

August 17, 2019

To community members and stakeholders:

The Conservatory Faculty Association is pleased the Board of Governors has acknowledged our collective concerns regarding governance of the Conservatory and the security/longevity of the building. We are specifically encouraged that they have taken a public stand not to vacate or sell this building. We understand, of course, they cannot speak to any future board decisions with different members.

Stakeholder identification

We are also pleased the Board of Governors wishes to have a governance consultation process with the relevant stakeholders connected to the Conservatory. How the Board wishes to constitute itself for this consultation process is entirely up to the Board. We make no comment on those internal processes. We suggest the relevant stakeholders organize their representatives similarly, with an understanding that they will propose representatives who will have authority to bind their respective organizations to the outcomes achieved through the consultation process.

Although we see that the Board has not included the Faculty Association as one of the stakeholders involved in the consultation process, we assume this must be an oversight. Furthermore, many of the Board's concerns appear to be directed toward the Faculty Association and the Plan of Action found on its website.

In this regard, we propose the following stakeholders be involved in this consultation: the Board, the Faculty Association, the MCPA Association, the tenants of the building, and parents/students. Given that these last two groups do not have any formal entity, perhaps there would be one formal entity called Friends of the Conservatory which would include parents, students, and members of the community at large who care about the Conservatory. We suggest Penny Margolis would be well situated to shore up this constituency.

Expedited governance consultation process

In terms of timeline, we suggest that two short series of meetings would constitute the entire governance review consultation process. The first series of meetings would be a two-week consultation involving 2 to 3 meetings between **August 21 and September 6, 2019**, by which latter date, a consensus would be obtained on the following terms of reference:

1. Term limits;
2. Open membership (requires a legislative change);
3. Representative composition of the Board starting on September 7, 2019

At the end of this consultation, a binding memorandum of understanding would be signed by all the representative groups. On September 6, the Faculty Association would then be pleased to hand over all of its student registrations to the Conservatory.

The second series of meetings would be another two-week consultation involving two to three meetings between **September 7 and September 28, 2019** by which latter date, a consensus would be obtained on the following terms of reference:

1. Governance model;
2. Representative composition of the board on a permanent basis;
3. Management model;
4. Implementation deadlines.

The Faculty Association would also be pleased to organize and co-host another town hall (or potluck supper, for example) jointly with the Board and the MCPA Association, assisting the Board, the rest of the stakeholders, and the community to repair and heal the rifts that have developed over the last six months. The function would show a cohesive Conservatory to the broader community and the media. This public get-together would also be the occasion for introducing the new governance model and explaining its underlying rationale.

Non-expedited governance consultation process

If the Board would like a longer timeline to discuss the terms of reference above, the Faculty Association may be able to accommodate this timeline. The Faculty Association has experienced, however, a loss of confidence in this current board, collectively. This is so, despite some excellent and strong individual board members recognized by the Faculty Association as currently sitting on this Board. Therefore, given this loss of confidence, the Faculty Association will continue to handle student registrations until a memorandum between the Faculty Association and the Board has been achieved.

We agree with the Board that this is an excellent opportunity to transform the Conservatory, an institution for which we all deeply care.

Finally, we will also continue to advocate for respectful conversations during these difficult times.

We request a response from the Board by the end of the day on **Tuesday, August 20, 2019**.

Yours sincerely,

Matt Richard,

President
MCPA Faculty Association

c. MCPA Association
Jules Chamberlain, tenants
Penny Margolis, Friends of the Conservatory