



MINUTES

Adopted:

Dianne Taylor-Gearing, Julie Nicholson

Sharon Johnson-Legere, Vice-President Finance and Administration, Ann-Barbara Graff, Vice-President Academic & Research, Linda Hutchison, Associate Vice-President University Relations, James Barmby, Associate Vice-President Student Experience and Registrar

* Participated in Teleconference

Meeting called to order at approximately 4:00 pm by Chair, J. Somerville. Quorum established.

There was one area of conflict identified. Faculty will recuse themselves for the in camera NSGEU discussion.

The agenda was accepted as presented.

Motion: To approve the March 30, 2017 Board agenda as presented.

Moved by Matthew MacLellan, seconded. Carried. [BOG 318/17-10]

No changes being requested, the minutes of February 16, 2017 are hereby declared adopted as a true record.

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The Chair advised there was no business arising from the February 16, 2017 minutes.

There was no key correspondence to be read into the Board meeting record.

S. Johnson-Legere opened the presentation by stating that this is the second consecutive year NSCAD has presented a balanced budget. S. Johnson-Legere stated that to achieve a balanced budget position has been challenging due to declining enrolments and costs escalating over revenues.

It was reiterated that enrolment growth is essential to a balanced budget and financial sustainability in the future and proceeding with a facility strategy is required in the near

The Board was informed of the budget development process. The budget is guided on the NSCAD Strategic Framework 2015 to 2020 the MOU and Outcome Agreement between NSCAD and the Province of Nova Scotia, and the NSCAD Academic Plan. The Enterprise Risk Management process set the context for the budget.

The development of the 2017-18 budget has been a transparent process overseen by the Budget Advisory Committee.

The balanced budget position was achieved by the following:

- x Analysis of costs and reducing expenses while maintaining academic quality and investment in key areas of need and innovation;
- x Phasing out the flat fee tuition structure over three years; and
- x Implementing a hiring freeze for 2017-18.

universities have a Memorandum of Understanding (MOU) with the Province which will provide confirmation of the grant for the university system for future years. The 1% annual increase is tied to NSCAD meeting pre-established outcomes.

In December 2015 the NSCAD Board of Governors approved a one-time tuition market adjustment that focused on eliminating the current flat fee structure at NSCAD which has been incorporated into this budget. NSCAD has phased the introduction of the tuition market adjustment over 3 years. This tuition increase is required to ensure that NSCAD can fund the cost escalations as detailed in the Budget Discussion Paper. The proposed increase is in alignment with university cost escalations and is consistent with planned tuition increases at other Nova Scotia universities.

The 2017-18 budget assumes steady state enrolment to the actual enrolments in 2016-17. Enrolment at NSCAD has been steadily declining the past several years. The NSCAD recruitment team has been implementing many new strategies to reverse these trends. In 2016 NSCAD commissioned a comprehensive review of its admission and enrolment processes. The review was conducted by Higher Education Strategy Associates (HESA). The review has provided a *Path Forward* plan to turnaround declining enrolment and recover from reputational damage caused by negative publicity.

Ian Austen, Board Senate representative reported that the Admissions Committee has implemented a new applications review process that has dramatically improves the process. Applicants are now receiving a response within days. This is very good news.

Following presentation and discussion, the motions were tabled:

Motion To adopt the recommendation of the Financial & Physical Resources Committee thereby declaring the presented 2017/2018 Annual Business Plan and Budget approved by the Board of Governors.

Moved by Grant Machum, seconded. Carried [BOG 318/17-11]

Motion: Be it Resolved that NSCAD proceed with a 3% tuition increase in 2017-18 for both undergraduate and graduate programs.

Moved by Ross Cantwell, seconded. Jessica MacDonald voted against. Carried. [BOG 318/17-12]



BOARD OF GOVERNORS ±Special Meeting

March 30, 2017 Meeting #319

MINUTES

Adopted: May 11, 2017

In Attendance: Jeff Somerville, (Chair), Rob Cameron, Faten Alshaykh, Austen Lay, Greg Bambury, Ross Cantwell, Siobhan Cleary, Louise Anne Comeau, Elizabeth Currie, Gary Edwards, Cameron Jantzen, Sean Kelly, Kim Knolf, Jessica MacDonald, Rory MacDonald, Grant Machum, Matthew MacLellan, Alan MacPherson, Rudi Meyer*, David van der Wetering, Gordon Whittaker

Regrets: Dianne Taylor, Gearing, Julie Nicholson

Invited: Sharon Johnson, Regere, Vice President Finance and Administration

* Participated by Teleconference

1. Call to Order Establishment of Quorum

Meeting called to order at approximately 5:45pm by Chair, J. Somerville. Quorum established.

2. Conflict of Interest

There was one area of conflict identified. Faculty excuse themselves for the camera NSGEU discussion.

3. Acceptance of the Agenda ±Special Meeting

The agenda was accepted as presented.

Motion: To approve the March 30 2017 Special Board meeting agenda as presented.

Moved by Rob Cameron, seconded. Carried BQG 319 7-16

In order to deal with the matter in time for the April convocation, the Chair requested a special meeting of the Board following the March 30, 2017 Board meeting to conduct the business pertaining to the nominations for Life Fellows. Therefore, this special Board meeting has been convened.

The Board considered the role of Life Fellows and it was acknowledged this was an honorary recognition and the nominees would not form part of the Governance structure. They would be entitled to the same privileges as Life Governors and Honorary Governors.

Following discussion, the motion was tabled:

Motion : The Governance and Human Resources Committee forward the following names to the Board of Governors for appointment as Life Fellows:

