

Minutes of the Board of Governors Meeting

February 24, 2014

Minutes of the regular meeting of the Board of Governors (Board) of the Ontario College of Art & Design University (OCAD U) held in Room 284, 100 McCaul Street, at 5:05 p.m. on the 24th day of February 2014.

Present: Maggie Broda (left the meeting during item 6), Scott Clark, Miranda Corcoran, JJ Davis, Kiki Delaney (Chancellor), Dr. Sara Diamond (President) (items 3-8 only), Michel Frappier (Vice-Chair), David Holland, Helen Kearns, Sharifa Khan (left the meeting during item 6), Robert Montgomery, Karen Prentice (via teleconference), Steve Quinlan (left the meeting during item 6), Dr. Carol Roderick, Naseer Roopani, Keith Rushton (Senate Chair) (left the meeting during item 6), Dr. John Semple (Vice Chair), Ian Tudhope (Board Chair), Dr. Dot Tuer (via teleconference), and Matthew Vincent.

In Attendance: Carole Beaulieu, Associate Vice-President, University Relations and Board Secretary (Board Secretary); Dr. Christine Bovis-Crossen, Vice-President, Academic (items 3-8 only); Nicky Davis, Director, Human Resources (item 3 only); Valerie De Souza, Manager, University Relations; Deanne Fisher, Associate Vice-President, Students (AVP Students) (items 4-8 only); Peter Fraser, Director, Finance (items 4-8 only); Lisa Frost, Director of Outreach & Events, OCAD University Student Union (OCADSU) (items 4-8 only); Emily Rourke, Director of Campaigns & Advocacy, OCADSU (items 4-8 only); Alan Simms, Interim Vice-President, Finance & Administration (items 4-8 only) and other members of the OCAD U community, including several students.

Regrets: John Albright, Alf Chaiton, Richard Kostoff, Hadi Mahabadi, and John Vivash.

1. Welcome and Constitution of Meeting

Ian Tudhope, Board Chair welcomed members to the Board meeting.

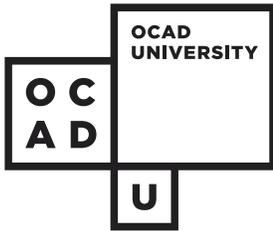
He welcomed the newest Board member, David Holland, President and CEO of Torstar Corporation, who was appointed to the Board by the Lieutenant-Governor-in-Council (LGIC) on November 20, 2013, to his first meeting.

On motion made by Robert Montgomery, seconded by Scott Clark and adopted, it was resolved that the Board of Governors take the meeting *in camera* at 5:10 p.m.

2. Presidential Leadership Update

The Board met *in camera* without the President and with the Board Secretary and Manager, University Relations to discuss the presidential leadership update.

The Board Chair noted that the President has indicated to him that she is interested in being considered for a third term beginning in June 2015. He noted that the Executive Committee was informed of her decision and that the presidential renewal of appointment process has begun in accordance with the *Policy for Presidential Review Prior to Renewal of Appointment*.



The following composition of the Presidential Review Committee was reviewed and recommended by the Executive Committee and was presented to the Board for approval:

- Chair of the Board of Governors (who will chair the Presidential Review Committee) – Ian Tudhope;
- Vice-Chair(s) of the Board of Governors – Michel Frappier and Dr. John Semple;
- Chair of the Audit, Finance and Risk Committee – Scott Clark;
- Chair of Senate – Keith Rushton;
- Faculty representative from the Board of Governors – Dr. Dot Tuer;
- Student representative from the Board of Governors – Miranda Corcoran; and
- Alumni representative from the Board of Governors – Maggie Broda.

On motion made by Helen Kearns, seconded by Kiki Delaney, and adopted, it was resolved that the Board of Governors approve the composition of the Presidential Review Committee, as presented, and as recommended by the Executive Committee.

3. Executive and Nominating Committee Report

The President and the Director, Human Resources joined the meeting for this item.

The Board received confidential materials in advance of the meeting for this item. The Board discussed these matters and made some decisions.

