

AGENDA

BOARD OF GOVERNORS — REGULAR SESSION

Thursday, February 23, 2023 — 3:30-5:00 p.m.

Location of Meeting: ECU Boardroom (D2315)
<https://emilycarru.zoom.us/j/65594956854?pwd=cGt5OGpVSWFiQnBULzRkQ0p3UDRoUT09>
Meeting ID: 655 9495 6854
Passcode: 391563

Territorial Acknowledgement: We respectfully acknowledge that Emily Carr University is situated on the unceded, traditional and ancestral territories of the Musqueam, Squamish and Tsleil-Waututh Nations.

I. ADMINISTRATIVE BUSINESS

1. Call to Order K. Kerrigan, Board Chair

2. APPROVAL: Adoption of the Agenda Chair

MOTION: That the agenda for the Board Regular Session of February 23, 2023 be approved as presented.

Chair

3. APPROVAL: Previous Meeting Minutes – AGM + Regular Session

MOTION: That the Minutes of the Board AGM of Sept. 29, 2022 be approved as amended.

- ***Attachment:*** Amended Draft Minutes of the Board AGM of Sept. 29, 2022 (pp. 3-5)

MOTION: That the Minutes of the Board Regular Session of Sept. 29, 2022 be approved as amended.

- ***Attachment:*** Amended Draft Minutes of the Board Regular Session of Sept. 29, 2022 (pp. 6-8)

MOTION: That the Minutes of the Board Regular Session of Dec. 1, 2022 be approved as presented.

Attachment: Draft Minutes of the Board Regular Session of Dec. 1, 2022 (pp. 9 -15)

II. BUSINESS

1. Chair's Update and Remarks Chair

2. President's Update and Remarks G. Siddall, President + Vice
Chancellor

3. INFORMATION: Financial Review for the nine months ended December 31, 2022 and Audit and Finance Committee Updates

L. O'Melinn, Chair,
F+A Committee /
V. Sokha, VP,
Finance + Admin

Attachments:

- *Memorandum: Q3 Forecast and Projections to March 31, 2023 (pp.16-17)*
- *Memorandum: Cashflow Projection (pp. 18-19)*

4. INFORMATION/UPDATE: Budget Update 2023/2024

VP, Finance + Admin

- **Attachment:** *Memorandum Preliminary Budget Review 2023/2024 (pp. 20-23)*

III. REPORTS

- | | |
|---|------------|
| 1. President + Vice-Chancellor's Report (<i>verbal</i>) | G. Siddall |
| 2. Vice President, Academic + Provost's Report (<i>pp. 24-25</i>) | T. Kelly |
| 3. VP, Finance + Administration (<i>pp. 26-30</i>) | V. Sokha |
| 4. Vice Provost Students Report (<i>pp. 31-36</i>) | M. Guno |

- IV. **NEXT MEETING:** Notice to convene meeting on March 30, with the next Regular Session of the Board to follow on April 27, 2023.

V. ADJOURNMENT



MINUTES

BOARD OF GOVERNORS — ANNUAL GENERAL MEETING

Thursday, September 29, 2022, 1-2 p.m.
In person + Zoom webinar

ATTENDANCE:

Voting Members:

Keith Kerrigan (Board Chair)	Mary Macaulay	Esther Rausenberg
Carleen Thomas (Chancellor)	Lindsay McIntyre	Keith Reynolds
Gillian Siddall (President + Vice-Chancellor)	Lorcan O'Melinn	Ishika Tripathi
Megan Ellis		
Gaye Fowler	Alex Phillips	

Regrets: Stephanie Schneider

Resource Trish Kelly (Vice-President, Academic + Provost), Viktor Sokha (VP, Finance + Administration), Adrian Tees (Associate Vice-President, Human Resources), Kevin Bird (Director, Recruitment, Admissions, International Development + Registrar), Heather Sanford (Interim University Secretary), Christen Downie (Associate University Secretary), Alex Muir (IT support)

Territorial Acknowledgement: We respectfully acknowledge that Emily Carr University is situated on the unceded, traditional and ancestral territories of the Musqueam, Squamish and Tsleil-Waututh Nations.

I. ADMINISTRATIVE BUSINESS

1. Call to Order — Keith Kerrigan, Chair of the Board, called the meeting to order at 1:07 p.m.
2. Welcome new Board member — The Chair welcomed new Board member Ishika Tripathi.
3. Adoption of the Agenda

Moved that the agenda for the Board Annual General Meeting of September 29, 2022 be approved as presented. **Carried.**

4. Oath of Office — New Board member Ishika Tripathi took the Oath of Office.
5. Board Bylaws and Annual Conflict Declaration — The Chair referred to the Board Bylaws and asked all Board members to review the Code of Conduct, complete the Annual Conflict Declaration and return completed forms by

email to the Interim University Secretary.

II. BUSINESS

1. ELECTION: Board Executive + HR Committee

K. Kerrigan, previous Chair of the Executive + HR Committee, provided an overview of the role of the Committee. The Chair raised for consideration the potential of separating the committee into an Executive Committee and a HR Committee.

There was discussion about the Executive + HR Committee's terms of reference (TOR) and board bylaws. A Board member ~~inquired expressed~~ raised their view that under the current structure there are differences in how ~~concern about the election process in relation to board bylaws how elected Board members and appointed Board members are able to are prevented from taking on~~ participate on committees, and suggested that committee structure and practices might be examined ~~ular committee positions and are therefore not equal members on the Board,~~ with consideration for evolving practices in the sector. The Interim University Secretary noted inconsistency between the Board bylaws and Board committee TORs in relation to how committees are populated. It was noted that the Board Governance Committee will review all Board Committees' TOR to address inconsistencies.

- a. Call for nominations – Kevin Bird, Registrar, issued the call for nominations for Board Executive positions.
- b. Nominations + Election of Chair – Keith Kerrigan was nominated and agreed to stand for the position of Chair. There were no further nominations.

