



**BOARD OF GOVERNORS'
REGULAR MEETING MINUTES
APRIL 26, 2007**

APPROVED

Board Members In Attendance

Gillian Basford, Vice-Chair
Jenny Belzberg
Lisa Benschop
Lance Carlson
Daryl Fridhandler
Alison Miyauchi
Jack Moxness
Steve Snyder
Yves Trépanier

Guests

David Aldrich, VP, Research & Academic Affairs
Gary Draper, VP, Finance + Corporate Services
Laura Larsen, VP, Advancement
Kalen Lortscher, President-Elect,
ACAD Students' Association
Claudia Shepherd, Director,
Student Services + Admissions

Board Members' Regrets

George F.J. Gosbee, Chair
Denise Carpenter
Elizabeth Carson
Joseph Leung
Gordon Stollery

Recording Secretary

June Dubois

The Board Meeting was called to order at 4:50 p.m. with quorum present, with Vice-Chair Gillian Basford chairing the meeting.

1. APPROVAL OF AGENDA

MOVED by Daryl Fridhandler and **SECONDED** by Yves Trépanier that the Agenda is approved with the following amendments:

- i. Add: Item 4.4 Health and Safety
- ii. Move: Item 5.2 (2007-2008 Operating Budget to be part of discussions with Item 4.2 (2006-2007 Revised Operating Budget)

CARRIED

MOTION: 06/07-1345

2. APPROVAL OF MINUTES

MOVED by Alison Miyauchi and **SECONDED** by Jack Moxness that the Minutes of the February 22, 2007 meeting of the Board of Governors are accepted as presented.

CARRIED

Unanimous

MOTION: 06/07-1346

3. CONSENT AGENDA

Following a brief discussion regarding the definition of research and increased enrolment, the following motion was presented:

MOVED by Alison Miyauchi and **SECONDED** by Jenny Belzberg that the Board of Governors accepts the information items as noted on the Consent Agenda.

CARRIED

Unanimous

MOTION: 06/07 1347

4. BUSINESS ARISING

4.1 *Proposed Amendments to Policy 300-06 – Board of Governors’ Alumni Award of Excellence*

Upon reviewing the currently approved ACAD policy, various updates were recommended by Management to bring the policy up to date prior to the processes commencing this academic year.

The attached proposed draft was presented to the Board at their February 22, 2007 meeting. During discussion the Policy was referred back to the President for refinement, including the following additional amendment:

- ◆ Board representation on the decision of the Award should be noted
- ◆ Amend to say “The Board of Governors may award...”
- ◆ Revert back to the originally numbered Policy – 300-06 – under the ‘academic’ section of the college’s policies and procedures, as this is still an academic decision.

The suggested amendments are now reflected in the attached proposed amendments to Policy 300-06 – Board of Governors’ Alumni Award of Excellence. In addition, it was noted that the list of recipients of this award has been moved from the policy and added to the procedure as an appendix.

MOVED by Jenny Belzberg and **SECONDED** by Alison Miyauchi that the Board of Governors approve the proposed amendments to Policy 300-06 – Board of Governors Alumni Award of Excellence, as presented.

CARRIED
Unanimous
MOTION: 06/07 1348

4.2 *Academic Council Restructuring / AUCC*

The Association of Universities and Colleges of Canada (AUCC) is a national organization representing 91 universities and colleges across Canada and includes every major university as well as our three sister institutions, Emily Carr College of Art and Design (Vancouver), Ontario College of Art and Design (Toronto) and Nova Scotia College of Art and Design University (Halifax). The association’s mandate is to facilitate the development of public policy on higher education and to encourage cooperation among universities and governments, industry, communities, and institutions in other countries. The association also provides services to member universities and colleges in public policy and advocacy, communications, research and information sharing, scholarships and international programs.

In addition to the association’s stated benefits, membership in AUCC will also significantly enhance the external credibility of the degrees we offer. For a number of universities, the standard for considering the academic credibility of the undergraduate degrees from candidates seeking admission into graduate and professional programs at their institutions is whether the degrees are from AUCC member institutions. In the last year we have had ACAD graduates applying to further their education have their ACAD degree not accepted by the University of Calgary Faculty of Law (Alberta), McGill University (Quebec), Lakeland University (Ontario), Nippissing University

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(Ontario) and University of Ottawa (Ontario). In all cases the reason cited was that ACAD is not a member of AUCC.