On motion made by Keith Rushton, seconded by Naseer Roopani and adopted, it was resolved that the Board of Governors take the meeting out of *in camera* at 5:40 p.m.

The public portion of the meeting started and the Board Chair extended a special welcome to all the students joining the meeting.

4. Consent Agenda

The following consent agenda materials were distributed in advance of the meeting:

Consent agenda decision items:

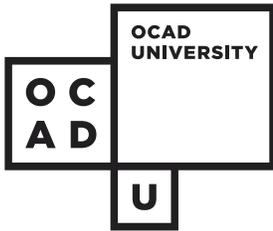
- 1) Approval of minutes of December 9, 2013 Board of Governors' Meeting
- 2) Approval of Procurement Policy revisions

Consent agenda information items:

- 3) Information report from the President
- 4) Information report from the Vice-President, Academic
- 5) Information report for the Vice-President, Development & Alumni Relations
- 6) Information report from the Vice-President, Finance & Administration
- 7) Information report from the Associate Vice-President, Research & Graduate Studies
- 8) Information report from the Associate Vice-President, University Relations
- 9) Information report from Senate Chair

On motion made by Scott Clark, seconded by Michel Frappier and adopted, it was resolved that the Board of Governors approve all the consent agenda decision items, including the minutes of the December 9, 2013 meeting of the Board of Governors, and to accept the consent agenda information reports, as presented.

As a result, the following consent decision, in addition to the approval of the minutes, was made by the Board:



- **approval of amendments implementing a revised Procurement Method & Approval Authority Schedule for the OCAD University Purchasing Policies and Procedures, as presented and as recommended by the Audit, Finance and Risk Committee.**

Update on Project 31

The Chancellor spoke briefly about Project 31, an auction of faculty work in support of OCAD U students, to be held on March 27, 2014. She encouraged everyone to come out and asked Board members to follow her lead and host dinners and bid on art.

5. President's Report

(1) General Matters

The President provided her personal welcome to students attending the Board meeting and assured them that there was no discussion on tuition held during the *in camera* session.

She noted that the institutional scorecard for 2014/2015 would be presented at the next Board meeting.

She encouraged Board members to read the Senate Chair's report, including the confidentially appended "SAHCAAS SOAR/SWOT Workshops Academic Administration Assessment" report, provided as part of the consent agenda materials.

She gave some highlights of the federal budget of February 11, 2014.

(2) Final Revised Strategic Mandate Agreement (SMA) Submission

The President gave a presentation on the SMA with the aid of a PowerPoint Presentation, including MTCU key objectives, SMA timelines, the six differentiation policy framework components of the SMA, and what OCAD U requests from the Ministry of Training, Colleges and Universities (MTCU) to succeed (graduate and undergraduate funding, program approval, funding formula, infrastructure, adapted metrics). The Board discussed the SMA, its importance to the future of OCAD University and the President responded to their questions.

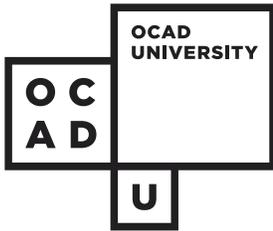
The President also responded to questions and concerns from students who were present at the meeting, including inviting OCADSU to support the OCAD University case of differentiation and adapted funding formula.

6. Audit, Finance and Risk Committee (AFRC) Report

Scott Clark, AFRC Chair gave a brief introduction on the AFRC meeting held on February 13, 2014 to discuss all the matters under item 6. He noted that AFRC also discussed enterprise risk management and the risk registry, which will be presented at the next Board meeting.

The following consent information reports were received without comment:

- (1) 2013/2014 Second Quarter Financial Results;
- (2) Project Chroma Update: and



(3) Statutory Remittance Report

Then the following discussed reports were heard:

(4) 2014/2015 Budget Update

The Interim Vice-President, Finance & Administration noted that the assumptions presented are for information regarding the budget process and will be used to inform the budget, which will be presented at the next Board meeting. Then the Director, Finance provided highlights of the key changes to the budget assumptions for revenues and expenditures, referring to the materials presented in the meeting package for this item. The Interim Vice-President, Finance & Administration concluded with an overview of the preliminary multi-year financial forecast, which he noted was a planning tool. He then responded to questions from the Board and OCADSU on this matter.

