



## CANADIAN ASSOCIATION OF FINE ARTS DEANS

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### MINUTES

#### Annual General Meeting 2013

October 5, 2013, 9:00 a.m. EDT, Montreal, Quebec.

#### Participants

##### EXECUTIVE

- Catherine Wild, Dean of Fine Arts, Concordia University  
**Chair**
- Hans vanderLeest, Dean of Arts, Mount Allison University -  
**Secretary/Treasurer**
- Vladimir Spicanovic, Dean Faculty of Art, OCAD University  
**Incoming Chair**
- Ellen Waterman, Dean, School of Music, Memorial University  
**Eastern Representative**
- Denise Roy, Dean, Fine Arts and Communications, Grant MacEwan  
University – **Western Representative**
- John Kissick, Director, School of Fine and Performing Arts, University of  
Guelph – **Member-At-Large**
- **Meghan Howard**, Vice-President, Megram Consulting –**Executive  
Director**

##### MEMBERS

- Susan Stewart, Dean, Culture and Community, Emily Carr University
- Dr. Mary Ann Steggles, School of Art, University of Manitoba
- Sean Ferguson, Dean, Schulich School of Music, McGill University
- Dr. Louise Poissant, Dean, Fine Arts, Université de Québec à Montréal
- Sheila Petty, Dean of Fine Arts, University of Regina
- Edward Jurkowski, Dean, Faculty of Fine Arts, University of Lethbridge
- Alan Bell, Alan Bell, Acting Director, Creative and Performing Arts,  
University of Calgary
- Wisdom Tetley, Dean, Creative and Critical Studies, UBC-Okanagan
- Lisa Roy, Doyenne, Arts et sciences sociales, Université de Moncton

\*Regrets:

- Gerd Hauck, Dean, Communication and Design, Ryerson University
- Ronni Rosenberg, Dean of Animation, Arts and Design, Sheridan College
- Nancy Wright, Dean, Arts, Humanities, and Social Sciences, University of Windsor
- Lesley Cormack, Dean, Arts, University of Alberta
- Glen Carruthers, Dean, Faculty of Music, Wilfrid Laurier University
- Shelly Scott, Associate Dean, Faculty of Arts and Science, Queens University

*\*Please note listed regrets includes only those registered to attend the conference but send regrets for the AGM portion of the schedule. All members not registered are also officially regrets.*

**Recording Secretary:** Adrienne Johnson

Prior to the AGM, all Agenda items were made available to the Executive Committee and the Members on the Members-only section of the website. Notices were sent to all members weekly from June to October.

**1. Call to Order**

Chair Catherine Wild called the meeting to order at 9:04 a.m. EDT.

**1. Appointment of Recording Secretary**

Adrienne Johnson – Passed

**2. Agenda**

Catherine asked if there were any items to be added to the Agenda, or if anyone had any revisions or changes. There were no revision or additions brought forward.

***Motion:** Moved by Vlad and seconded by Wisdom that the Agenda for the 2013 AGM be accepted as circulated.*

***Carried.***

**3. Approval of Minutes – 2012 AGM, Friday September 28, 2012**

Catherine asked if there everyone had an opportunity to review the draft minutes from the 2012 AGM, and noted the draft document had been posted online for member review last October to now.

Denise noted there was an error in John Kissick' name under item 6.3 which reads Kohn Kissick.

**Motion:** *Moved by Edward and seconded by Denise that the Minutes of the 2012 AGM be accepted with the noted revision.*

**Carried.**

#### **4. Motion to Approve Executive Committee Decisions**

Catherine explained this motion was a standard order of business for the membership to approve decisions made by its executive over the past year, with all decisions made in good faith and transparency. All minutes and decisions are posted online.

**Motion:** *MOVED by Vlad and seconded by Lisa that the members accept all decisions, approvals and actions taken by the Executive Committee on behalf of CAFAD since the 2012 AGM.*

**Carried.**

#### **5. Chairs Report – Catherine Wild**

Catherine thanked everyone for attending the AGM, and noted while she would not read her report verbatim, it was sent with all meeting materials to members and was posted online for those to read in advance of the meeting.

She thanked all those who took the time to present at the Conference, and for the time and commitment given to CAFAD by the executive members. She also thanked Marissa Neave, who worked so hard to organize the conference and the meetings, and Sean and Louise for partnering with her to run the 2013 CAFAD Conference. She also thanked Megram for all its work helping the association over the past year, and Adrienne Johnson for her assistance as well.