Keith Kerrigan was elected by acclamation as Chair of the Board of Governors.

- c. Nominations + Election of Vice Chair – Lorcan O'Mellin was nominated and agreed to stand for the position of Vice Chair. There were no further nominations.

Lorcan O'Mellin was elected by acclamation as Vice Chair of the Board of Governors.

- d. Nominations + Election of three (3) Directors-at-large. There were three nominations for Directors-at-large: Megan Ellis, Esther Rausenberg and Lindsay McIntyre were nominated and agreed to stand as candidates. There were no further nominations.

Megan Ellis, Esther Rausenberg and Lindsay McIntyre were elected by acclamation as Directors-at-large of the Board of Governors.

2. APPOINTMENT: Board Governance Committee

K. Reynolds, previous Chair of Governance Committee provided an overview of the role of the Committee.

- a. Governance Committee members. The following board members offered to serve and were appointed by the board as members of the Governance Committee: Keith Reynolds, Gaye Fowler, Alex Philipps, Mary Macaulay, Ishika Tripathi

III. OTHER BUSINESS

L. O'Melinn, Chair of the Finance + Audit Committee, provided an overview of the Committee, and it was confirmed that in accordance with the Committee's Terms of Reference, the Board Chair will appoint members

IV. ADJOURNMENT: The meeting adjourned at 1:45 p.m.



MINUTES

BOARD OF GOVERNORS — REGULAR SESSION

Thursday, September 29, 2022 — 3:45-5:00 p.m.
In person + Zoom webinar

ATTENDANCE:

Voting Members:

Keith Kerrigan (Board Chair)	Mary Macaulay	Esther Rausenberg
Gillian Siddall (President + Vice Chancellor)	Lindsay McIntyre	Keith Reynolds
Megan Ellis	Lorcan O'Melinn	Carleen Thomas
Gaye Fowler		
	Alex Phillips	

Regrets: Stephanie Schneider, Ishika Tripathi,

Resource Viktor Sokha (Vice-President, Finance + Administration), Marcia Guno (Vice Provost, Students), Adrian Tees (Associate Vice-President, HR), Mark Douglas (Executive Director Financial Services), Heather Sanford (Interim University Secretary), Christen Downie (Associate University Secretary), Alex Muir (IT support)

Guests:

We respectfully acknowledge that Emily Carr University is situated on the unceded, traditional and ancestral territories of the Musqueam, Squamish and Tsleil-Waututh Nations.

I. ADMINISTRATIVE BUSINESS

1. Call to Order + Chair's Remarks — Keith Kerrigan, Chair of the Board, called the meeting to order at 4:09 p.m.

2. Adoption of the Agenda.

Moved / Seconded

Carried as amended.

A Board member requested an addition to the agenda under item: II. Business: 3. Extension of Appointment of Current External Auditors.

There was a request for discussion of the Final Report on the 2017-21 ECU Strategic Plan for the next board meeting in December 2022.

3. Approval of the Board Regular Session Minutes of June 2, 2022

Moved / Seconded

Carried.

II. BUSINESS

1. Approval of the 2021/22 Statement of Financial Information (SOFI) Report

V. Sokha, Vice-President, Finance + Administration, noted the SOFI Report is an annual mandatory report that is submitted to Government by all public post-secondary institutions in BC.

Moved / Seconded that, on the recommendation of the Finance + Audit Committee, the Board approve the Statement of Financial Information (SOFI) for 2021/22 as presented.

Carried.

2. Information: Financial Review for the five months ended August 31, 2022

L. O'Melinn, Chair, Finance + Audit Committee, introduced the audited financial statements. There was a brief discussion including:

- Board member inquired about salary expenditures related to three new Associate Dean positions.

The VP, Finance + Administration will follow-up with information for the Board member.

3. Information: Extension of Appointment of Current External Auditors

The Chair of the Finance + Audit Committee reported on the Committee's support for a one-year extension to the current auditor's (KPMG) contract. It was reported that the Committee had a detailed discussion and, considering the focus on an earlier budgeting process underway this year, the Committee agreed to support the extension of KPMG's contract by one year and then review. It was further reported that a change in process from last year will be regular oversight by the Office of the BC Auditor General. It was explained that this increased oversight is part of a regular cycle of review by the Auditor General's Office.

III. REPORTS

1. President + Vice-Chancellor's Report

G. Siddall, President + Vice-Chancellor, provided an update on the Ministry of Advanced Education and Skills Training (AEST) Post-Secondary Funding Formula Review. It was reported that members of the Funding Review team are meeting with all post-secondary institutions in B.C., including ECU. The members met with representatives of the President's Executive team, the Faculty Association and CUPE. The team members received detailed information on ECU's structural deficit and the significant challenges presented by the current funding model. It was further reported that the Funding Review team will provide a report of key findings to the Ministry by September 2022.

The President reported that the ECU Strategic Planning Advisory Group has initiated the consultation and engagement phase of planning with the ECU community.

A Board member inquired about the President's election to the Post-Secondary Employers' Association (PSEA). It was noted that involvement with PSEA may provide the opportunity to raise awareness of ECU's concerns, particularly in relation to the university's designation as a Special Purpose, Teaching University.

A Board member inquired about the potential that the Aboriginal Gathering Place offer space and programming for students from Mexico and other Indigenous students from around the world.

2. Vice President, Academic + Provost's Report

The Provost was not in attendance, and it was noted that any questions Board members may have about the VP, Academic + Provost's submitted report could be forwarded. There were no questions from Board members.

3. Vice President, Finance + Administration Report

V. Sokha, VP, Finance + Administration, reported that a Risk Register is being developed for the Board's review by the end of the fiscal year.

There was discussion, including:

- Risk Register will address all types of risk (operational, enterprise), not solely financial.
- Inquiry about correlation between the Risk Register and ECU's Threat Assessment Team.
- Recommended communication about the Risk Register with the entire ECU community.

4. Vice Provost, Students' Report

M. Guno, Vice Provost, Students, referred to the circulated report and offered to take any questions. A Board member inquired about the number of students currently enrolled in Foundation year who are covered by the provincial grant. A response will be provided at the next Board meeting.

IV. NEXT MEETING: December 1, 2022

V. ADJOURNMENT: The meeting adjourned at 4:35 p.m.



MINUTES

BOARD OF GOVERNORS — REGULAR SESSION

Thursday, December 1, 2022 — 3:30-5:00 p.m.
In person + Zoom webinar

ATTENDANCE:

Voting Members:

Keith Kerrigan (Board Chair)	Gaye Fowler	Esther Rausenberg
Lorcan O'Melinn (Vice-Chair)	Mary Macaulay	Keith Reynolds
Gillian Siddall (President + Vice Chancellor)	Lindsay McIntyre	Stephanie Schneider
Megan Ellis	Alex Phillips	Ishika Tripathi

Regrets: Carleen Thomas

Resources/Staff: Natasha Himer (University Secretary), Heather Sanford (Interim University Secretary), Christen Downie (Associate University Secretary and Recording Secretary), Trish Kelly (Vice-President, Academic + Provost), Victor Sokha (Vice-President, Finance + Admin), Mark Douglas (Executive Director, Financial Services), Jacob Hranjnik (IT)

Guests:

We respectfully acknowledge that Emily Carr University is situated on the unceded, traditional and ancestral territories of the Musqueam, Squamish and Tsleil-Waututh Nations.

I. ADMINISTRATIVE BUSINESS

1. Call to Order + Chair's Remarks — Keith Kerrigan, Chair of the Board, called the meeting to order at 3:44 p.m.
2. Adoption of the Agenda.

Moved / Seconded

Carried.

A Board member requested an addition to the agenda under 'Other Business' that the Board invite the ECU Faculty Association to make regular reports to the Board as part of the standing 'Reports' agenda item. The University Secretary noted that the request will be taken back for consideration. A Board member inquired why 'Other Business' was not included on the agenda and the University Secretary confirmed due to timing available for the matters on the agenda.

3. Approval of the Previous Meeting Minutes – AGM + Regular Session Minutes of Sept. 29, 2022

Moved / Seconded

Postponed.

Moved / Seconded

Postponed.

Board members requested the following amendments to the Regular Session of the Board minutes – Sept 29, 2022:

- *II. Business, 1. Election: Board Executive + HR Committee: Additions to indicate that there are differences in how elected Board members participate on committees or in the committee structure and that this be taken up for review*
- *I. Administrative Business, 2. Adoption of the Agenda: Inquiry about the sentence "There was a request for a closeout report on the previous Strategic Plan for the next meeting in December 2022" G. Siddall, President + Vice Chancellor, noted that the closeout report was provided to the Board in the September 29, 2022 Regular Session agenda package.*

The University Secretary recommended taking comments on the draft minutes back to consider and bringing forward any revised minutes for approval at the next meeting of the Board.

Approval of the draft AGM minutes and Regular Session minutes of September 29, 2022 was postponed to the next meeting of the Board.

II. BUSINESS

1. Information: Financial Review for the seven months ended Oct. 31, 2022

L. O'Melinn, Chair of the Board Audit + Finance Committee referred to the circulated VP, Finance + Administration report and provided an overview of the budget summary and Financial Review for the seven months ended Oct. 31, 2022, cashflow projection and Q1 and Q2 forecasts.

There was discussion, including:

- Inquiry about the \$7 million related to advances in the Central Deposit Program (CDP).
- Explanation about management of the CDP to generate additional revenue on interest gained.

2. Presentation: Preliminary Budget 2023/2024 and Proposed Tuition 2023/2024

V. Sokha, VP, Finance + Administration, provided an overview of the preliminary budget and proposed tuition for 2023/2024. It was noted the budget had been built upon a number of assumptions, including that Ministry one-time funding may not be available next year; ECU has identified strategies to address the deficit; tuition increases are integral to improving ECU's financial position and ensuring financial sustainability; result would be a preliminary deficit projection of over \$2.75 million.

3. Information: Report from Senate Budget Committee

The President provided an overview of discussions held at the two recent Senate Budget Committee meetings on November 23, 2022 and November 30, 2022, in relation to the Board's

consideration of budget-related recommendations. It was noted that the impact on students was discussed and motions were debated at the Senate Budget Committee meetings.

It was reported that the following motion was made at the November 30th Senate Budget Committee meeting:

1. Be it resolved that Senate Budget Committee recommend that the increase for International student tuition fees be adjusted to be equal to the domestic tuition fee increases.
2. Be it further resolved that as an interim intervention to implement a best practice moving forward, that the following occur: The Senate Budget Committee recommend to the Board of Governors that the decision for the 2023/2024 tuition fee amounts be postponed to the first meeting of the Board in Spring 2023.
3. Be it further resolved that the Senate Budget Committee refer an item to the Senate Governance Committee to review best practices on governance for a robust community process for a University budget and tuition fee increase process and develop recommendations for further discussion and adoption.
4. Be it further resolved that the Senate Budget Committee recommend to the Board of Governors that they endorse the student campaign: Fund it Fix it, asking for a \$200 million addition to the post-secondary system annually.

It was reported that the proposed motion was then split into four motions and voted on separately; the first and second did not pass, the third and fourth passed.

It was also reported that a motion was put on the floor that Senate Budget Committee endorse the tuition increases that have been recommended to the Board; the motion passed, and Senate Budget Committee did not endorse a delay in making that decision.

It was noted that some members of Senate Budget Committee had requested their names be recorded in the minutes as having not voted in favour of the motion.

4. Information: Presentation from the ECSU – Students' Financial Challenges

J. Gao, Chair of ECU Students' Union, presented the following recommendations to the Board from the ECU Students' Union:

1. Delay the Board of Governors' vote.
2. Review best practices for a robust community engagement process.
3. Provide more tuition options for review.

A board member requested the addition to the agenda of a motion to endorse the Fund it Fix it students' campaign. The University Secretary noted that good practice would entail provision of information to the Board on a topic prior to the Board being asked to make a decision. A Board member requested more information about the students' campaign before being asked to make a decision.

The Chair of the ECSU will provide background on the campaign for the Board. Background information and the motion to endorse the Fund it Fix it students' campaign will be brought forward at a future meeting of the Board.

1. Information / Approval: Motion on Tuition Fee Increase 2023/24

The Chair of the Board Audit + Finance Committee provided an overview of the Committee's rationale for recommending the motion on the tuition fee increase for 2023/24. It was noted the Committee is concerned about ECU's ability to maintain its programming and level of service. It was further noted the Committee was unanimous in its decision to increase tuition fees as presented; the Committee focused on the long-term implications on ECU to resolve the structural deficit; management has explored alternatives and alternatives to the recommended tuition fee increase were not advised.

Moved / Seconded that, having reviewed the financial situation of the university in detail, the Audit and Finance Committee recommends approval of tuition fee increases for 2023/2024 as set out below:

Domestic

- a. **Domestic Undergraduate Students: 2% increase in 2023/24**
- b. **Domestic Graduate Students: No increase in 2023/24**

International

- c. **International Undergraduate Students:**
 - (i) **Returning International Undergraduate Students: 10% increase in 2023/24**

After the 2023/24 increase, tuition for this cohort of students only will be frozen while they are actively pursuing their current degree.
 - (ii) **Incoming International Undergraduate Students: 30% increase in 2023/24**
- d. **International Graduate Students:**
 - (i) **Returning International Graduate Students: No increase in 2023/24**

(ii) Incoming International Graduate Students: 5% increase in 2023/24

A Board member moved the following motion:

That the motion that vote on increased tuition be moved to the next Board meeting.

A Board member moved the following friendly amendment to the motion:

Moved / Seconded to postpone the tuition increase to a special meeting in January 2023.

It was noted this would provide more time to allow for discussion and consultation before making the decision.

The VP, Academic + Provost, provided an overview of the negative impact of a delayed vote from an operational perspective. It was noted that student recruitment is underway and there is a desire to be transparent with students about tuition rates; academic planning for next year is underway now but without the \$1.8 million in revenue from tuition fee increases, austere measures would need to be undertaken to make up some funding, including adjustments in class sizes, reductions in section counts and the potential need to find efficiencies in program areas.

The President noted that in past years, delayed decisions regarding proposed tuition increases has resulted in consequences described previously by the Provost.

There was general discussion.

The motion failed.

A Board member moved the following motion:

Moved / Seconded to split the motion into separate votes on each of the proposed tuition increases.

The Chair of the Audit + Finance Committee noted that the Committee discussed the potential of dividing the motion, and was not in support.

The motion failed.

A Board member made a motion to amend the motion:

Moved / Seconded that tuition fee increases for 2023/2024 be amended as set out below:

Domestic

- a. Domestic Undergraduate Students: 2% increase in 2023/24**
- b. Domestic Graduate Students: No increase in 2023/24**

International

c. International Undergraduate Students:

- (iii) **Returning International Undergraduate Students: 10% increase in 2023/24 with a 5% rebate provided in 2023/24.**

After the 2023/24 increase, tuition for this cohort of students only will be frozen while they are actively pursuing their current degree.

- (iv) **Incoming International Undergraduate Students: 15% increase in 2023/24**

d. International Graduate Students:

- (iii) **Returning International Graduate Students: No increase in 2023/24**

- (iv) **Incoming International Graduate Students: 5% increase in 2023/24**

There was one abstention.

The motion failed.

The original motion as proposed by the Audit + Finance Committee with no amendments:

That, having reviewed the financial situation of the university in detail, the Audit and Finance Committee recommends approval of tuition fee increases for 2023/2024 as set out below:

Domestic

- a. **Domestic Undergraduate Students: 2% increase in 2023/24**
- b. **Domestic Graduate Students: No increase in 2023/24**

International

c. International Undergraduate Students:

- (v) **Returning International Undergraduate Students: 10% increase in 2023/24**

After the 2023/24 increase, tuition for this cohort of students only will be frozen while they are actively pursuing their current degree.

- (vi) **Incoming International Undergraduate Students: 30% increase in 2023/24**

d. International Graduate Students:

- (v) **Returning International Graduate Students: No increase in 2023/24**

(vi) Incoming International Graduate Students: 5% increase in 2023/24

There was one abstention.

The motion passed.

A Board member requested the minutes note who voted against the motion. The following Board members voted against the motion: Stephanie Schneider, Lindsay McIntyre, Alex Philipps, Ishika Tripathi.

III. REPORTS

1. President + Vice-Chancellor's Report

There was not time for the President + Vice-Chancellor's Report.

2. Vice President, Academic + Provost's Report

There was not time for the Vice President, Academic + Provost's Report.

3. Vice President, Finance + Administration Report

There was not time for the Vice President, Finance + Administration's Report.

4. Vice Provost, Students' Report

There was not time for the Vice Provost, Students' Report.

IV. NEXT MEETING: February 23, 2023

A number of Board members began departing the meeting. A motion to adjourn the meeting did not pass.

V. ADJOURNMENT: The meeting adjourned at 5:12 p.m. when there was no longer quorum.

Memorandum

OFFICE OF THE VICE-PRESIDENT, FINANCE AND ADMINISTRATION

TO: Audit and Finance Committee

FROM: Viktor Sokha
Vice President, Finance and Administration

DATE: February 9, 2023

SUBJECT: Q3 Forecast and Projections to March 31, 2023

With the approval of the Audit and Finance Committee Chair, ECU's Q3 forecast was submitted to the Ministry on December 9.

The Q3 forecast is based on the 2022/23 approved budget with changes made to reflect improved tuition revenue from Summer and Fall terms, increases to investment interest revenue and updates to the GNWCT Q3 projections. Due to the timing of the submission, the forecast does not include changes related to tuition revenue for the Spring term.

The Q3 forecast updates the University's projections for 2023/24 and onward based on the latest version of our Deficit Mitigation Plan, including the tuition increases approved by the Board on December 1.

Q3 Forecast, submitted December 9, 2022

	Forecast	Forecast	Forecast	Forecast
	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>	<u>2025/26</u>
	----- \$thousands -----			
Statement of Operations				
Total revenue	(53,632)	(52,891)	(56,967)	(58,593)
Total expenditure	55,426	55,172	58,473	58,813
Net (Revenues)/Expenses **	1,794	2,281	1,506	220
(Gain) loss on sale of capital assets	-	-	-	-
Unallocated Pressures (use in Q1 only)	-	-	-	-
Operating Net (Income) Loss (for Ministry)	1,794	2,281	1,506	220
Endowment (restricted asset) contributions	(41)	(60)	(60)	(60)
Net (Income) Loss	1,753	2,221	1,446	160

Figure 1: ECU Q3 Forecast, submitted to Ministry



As illustrated in Figure 1, on a consolidated all funds basis, for the 2022/23 fiscal year ECU reported a deficit of \$(1,752,941) for Q3, an improvement to the reported deficit of \$(2,807,230) in Q2. Over the next three years, the University's Deficit Mitigation Plan is expected to improve our annual deficits, with projections for 2025/26 showing close to a balanced budget.

Update to January 31, 2023

Subsequent to the Q3 submission to the Ministry, undergraduate registration for domestic and international students has remained strong and shows an improvement of over \$500K compared to the approved Spring budget. In total tuition revenue for 2022/23 will result in approximately \$800K more than budgeted.

Along with continued strong returns on funds invested in the Central Deposit Program and improvements to other miscellaneous revenue due to increased campus activity, the solid registration numbers will have a positive impact on the 2022/23 deficit and the University's accumulated surplus available for next year. These improvements will be built into the 2023/24 budget and used to offset the projected deficit next year.

Approval Process:

Audit and Finance Committee
ECU Board of Governors

Who Will Speak to the Item:

Viktor Sokha
Vice-President, Finance and Administration

Mark Douglas
Executive Director, Financial Services



520 EAST 1ST AVENUE
VANCOUVER, BC, CANADA V5T 0H2

Memorandum

OFFICE OF THE VICE-PRESIDENT, FINANCE AND ADMINISTRATION

TO: Audit and Finance Committee

FROM: Viktor Sokha
Vice President, Finance and Administration

DATE: February 9, 2023

SUBJECT: Cashflow projection

Improvements to our 2022/23 deficit projections have improved our ability to meet our obligations into next fiscal year (see *Memorandum: Q3 Forecast and Projections to March 31, 2023*). In addition, the University has made a request to the Ministry to receive advances to base grant and annual service payments similar to the previous two years; however, as of early February this has not been confirmed. These advances will enable the University to address cashflow challenges through the summer months.

Figure 1 shows cashflow projections assuming advances to Ministry funding, but no additional one-time funding. The result is that the University can meet its obligations until March 2024, at which time it will be out of cash. Without Ministry advances the University can expect to be out of cash as early as June 2023.

Discussions with the Ministry regarding one-time funding will continue. If received this will improve the result of our cashflow projection.

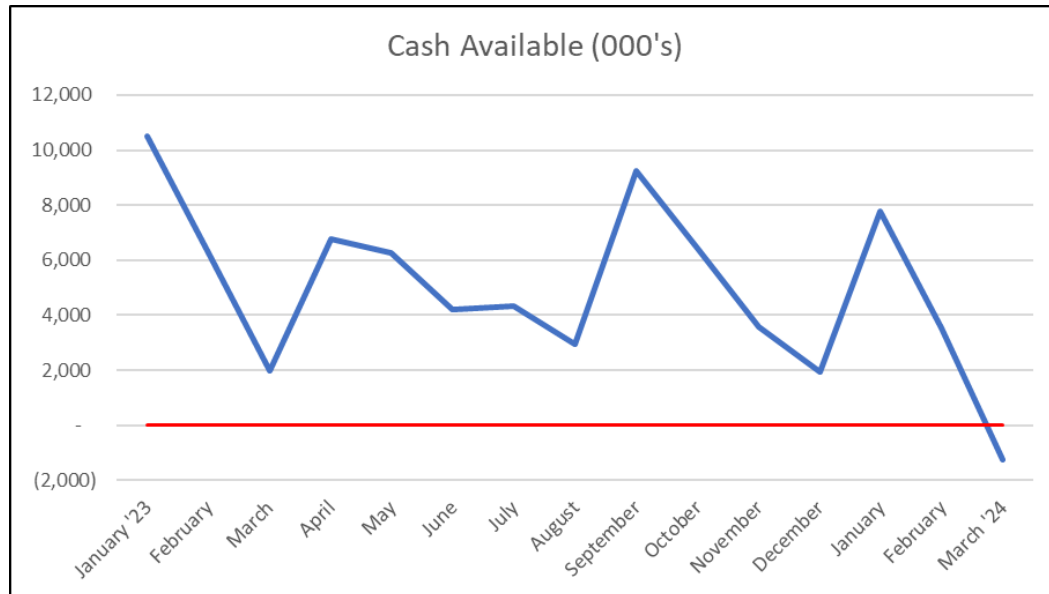


Figure 1: Cashflow projection to March 2024

Notes:

1. Cashflow is based on budget projections for 2023/24 with an assumption made for available accumulated surplus based on current year projections to March 31.
2. The University will confirm with AEST that advances to base grant and annual service payments will be available in 2023/24 to assist with cashflow challenges. Advances similar to 2022/23 are assumed and included in Figure 1.
3. Possible one-time funding has not been included in cashflow projections.
4. Under these assumptions, it is projected that the University will be out of cash by March 2024.

Approval Process:

Audit and Finance Committee on behalf of the Board

Who Will Speak to the Item:

Viktor Sokha

Vice-President, Finance and Administration

Mark Douglas

Executive Director, Financial Services



Memorandum

OFFICE OF THE VICE-PRESIDENT, FINANCE AND ADMINISTRATION

TO: Audit and Finance Committee

FROM: Viktor Sokha
Vice President, Finance and Administration

DATE: February 9, 2023

SUBJECT: 2023/24 Preliminary Budget Review

Introduction:

In December, the Board was presented a 2023/24 preliminary budget with a deficit of **\$2.75M** (see figure 1). This included a roll forward deficit of \$6.25M and aggressive mitigation strategies to reduce the deficit by \$3.5M. The mitigation strategies proposed in the preliminary budget included increases to registration targets for both credit programs and Continuing Studies, increases to tuition fees, and a roll forward budget for all non-contractual, non-salary costs. These strategies remain in place and targets appear achievable.

Statement of Changes to Budget

Deficit 2022/23 (Budget)	\$(2,125,062)
Remove:	
One-time funding	(3,000,000)
Add:	
Program Growth:	
Credit Programming	1,525,615
Continuing Studies Programming	164,034
Other Revenue	47,718
Tuition Increase	1,798,356
Less:	
Salaries	(997,457)
Non-discretionary Expenses	(178,073)
Deficit 2023/24 (Preliminary)	\$(2,764,869)

Figure 1: Statement of Changes to Budget as presented December 1, 2022



Update for February 9, 2023

Since the preliminary budget was presented on December 1, the University has continued to update the budget to reflect new information. We focused on meeting our registration targets and identifying cost savings or, in some cases, additional costs deemed to be unavoidable. New information is still changing budget projections. As of February 1, we are still revising credit projections for next year. Adjustments will continue until the final budget is presented to the Board in March 2023.

Increases to Registration Targets

Beginning in 2023/24 the University will move to a direct entry admissions model. Direct entry will benefit students as they are guaranteed a space in their program of choice from the outset. It will also enable the university to grow popular programs through targeted enrolment. ECU is targeting growth in two key areas: animation and illustration or visual arts, and is planning to introduce an intensive summer intake for first year students in specific programs as early as summer 2023.

The application deadline for 2023/24 has passed and completed applications for Fall 2023 direct entry are at a level that will enable the University to meet most program registration targets included in the preliminary budget. Credit projections based on the number of completed applications and available seats will be finalized in early February, at which time tuition revenue projections will be confirmed.

Growth in Continuing Studies is expected to add \$164,000 net revenue compared to 2022/23.

Increases to Tuition Fees

The proposed tuition fee increases that were incorporated in the 2023/24 preliminary budget were approved by the Board of Governors on December 1, 2022.

Roll Forward Expenses:

For 2023/24, despite ECU's roll forward budget, we see an increase of \$426,000 for non-salary costs compared to 2022/23. This includes increases to utilities, contracted parking fees, annual service payments and other non-discretionary amounts, but also reflects additional budget for costs necessary to support targeted increases to registration and improve the University's cybersecurity posture.

While the measures above have a positive impact on deficit mitigation, the University continues to face deficiencies in staffing levels and faculty teaching load, and has been unable to improve service levels in critical areas. Over \$3M in additional budget requests will go unfilled, including

in the following areas: Equity, Diversity and Inclusion, Risk Management, Operational Health + Safety, Sustainability and Student Wellness. For budgetary reasons, ECU is unable to financially support these additions.

A roll forward budget also leaves departments very lean in available budget, especially in times of high inflation.

Conclusion

The adjustments to the 2023/24 preliminary budget presented in December has increased the deficit to **\$3M** (see figure 2). The main reason for the increase is the addition of costs associated with improving the University's cybersecurity posture.

	2023/24 Projection	2022/23 Budget	Difference
REVENUE			
Grants:			
Provincial annual block funding	\$ 18,454,372	\$ 18,499,736	\$ (45,364)
Provincial one-time funding	-	2,970,000	(2,970,000)
Tuition Fees	24,444,960	20,069,490	4,375,470
Deferred Contributions	-	30,000	(30,000)
Other	1,010,681	868,706	141,975
Total Revenue	\$ 43,910,013	\$ 42,437,932	\$ 1,472,081
EXPENDITURES			
Salaries	36,570,409	34,627,831	\$ 1,942,578
Other Expenditures	10,361,722	9,935,164	426,558
Total Expenditures	\$ 46,932,131	\$ 44,562,995	\$ 2,369,137
Surplus (Deficit)	\$ (3,022,118)	\$ (2,125,062)	\$ (897,056)

Over the next month the University will finalize credit projections and calculate related tuition revenue and instruction costs. This could have a material impact on our projections.

Discussions with the Ministry will continue, with a goal to securing one-time funding as we transition to a more sustainable financial model through the implementation of our Deficit Mitigation Plan.

Financial results in 2022/23 will impact the level of accumulated surplus available for 2023/24. As indicated in the *Memorandum: Q3 Forecast and Projections to March 31, 2023* improvements to registration and investment interest revenue will have a positive impact on the 2022/23 deficit and the University's accumulated surplus available for next year. Final results will not be known



until April; however, estimates will be used when preparing the budget. In lieu of one-time funding, should the deficit be greater than the accumulated surplus available, further reductions to the expense budget will be required.

Management will finalize the 2023/24 budget and prepare for Board review in March 2023.