While AUCC is not an accrediting body, there are strict criteria for membership and a lengthy application process. ACAD is in very good shape in regards to many of those criteria including being a provincially authorized and not-for-profit institution, having the majority of its programs at degree level (in fact over 99%), a proven record of scholarship and academic inquiry by the faculty body, and appropriate mission statement and academic goals.

One of the criteria we are currently deficient in is the requirement that member institutions have an administrative structure appropriate to a university, and particularly that they have authority vested in academic staff for decisions affecting academic programs including admissions, content, graduation requirements/standards, and related policies and procedures through membership on an elected academic senate or other appropriate elected body representative of academic staff. Our current Academic Council, as mandated by the Alberta Post-Secondary Learning Act, fulfills these functions but is composed of equal thirds of the college's constituencies (administration, faculty and students).

The provincial government has been receptive to requests from colleges in Alberta wishing to apply for AUCC membership to be enabled to do so. Consequently in 2006, the government passed an addendum to the Post-Secondary Learning Act, the Alternative Academic Council Regulation. In this regulation, colleges have the ability to establish an alternative academic council and to dissolve the existing academic council. The composition of this new council must consist of the president, the vice-president in charge of academic programs, not more than ten senior officials, not more than five students elected by the students' association, and academic staff members who are elected and comprise the majority of the members of the alternative academic council. This alternative academic council model is compliant with the criteria for membership in AUCC.

In its meeting of November 15, 2006, Academic Council decided to explore ways of taking advantage of this new regulation and voted to send the issue of restructuring itself to Academic Council Standing Committee to investigate further and report its findings back to Council.

Subsequent to the Academic Council Standing Committee's time researching, discussing and reflecting on various ways in which Academic Council could restructure its composition and be in compliance with the new regulation, the model that represented the full consensus of the committee members was one whose membership does not exceed the current Academic Council and is composed of seven ex-officio voting members and sixteen elected voting members. The elected members shall be four student members from ACADSA and twelve faculty members, two of whom shall be from Liberal Studies with the other ten from First Year Studies and each of the degree programs with the distribution determined proportionately according to the student enrollments in each area (with a minimum of one member per constituency).

The Academic Council Standing Committee recommended this structure to Academic Council in a report submitted to Council's February 14, 2007 meeting. Council voted to accept this report as well as to begin the process of establishing an alternative Academic Council. This recommendation for the restructured composition was submitted to the President to bring forward to the Board.

Following discussion of this process and ACAD's desire to qualify for membership in AUCC, the following motion was presented:

MOVED by Jenny Belzberg and **SECONDED** by Jack Moxness that the Board of Governors recommend to the Minister of Advanced Education and Technology the establishment of an alternative Academic Council, as outlined in article 2.A of the Post-Secondary Learning Act, Alternative Academic Council Regulation, that will be compliant with membership criteria for the Association of Universities and Colleges of Canada, as recommended by Academic Council at their February 14, 2007 meeting.

CARRIED
MOTION: 06/07 1349
For: 7
Opposed: 0
(L. Benschop) Abstained: 1

President Carlson advised that a letter reflecting this recommendation will be prepared and forwarded to the Minister, Alberta Advanced Education and Technology.

Action: L. Carlson

4.3 ♦ **2006-2007 Revised Operating Budget**

Daryl Fridhandler, Chair, Finance Committee referred Board Members to the information distributed regarding the proposed amendments to the 2006-2007 Operating Budget, and invited Gary Draper, VP Finance + Corporate Services to review the highlights.

Each year the Board approves the annual budget at the end of April/May for the following fiscal year. This budget is prepared based on the information available at that time – pre-grant timeframe, estimates of the number of courses in our curriculum, tuition expectations, etc.

This year, however, due to a second review of the initially approved budget, revisions were recommended to and approved by the Board in September 2006.

Traditionally, at the halfway point of the respective budget year, a revised budget is presented to the Board based on the specific information, i.e. grant letters from the Ministry, actual enrolments, expenditure levels, etc. Once the Board approves this revised budget, it becomes the budget for the current year and therefore part of the annual statement noted in the college's financial statements.

Mr. Draper noted that changes in the revenue were affected by:

- government grant decrease to adjust for the effect of change in treatment of deferred revenue for Access Funding
- adjustment of revenue and expenditures for Extended Studies
- adjustment for increase in revenue resulting from discontinuance of Artrageous program and the inclusion of Smart Night

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- tuition revenue adjustment, and
- the inclusion of an ACCTI grant funding offsetting expenses.

Changes in expenditures were affected by:

- increases in benefit costs
- hiring of vacant positions in the Advancement division
- expenditures for Health & Safety initiatives, and
- the provision for a graduate show budget.

Following this review and implementing the net result is a surplus projection to year end from \$101,000 to \$138,143.

At the conclusion of discussion, the following motion was presented:

<p>MOVED by Daryl Fridhandler and SECONDED by Yves Trepanier that the Board of Governors approves the revised 2006-2007 Operating Budget, as presented. CARRIED MOTION: 06/07-1350</p>

◆ **2007-2008 Operating Budget**

i. ACAD's 2007–2008 Operating Budget

Revenue estimates and expenditure proposals are based on information provided by government, academic and administrative requirements currently anticipated to continue effective operation of the institution.

A review of departmental and program expenditure patterns in the current year, along with year-to-year results for the current fiscal year, projection of government grant based upon the most recent indications from government, tuition adjustments based on published government regulations, and updating of fund raising activities have provided detailed information on which to base the 2007-2008 operating budget proposal. Also, each academic program's staffing costs have been updated based on the number of courses to be offered and full-time and sessional faculty contracts to be offered for faculty teaching in that program.

A revenue summary and operating budget by departments was, with comparative figures to previously approved budgets for 2005-2006 and 2006-2007, was provided for information and reference.

With the move to quarterly reporting, as advised by the Auditor General's office, the first process for the college is to develop a defined quarter process. ACAD is now taking a quarter snapshot and projection to year end; this is the information that will now be provided to the Board for review.

As per the normal process, an amended 2007-2008 budget will be presented to the Board in February 2008, which will be based on the actual revenues, i.e. tuition, grants, etc.

Action: L. Carlson

<p>MOVED by Daryl Fridhandler and SECONDED by Steve Snyder that the Board of Governors approves the proposed 2007-2008 Operating Budgets as presented. CARRIED Unanimous MOTION: 06/07-1351</p>

ii. **2007 – 2008 Tuition Fees**

The current ACAD tuition for domestic students is \$1,277.20 per credit, which includes the network fees. Supplemental fees can fluctuate according to the student's area of major and year of study they are in. Supplemental fees can range, depending on a student's work, from \$2,000 up to \$6,000.

The tuition increase of 3.3% over the base 2004-05 rates will be implemented. ACAD is currently setting up a mechanism to begin a dialogue with students regarding tuition fees on an ongoing basis. This year, a presentation was made to the Student Legislative Council (SLC) regarding the proposed increase.

Lisa Benschop advised the Board that student lobby groups across the Province have been working with their respective institutions' administrations regarding the 2007-2008 tuition fees. Students are pleased that the tuition has been capped, but would have preferred a lower cap level. The Student Executives are aware that colleges/institutions are under funded. ACADSA would appreciate the opportunity to work with ACAD in regards to lobbying for increased base funding. This was put forward as a way to consider assisting both students and the college.

At the conclusion of discussion, the following motion was presented:

MOVED by Daryl Fridhandler and **SECONDED** by Yves Trepanier that the Board approve a tuition fee increase of 3.3% for 2007-2008, from \$127.20 per credit to \$131.40 per credit, as per Advanced Education and Technology's Tuition Fee Policy.

CARRIED

MOTION: 06/07 1352

For: 7

(L. Benschop) Opposed: 1

Abstained: 0

4.4 ***Health & Safety***

President Carlson provided Board Members with the following update:

Health & Safety Audit - An all-campus meeting was held on March 28 for all-campus meeting, at which the Student Legislative Council (SLC) was invited to attend. The consultant provided background on the audit score ACAD received – 20 out of 80 – emphasizing that the college is not unsafe.

We have committed approximately \$90,000 from internally restricted funds for an eight to nine month full-time position to pull together training activities, policies, etc. The future financial impact will be large; however it is necessary to begin with putting systems in place towards a good health and safety program.

Regular updates will be provided.

APPROVED

5. DISCUSSION / ACTION ITEMS

5.1 *Proposed Policies:*

i. Amended Policy 500-01 – Board of Governors’ Awards

The Board of Governors’ Award (student) policy was last updated in 1999. The recommended revision updates the college’s name to current branding identity, removes specifics regarding the cash awards to allow flexibility for cash award amounts, and removes reference to specific programs and majors to allow additional flexibility.

During discussion it was recommended that the policy be amended to recognize graduating students **from across** programs.

