human Resources Committee. This commitment belongs to the entire Board and is led this year by incoming Chair and current V-Chair Bill Barker.

B. Barker shared with the Board that GHR is currently assessing which Board governors are renewing and not renewing their terms. Continuity is important for the Board, as well as ensuring the appropriate skills and experience on the Board to fulfil its fiduciary duties.

Chair M. Marwah shared that she has kept an ongoing list of potential Board candidates and people of identified them. The Chair confirmed the Board can have as few as five Governor-At-Large as many as 10



**Motion:** In accordance with Article 37.05 of the Collective Agreement and the recommendation of the Governance & Human Resources Committee, the Board of Governors approves the appointment of MARCIA CONNOLLY a Regular Part Time faculty position effective May 1, 2023. Moved by M. Chiarot, seconded by S. Buehler. Carried M. Bovey, R. Meyer, C. Parsons & O. Fay abstained. [BOG 365/2328]

**Motion:** In accordance with Article 37.05 of the Collective Agreement and the recommendation of the Governance & Human Resources Committee, the Board of Governors approves the appointment of TARA MILLS

21. Adjournment – Next Meeting

Motion: By motion of S. Burke, the March 23, 2023, meeting of the Board of Governors adjourned at approximately 7:35