She said it has been a pleasure to serve as chair, and asked if any attendees had questions. There were no questions but several members commended Catherine, Sean and Louise for an excellent and informative conference and thanked Catherine for all her hard work as chair.

Catherine then turned the floor over to Hans for the Treasurer's Report.

#### **7. Treasurer's Report – Hans vanderLeest**

Review of Income Statement and Balance Sheet: Hans noted that currently CAFAD is in the black, but with a reduced amount in reserves. He said there were no significant issues of note in the income statement. He did point out that revenues were lower than anticipated as CAFAD wanted and hoped to increase its membership but that didn't happen.

He also noted there wasn't a loss in current membership numbers except by one and that was due to restructuring issues within the Banff Centre. Hans noted there were no extraordinary expenses incurred this year. He asked if anyone had any questions. There were no questions.

In reference to the balance sheet, Catherine noted the reserve fund is only \$2,000 and CAFAD should work to increase that figure.

***Motion:** Moved by Hans and seconded by Edward that the financial statements as presented be accepted.*

***Carried.***

Budget discussions were held, with Hans noting the member fees haven't changed in three years and an increase to \$325 is being brought forward. He noted that without an increase it places limits on programming and opportunities for CAFAD to provide members.

In addition, the annual Conference has seen lower attendance than a number of years ago. For the past three years, the attendance was in the lower 20s versus mid-30s in previous years. The survey handed out at the conference and that will be disseminated to members who did not attend, may give some insight into the lower numbers.

He drew attention to Notes 5. and 6. both relating to special projects, and said CAFAD will be reintroducing the newsletter and will be holding seminars.

Catherine noted this was an experiment to see if the members responded with positive feedback and became more engaged. She stated it would be discussed further on the Agenda.

Hans noted the association is projecting a small surplus for next year, and asked if anyone had questions.

Wisdom asked if the lower revenue was conference or membership related.

A discussion ensued on membership, attendance and recruitment.

Catherine stated that the lower revenue was because of lower conference attendance, with only one member lost over the year and that membership fees don't seem to be an issue. She said it may be a shift due to many things, from people stepping down so CAFAD isn't reaching the right contacts at the university, or not knowing who to contact. She said outreach was done by members of the executive to people they knew personally to ask if they were attending the conference but it wasn't fruitful. She said it is hard to know if it is timing, financial hardship, cost of travel and accommodation as the conference fees aren't onerous.

Mary asked if the conference was always the same weekend, and Catherine replied that is always the weekend before Thanksgiving. This aids with long-term planning so it should make attendance easier.

Louise noted that many institutions were not represented at the conference this year, for example architecture, design – and noted there were many Quebec universities with strong arts programs like UQ-Chicoutimi and UQ-Trois Rivières who didn't attend. She suggested as part of outreach, we should do more in Quebec. Catherine suggested Meghan work with Louise on how to do outreach to these schools with potential contacts.

John noted that one of the problems is that many schools have a large overseeing body and have departments with art programs but not a dean specific to that program. Reaching the dean and having them see the value of sending a department representative or coming themselves is a challenge.

Budget discussions then resumed, and Catherine noted that the budget should be passed conditionally on the new Membership Class proposal being passed later in the Agenda as it also addresses the increased fees.

***Motion:*** *MOVED by Louise and seconded by John that the 2014 CAFAD Budget be accepted provisional on the vote for the New Membership Classes /Fees.*

***Carried.***

## **8. Nomination Committee Report**

John thanked the current executive for all their hard work, and noted that Catherine has generously volunteered to stay on the executive as past chair, a position occupied by previous chairs if their term as dean permitted. He said for the first time, CAFAD decided to strike a Nominating Committee of two in advance of the conference, and he thanked Ellen for her assistance. He noted the incoming slate of officers all had different terms based on availability, being new to the role, or having to leave due to the end of their terms ending as dean.

He read the current executive term endings as follows:

### Term Endings

Chair: Catherine Wild, two year term, plus a one year extension ending at the 2013 AGM

Treasurer: Hans vanderLeest one year remaining on term ending at the 2014 AGM

Eastern rep: Ellen Waterman, three year term ending at the 2013 AGM

Central rep: John Kissick, three year term, plus a one year extension ending at the 2013 AGM

Western rep: Denise Roy, three year term ending at the 2014 AGM

Member-at-large: Vlad Spicanovic for a three year term ending at the 2013 AGM

John then proposed the nominations as read for the 2013-2014 Slate of Officers and on behalf of himself and Ellen, thanked everyone for stepping forward to serve.

### Proposed 2013-14 Executive Committee Membership

Chair: Vlad Spicanovic for a two year term ending at the 2015 AGM

Past Chair: Catherine Wild, one year term ending at the 2014 AGM

Treasurer: Hans VanderLeest, one year term ending AGM 2014

Western rep: Denise Roy, one year remaining on term ending at the 2014 AGM

Central rep: Sean Ferguson, for a three year term ending at the 2016 AGM

Member-at-large Susan Stewart, for a two year term ending at the 2015 AGM

Member-at-large: Wisdom Tettey for a three year term ending at the 2016 AGM

**Motion:** Moved by Ellen and seconded by Shelia that the proposed slate be appointed as the CAFAD Executive for 2013/2014 for a term of one year.

**Carried.**

A discussion then ensued on having an open call for nominations to the executive committee. Edward noted that in many organizations, an open call from the floor is required or the opportunity for nominations made in advance to avoid a slate being presented and not all interested parties being considered. It was noted that members had been invited to step forward at the previous AGM or to indicate their interest in serving the following the meeting and no one had done so.

It was agreed that in future years, a notice should be sent around March to all members as a call for nominations. All nominations will be brought forward and with consideration for national and multi-disciplinary representative reflective of membership, all names will be reviewed by the Executive. If there is more than one eligible candidate for any given position, an election will be held at the AGM with a formal call from the floor for further nominations as well. The proposed slate with all candidates' names will be sent to membership in advance of the AGM. This process will ensure all members feel invited and welcome to put their names forward rather than being presented with a full slate and having to challenge someone for a position on the executive.

**Motion:** *Moved by Ellen and seconded by Wisdom to accept a two-part nominating process for future executive positions including a notice and call for names at least six months prior to AGM with the proposed slate then being sent to members in advance, and if necessary, elections being held at the AGM.*

**Carried.**

**9. Remarks from the new Chair - Vladimir Spicanovic (verbal report)**

Vlad began his remarks by stating CAFAD provides a community, and a valuable one particularly for those new to their role as he was not long ago. He thanked Catherine for her leadership, hard work and dedication which ensured the continuity of the association. He also thanked Ellen and John for their efforts and hard work and noted they will be missed on the executive, stating that Ellen's panel and moderator skills as demonstrated the evening before were noteworthy.

A presentation of handmade fused glass bowls by artist Leslie Cross of Crabtree Studies in recognition of Ellen, John, and Catherine's hard work was made. John's gift, unfortunately was damaged in shipping and will be sent to him shortly.

Vlad continued his remarks by thanking Hans for keeping the association fiscally sound, welcoming Wisdom, Sean and Susan as new executive members, and Meghan as the new executive director. Together, we will make great stride moving forward.

He also stated he really wanted to thank Catherine, Sean and Louise for the conference. We speak of collaboration; these three really exemplify collaboration. I really look forward to working with all of you.

This is a key time for Fine Arts Deans, the role and requirements of the position is constantly changing. Demands for innovation, and mediating between administration and students is a balancing act. Hence this conference is inspiring and much needed, as it lets us know we aren't alone in the challenges we are facing and allows us to give and share our experiences and knowledge.

As the new chair, Vlad said that looking at the CAFAD mission statement is key. There are three points in the mission statement, two of which that speak to the need for voice and advocacy that we should continue. As new chair, I feel that the advocacy voice be mobilized. Not only in how important art is, but how it is a catalyst of dialogue and social change. We have lots to share – people outside still think we teach a traditional art but we need to let the community know how we are involved and how dynamic art education has become. Ellen has suggested maybe we can find another way to relay these ideas and shine a new light on what we do, and I am looking forward to working with CAFAD to achieve that.

Looking forward to next conference, being outside of an urban centre will give the conference a different energy. Vlad thanked the membership and conference organizers once again and then turned the meeting back to Catherine.

## **9. Discussion Items:**

### **A. What Keeps You Awake At Night – 20 minute open discussion**

Catherine introduced the topic, and asked attendees to each give some ideas on the things that worry them, or are of concern – topics will be used for newsletters, online forum discussions, conference ignite sessions and teleseminars.

1. How to present change/revisions to management.

Further to that, how to help program heads manage information and manage change like cuts. How to manage change so it's not shocking

2. Recruitment and retention of students and faculty.

Particularly in light of the demographic drop coming; Maritimes and Manitoba may have already experienced this drop.