Approval Process:

Audit and Finance Committee
ECU Board of Governors

Who Will Speak to the Item:

Viktor Sokha
Vice-President, Finance and Administration

Mark Douglas
Executive Director, Financial Services

Report to Board of Governors – VP Academic + Provost February 2023

Faculty Hiring – Spring 2023

The current round of hiring for regular faculty positions commenced in January 2023, with faculty lines available in 2D + Experimental Animation, 3D Computer Animation, Foundation, Critical + Cultural Studies, Photography, Illustration, and Drawing. The full postings can be found [here](#). Search committees are being formed in each Faculty and program area, as outlined in the Faculty Association Collective Agreement, and we are hoping to bring in 9 additional Assistant and Associate Professors in these areas, with 5 starting in Fall 2023, and the rest in Spring 2024. This hiring push will backfill recent retirements and attrition experienced over the past few years. Additionally, it will help to stabilize some of the curricular areas earmarked for growth under the Deficit Mitigation Plan, and through Strategic Enrolment Management.

We will also be posting for an Educational Developer, a non-teaching faculty member in the Teaching + Learning Centre to support instructors in their pedagogical development through varied programming such as: professional development workshops, individual and group consultations, reading groups, and/or other events and programs. This position will provide expertise on all course delivery modes, including in-person, blended and online, assist faculty in course and program design (again from a pedagogical, not content-related, perspective), and support program and curriculum review through curriculum mapping, development of learning outcomes and assessment plans. This is an exciting opportunity for the university and will extend the university's pedagogical commitments to inclusive and accessible practice-based learning.

QAPA – Quality Assurance Process Audit – External Visit

Continuing our Quality Assurance Process Audit with the Ministry, three external reviewers were on-site at ECU on January 18 and 19, to discuss our academic program review processes, and to question past project review teams. Recent program reviews processes chosen for review included Film and Screen Arts, the Master of Design program, and Visual Arts. Faculty and staff were exceedingly generous in their time meeting with QAPA External Review Committee members, and the other members of our internal QAPA steering committee (Celeste Martin, Dean of DDM; Chelsea Hug, Manager of Operations and Analysis, Academic Affairs; and Heather Fitzgerald, Senior Advisor, Teaching + Learning) held the process together, ensuring our community was prepared for the visit. The QAPA External Review Committee was comprised of:

- Stephen Grundy (Vice-President Academic + Provost, Royal Roads University);
- Ann-Barbara Graff (Vice-President Academic + Research, and Provost, Nova Scotia College of Art and Design University);
- Laureen Styles (Vice-President Academic + Provost, Capilano University).

The feedback from the visit is exceedingly useful, clarifying the importance of fulsome policies and procedures for program review, and emphasizing the role of Senate in governing quality assurance processes. There was a lot of emphasis on accountability, questioning how the university ensures the feedback from program reviews are differentiated into categories: actions that faculty can undertake, actions that need to go to the VP Academic + Provost, Senate, and potentially (depending on the issue) the Board. The university must respond to the external report by May 12.

Additional Updates:

- Continuing Studies – After two successful applications to the Micro-credential grant program from the Ministry of Post-Secondary Education and Future Skills, Continuing Studies has put in an additional grant for “Creative Technology Micro-Certificates,” pathways for students to explore and prepare for careers in Animation and Game Development. This initiative builds off existing Creative Technology curriculum and broadens access and opportunity for students interested in learning new skills or rethink professional opportunities.
- Staffing Changes / Academic Affairs –With the departure of Suzanne Rackover (who left to take up a similar role at Langara), Vanessa Kwan has been named Interim University Librarian. This is anticipated to be a 6-month appointment as we begin a search for a permanent replacement. Additionally, the two-year appointment of Diyan Achjadi as Interim Dean, Faculty of Culture + Community is ending in August. A search for the permanent replacement is just beginning with an aim to have someone in place for the Fall 2023 term.
- Counselling, Wellness + Accessibility Services (CWAS) – The mental health of the student body is at an all-time low, with higher incidents of suicide ideation, anxiety, depression, loneliness, despair, and food scarcity. There is an intense increase in demand for all aspects of our counselling and wellness services. Since the start of the fall semester, the breakfast program in the Wellness Kitchen sees on average 300 students per day, and the cooking and baking program has over 60 students participating each day (limited only by the size of the space). Similarly, the other wellness programs of dog therapy, mindfulness meditation, nap room, plant therapy and events to amplify social justice issues all have a regular contingent of students who partake in these weekly offerings.

Vice President Finance & Administration Report to Board of Governors Meeting – Feb 23, 2023

1. Q3 Forecast and Projections to March 31, 2023

With the approval of the Audit and Finance Committee Chair, ECU's Q3 forecast was submitted to the Ministry on December 9.

The Q3 forecast is based on the 2022/23 approved budget with changes made to reflect improved tuition revenue from Summer and Fall terms, increases to investment interest revenue and updates to the GNWCT Q3 projections. Due to the timing of the submission, the forecast does not include changes related to tuition revenue for the Spring term.

The Q3 forecast updates the University's projections for 2023/24 and onward based on the latest version of our Deficit Mitigation Plan, including the tuition increases approved by the Board on December 1.

As illustrated in Figure 1, on a consolidated all funds basis, for the 2022/23 fiscal year ECU reported a deficit of \$(1,752,941) for Q3, an improvement to the reported deficit of \$(2,807,230) in Q2. Over the next three years, the University's Deficit Mitigation Plan is expected to improve our annual deficits, with projections for 2025/26 showing close to a balanced budget.

Q3 Forecast, submitted December 9, 2022

	Forecast	Forecast	Forecast	Forecast
	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>	<u>2025/26</u>
	----- \$thousands -----			
Statement of Operations				
Total revenue	(53,632)	(52,891)	(56,967)	(58,593)
Total expenditure	55,426	55,172	58,473	58,813
Net (Revenues)/Expenses **	1,794	2,281	1,506	220
(Gain) loss on sale of capital assets	-	-	-	-
Unallocated Pressures (use in Q1 only)	-	-	-	-
Operating Net (Income) Loss (for Ministry)	1,794	2,281	1,506	220
Endowment (restricted asset) contributions	(41)	(60)	(60)	(60)
Net (Income) Loss	1,753	2,221	1,446	160

Figure 1: ECU Q3 Forecast, submitted to Ministry

Update to January 31, 2023

Subsequent to the Q3 submission to the Ministry, undergraduate registration for domestic and international students has remained strong and shows an improvement of over \$500K compared to the approved Spring budget. In total, tuition revenue for 2022/23 will result in approximately \$800K more than budgeted.