(5) Approval of 2014/2015 Tuition, Tuition Late Payment Fees and International Student Levy Fees

The AFRC Chair introduced this item and invited the Vice-President, Academic to give a high level overview of the national and Ontario tuition context, followed by a financial implications overview by the Interim Vice-President, Finance & Administration, and then an overview of financial aid opportunities for OCAD U students by the AVP Students. Afterwards, the AFRC Chair tabled the five tuition motions for discussion.

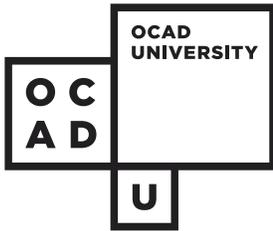
The Board Chair subsequently opened the floor to questions and invited the OCADSU Director of Campaigns & Advocacy to give a presentation to the Board on students' concerns regarding the proposed tuition and related fee increases. In her presentation, she referenced comments from students who could not attend the meeting, the need for increased pressure on the Ontario government for more public funding, and OCADSU's request for a tuition freeze. The OCADSU Director, Outreach & Events distributed a few copies of comments collected from over 130 students, who could not attend the Board meeting in person, but who were opposed to a 3% tuition increase. The Board had an in-depth discussion with the OCADSU representatives, and other students were recognized by the Board Chair and invited to make comments and ask questions.

The Board Chair noted that the Board agreed to sign a joint letter with OCADSU on behalf of OCAD U to ask the Ontario government for more funding for post-secondary education, a change in OCAD U's basic income unit (BIU) weighting or differentiation funding. He noted that in the short term there is a need to deal with funding shortfall caused by the gap in government funding.

Allistair Woods, Chairperson, Canadian Federation of Students, thanked the Board for their support and open discussion on this matter and asked that at a minimum the Board not pass the motion dealing with the increase to the tuition late payment fees.

The President reiterated that the next step is for OCAD University to present a proposed new funding formula to MTCU to have OCAD U treated fairly as a differentiated university. Depending on the results of the SMA, she stated that the next stage may be a campaign around a revised funding formula and BIU weighting. She encouraged students to participate in advocacy for more post-secondary education funding.

After a fulsome discussion with the students and in recognition of their concerns, the Board Chair removed the fifth motion on the increase to tuition late payment fees from the table and called for Board members to vote on the other four motions that were tabled.



On motion made by Dr. John Semple, seconded by Scott Clark and adopted, it was resolved that the Board of Governors approve the following motions as presented and as recommended by the Audit, Finance and Risk Committee:

- (1) a domestic undergraduate student tuition fees increase by the maximum allowable (3%) per the Ontario provincial government tuition fee framework guidelines published in April 2013;
- (2) a) international undergraduate student tuition fees increase by 3% per year for 2014/2015 and 2015/2016 (\$525 and \$540 increase per year respectively for a full time student);
b) all new international undergraduate students be assessed \$750 per head to offset international student recovery grant reductions; and
c) all international undergraduate students be assessed \$75 per FTE to offset reductions in the grant to fund the University municipal tax levy;
- (3) a domestic graduate tuition rates increase in 2014/2015 by 3% per the Ontario provincial government tuition fee guidelines published in April 2013; and
- (4) a) international graduate tuition rates increase by 3% per year for each of 2014/2015 and 2015/2016;
b) all new international graduate students with respect to the international student levy be assessed \$750 per head; and
c) all international graduate students with respect to the University municipal tax levy be assessed \$7.50 per half-credit.

There was one objection and three abstentions from this vote.

7. Other Business

It was noted that if students had additional questions, they could be discussed at the Student Forum to be held on March 20, 2014 or by contacting the Board Secretary.

No other business was discussed.

The next Board meeting is to be held on May 5, 2014.

8. Termination

On motion made by Robert Montgomery, seconded by JJ Davis, and adopted, it was resolved that the meeting be terminated at 7:44 p.m.

[Original signed]

Ian Tudhope, Board Chair

Carole Beaulieu, Board Secretary