3. How do individuals do in relation to others – evaluations?

We need a mechanism for faculty evaluation. No merit pay, try to shift to a research is hard, unions make it difficult.

4. Enrollment keeps me up, our university is going to grow in the coming years, but it's tricky in Fine Arts; while you're pushed to grow but within the same budget because we are being told it is too expensive; so how do you balance growth w/quality?

5. Pressure to improve retentions; you have a situation where you keep students but the funding is not keeping up. In Fine Arts, the only avenues you have for growth is international so location is another factor. Also, notion of performance. The post tenure attitude of 'you can't touch me' systems vary / how do you manage what people are supposed to do?
6. Not about only getting people to perform, but how to get people to accept changes in teaching styles and tools? i.e. laptops and technology
7. Dealing with Conflict with tenure, contracts, unions and less than stellar performances or areas that need improvement. How do you achieve that within those boundaries?
8. Activity based budgets. Schools that adopt this think it's relatively harmless, but it is very challenging with long reaching ramifications.
9. Jobs for our students- how can we manage to link the program to the job markets. We still have a problem, student strikes shows this ... there's a premise that if you go to university you'll get a job which is not the case in Fine Arts.

#### Summary

- a. How to introduce change
- b. Retention of students and faculty
- c. Performance management – conflict management, language, evaluation
- d. Faculty/staff reviews
- e. Strategic enrollment planning - \*possibilities for internationalization.
- f. Ways of managing essential resources in support of enrolment
- g. Activity based budgets
- h. Budget models & strategies for fiscal stability

#### **B. Proposed New Membership Classes**

Catherine spoke about the former membership structure and how it was intended to entice multiple members from the same institution with reduced costs but it was complex, cumbersome and no one took advantage of the two-person, one school option. At the retreat, the executive reviewed and simplified the membership structure and fees to make the language more clear. Now there are only two classes of membership, full members at an increased rate of \$325 a year and affiliate members who are interested parties, maybe international but do not have voting rights for \$200 a year. Have full members or Affiliates (external to the country, interested, no voting rights).

A motion to approve the new membership classes would also mean the 2014 Budget has also been passed.

***Motion:*** Moved by Vlad and seconded by Louise that the new membership class structure and fee increase be accepted.

***Carried.***

### **C. Newsletter Revival**

Catherine noted that at the retreat, the executive decided to resurrect the newsletter in a more user-friendly format as a way to share news, showcase activities and celebrate accolades.

Catherine referenced the presentation and proposal created by Meghan and drew attention to the two proposed newsletter schedules.

Attendees decided to adopt schedule two as the most feasible based on their time commitments (Four a year in January, April, August and November) on a trial basis.

Meghan noted that she will also do some of the work in finding news on the member websites, following up, editing any submissions and posting all the material on the template. Denise asked for a nudge prior to it being published. Meghan agreed and said she would set up a regular submission notification.

Sean noted that WordPress would be by far the best option for a CMS newsletter. Meghan agreed, and stated that would be her recommendation.

***Motion:*** Moved by Louise, seconded by Denise to create a new quarterly newsletter using WordPress on a trial basis.

***Carried.***

### **D. 2014 Conference – Hans vanderLeest (verbal)**

Hans handed out the poster already created promoting the 2014 Conference and thanked Lisa for agreeing to co-host, even though the 2013 conference was the first she attended. He noted that he is happy to share what his region has to offer and what their schools can do.

Catherine then noted that Wisdom has already stepped forward to host in 2015 and it is fantastic to have conferences set so far in advance which helps in planning and promotion.

She noted that Marissa will be pulling together a conference planning guide within the next few months to share with all members and she was able to secure some in-house funding to do so.

Meghan noted this is a great gift for the association and cost-savings.

### **E. Survey**

Catherine asked everyone to complete the survey before leaving and submit it to Meghan.

### **Closing Comments**

Catherine thanked everyone for all the support and camaraderie. She said it has been a pleasure being the chair. She noted she did not get a chance to thank Ellen and John for their

service on the executive and noted John's inspiration for the Ignite sessions and Ellen for her panel moderating. She would also like to thank Sheila, a longstanding member and past chair of CAFAD who's been outstanding for contributions and will be completing her term as dean in 2014. She wished everyone safe travels home.

**10. Other Business**

**11. Adjournment**

*Motion: Moved by Vlad and seconded by Lisa to adjourn the 2013 CAFAD AGM.*

*Carried.*

Meeting adjourned at 11:53 a.m.