Following this discussion, the proposed amendment to the motion was presented:

MOVED by Alison Miyauchi and **SECONDED** by Steve Snyder that the Board of Governors approve the proposed amendments to Policy 500-01 – Board of Governors’ Awards, with the additional amendment of:

- ◆ Add: “...recognizes graduating students **from across programs** for superior...”

CARRIED

MOTION: 06/07 1353

ii. Draft Policy 700-06 – Employee Conflict of Interest

Board Members were referred to a copy of the proposed policy included in the meeting Agenda package.

The recommendations to implement a conflict of interest policy were contained in the management letter, dated October 30, 2006, from the Auditor General for Alberta. The proposed policy, with accompanying guidelines, has been developed to address this recommendation.

While a conflict of interest policy for Board members currently exists, a careful review indicated that there were a large number of items in the Board Member policy that related to only Board Members. Therefore, combining the two was not considered to be practical. The proposed policy outlines three potential types of conflict of interest and closes by clearly stating that for any of the potential situations noted, college interests should be placed ahead of those of the individual.

Following discussion, the proposed motion was presented:

MOVED by Steve Snyder and **SECONDED** by Yves Trepanier that the Board of Governors approve the proposed new Policy 700-06 – Employee Conflict of Interest – as presented.

CARRIED

MOTION: 06/07 1354

iii. Draft Policy 200-20 - Hosting

Although the recommendation to implement a hosting policy did not appear in the management letter dated October 30, 2006, the Auditor General for Alberta recommended during the audit

debriefing that a policy be developed. It is timely for ACAD to initiate such a policy, and as a result, the attached along with accompanying guidelines has been developed.

Features of the proposed policy include the recognition of hosting expenses in the post-secondary system and that the institutions should be prudent in the spending of public funds, and that their respective authorization should be restricted to the highest administrative levels of the college.

Following discussion, it was recommended that this proposed policy be amended to reflect that such expenditures be restricted to the President and Senior Administration, as designated by the President.

Action: L. Carlson

iv. ICT Resources Draft Policy 200-21

The proposed draft policy was removed from the Agenda for additional updates. The draft policy will be presented to the Board at the next scheduled Board Meeting.

Action: L. Carlson

5.3 Proposed 2007-2008 Board Schedule

Board Members were referred to the proposed Board schedule for 2007-2008. It was noted that Board Meetings will continue to be held quarterly, with dialogue sessions scheduled during the months between meetings. The proposed schedule will be distributed to all Members in the near future.

The 2007-2008 Board Committee structure will be confirmed in the foreseeable future.

5.4 President's Report

President Carlson briefed Board members on the following:

Access to the Future Fund – ACAD received \$820,000 from this fund to match donations received during 2005-2006. As a result, \$500,000 will be provided towards awards and scholarships for students.

International Student Recruitment – An award of \$25,000 has been received from Advanced Education and Technology for international student recruitment in Asia and Spain.

Visiting Artists – As recently announced, \$50,000 was injected into ACAD's visiting artist projects/activities, resulting in about \$110,000 now available for the Visiting Artists Committee's access.

SMART Night – This event was a huge success in terms of feedback from the community. The event netted approximately \$50,000 – 60,000; plans are beginning for next year's event.

New York Trip – The President recently took 21 people on an art and culture tour of New York City. Feedback indicates that this event was a very positive experience for all attending.

Facility Improvements – As recently announced, the funds have been allocated as follows for various facility improvements – commencing over the summer months:

- \$860,000 for HVAC in studio areas, and

- \$700,000 for roof repairs

Funding for these improvements will, in part, be provided through the \$860,000 that SAIT has held in trust for ACAD, but that has never been accessed.

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SC 2: A Time To Act – Planning is underway for Stirring Culture 2, with the first speaker scheduled for October 2, 2007. His Excellency Jean-Daniel Lafond, the Governor General’s husband, is confirmed as our first keynote speaker. Plans are also underway to simulcast the event to seven other Canadian cities; ACAD is working with the Calgary Economic Development on this, along with searching sponsorship for the activities.

Globe and Mail – The G+M has recently completed a series on design and business, directly in line with the ICP@ACAD activities. Copies will be made and provided to Board Members.

5.5 Chair’s Report

No discussion.

5. INFORMATION

6. ADJOURNMENT

There being no further discussion, the April 26, 2007 Board of Governors Meeting terminated at 6:08 pm.

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Minutes approved at the June 6, 2007 Meeting of the Board of Governors

George F.J. Gosbee, Chair, Board of Governors

Lance Carlson, President + CEO

June 6, 2007

Date

June 6, 2007

Date