Along with continued strong returns on funds invested in the Central Deposit Program and improvements to other miscellaneous revenue due to increased campus activity, the solid registration numbers will have a positive impact on the 2022/23 deficit and the University's accumulated surplus available for next year. These improvements will be built into the 2023/24 budget and used to offset the projected deficit next year.

2. 2023/24 Preliminary Budget Update

Introduction:

In December, the Board was presented a 2023/24 preliminary budget with a deficit of **\$2.75M** (see figure 2). This included a roll forward deficit of \$6.25M and aggressive mitigation strategies to reduce the deficit by \$3.5M. The mitigation strategies proposed in the preliminary budget included increases to registration targets for both credit programs and Continuing Studies, increases to tuition fees, and a roll forward budget for all non-contractual, non-salary costs. These strategies remain in place and targets appear achievable.

Statement of Changes to Budget

Deficit 2022/23 (Budget)	\$(2,125,062)
Remove:	
One-time funding	(3,000,000)
Add:	
Program Growth:	
Credit Programming	1,525,615
Continuing Studies Programming	164,034
Other Revenue	47,718
Tuition Increase	1,798,356
Less:	
Salaries	(997,457)
Non-discretionary Expenses	(178,073)
Deficit 2023/24 (Preliminary)	\$(2,764,869)

Figure 2: Statement of Changes to Budget as presented December 1, 2022

Update for February 9, 2023

Since the preliminary budget was presented on December 1, the University has continued to update the budget to reflect new information. We focused on meeting our registration targets and identifying cost savings or, in some cases, additional costs deemed to be unavoidable. New information is still changing budget projections. As of February 8, we are still revising credit projections for next year. Adjustments will continue until the final budget is presented to the Board in March 2023.

Increases to Registration Targets

Beginning in 2023/24 the University will move to a direct entry admissions model. Direct entry will benefit students as they are guaranteed a space in their program of choice from the outset. It will also enable the university to grow popular programs through targeted enrolment. ECU is targeting growth in two key areas: animation and illustration or visual arts, and is planning to introduce an intensive summer intake for first year students in specific programs as early as summer 2023.

The application deadline for 2023/24 has passed and completed applications for Fall 2023 direct entry are at a level that will enable the University to meet most program registration targets included in the preliminary budget. Credit projections based on the number of completed applications and available seats will be finalized by mid-February, at which time tuition revenue projections will be confirmed.

Growth in Continuing Studies is expected to add \$164,000 net revenue compared to 2022/23.

Increases to Tuition Fees

The proposed tuition fee increases that were incorporated in the 2023/24 preliminary budget were approved by the Board of Governors on December 1, 2022.

Roll Forward Expenses:

For 2023/24, despite ECU's roll forward budget, we see an increase of \$426,000 for non-salary costs compared to 2022/23. This includes increases to utilities, contracted parking fees, annual service payments and other non-discretionary amounts, but also reflects additional budget for costs necessary to support targeted increases to registration and improve the University's cybersecurity posture.

While the measures above have a positive impact on deficit mitigation, the University continues to face deficiencies in staffing levels and faculty teaching load, and has been unable to improve service levels in critical areas. Over \$3M in additional budget requests will go unfilled, including in the following areas: Equity, Diversity and Inclusion, Risk Management, Operational Health + Safety, Sustainability and Student Wellness. For budgetary reasons, ECU is unable to financially support these additions.

A roll forward budget also leaves departments very lean in available budget, especially in times of high inflation.

Conclusion

The adjustments to the 2023/24 preliminary budget presented in December has increased the deficit to **\$3M** (see figure 3). The main reason for the increase is the addition of costs associated with improving the University's cybersecurity posture.

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Total Expenditures	\$ 46,932,131	\$ 44,562,995	\$ 2,369,137
Surplus (Deficit)	\$ (3,022,118)	\$ (2,125,062)	\$ (897,056)

Figure 3: 2023/24 Preliminary Budget Projections, February 8, 2023

Over the next month the University will finalize credit projections and calculate related tuition revenue and instruction costs. This could have a material impact on our projections. Discussions with the Ministry will continue, with a goal to securing one-time funding as we transition to a more sustainable financial model through the implementation of our Deficit Mitigation Plan.

Financial results in 2022/23 will impact the level of accumulated surplus available for 2023/24. As indicated above (*Q3 Forecast and Projections to March 31, 2023*) improvements to registration and investment interest revenue will have a positive impact on the 2022/23 deficit and the University's

accumulated surplus available for next year. Final results will not be known until April; however, estimates will be used when preparing the budget. In lieu of one-time funding, should the deficit be greater than the accumulated surplus available, further reductions to the expense budget will be required.

Management will finalize the 2023/24 budget and prepare for Board review in March 2023.

3. Cashflow Projection

Improvements to our 2022/23 deficit projections have improved our ability to meet our obligations into next fiscal year (see above: *Q3 Forecast and Projections to March 31, 2023*). In addition, the Ministry has confirmed the University's request to receive advances to base grant and annual service payments similar to the previous two years. These advances will enable the University to address cashflow challenges through the summer months.

Figure 4 shows cashflow projections reflecting advances to Ministry funding, but no additional one-time funding. The result is that the University can meet its obligations until March 2024, at which time it will be out of cash.

Discussions with the Ministry regarding one-time funding will continue. If received this will improve the result of our cashflow projection.

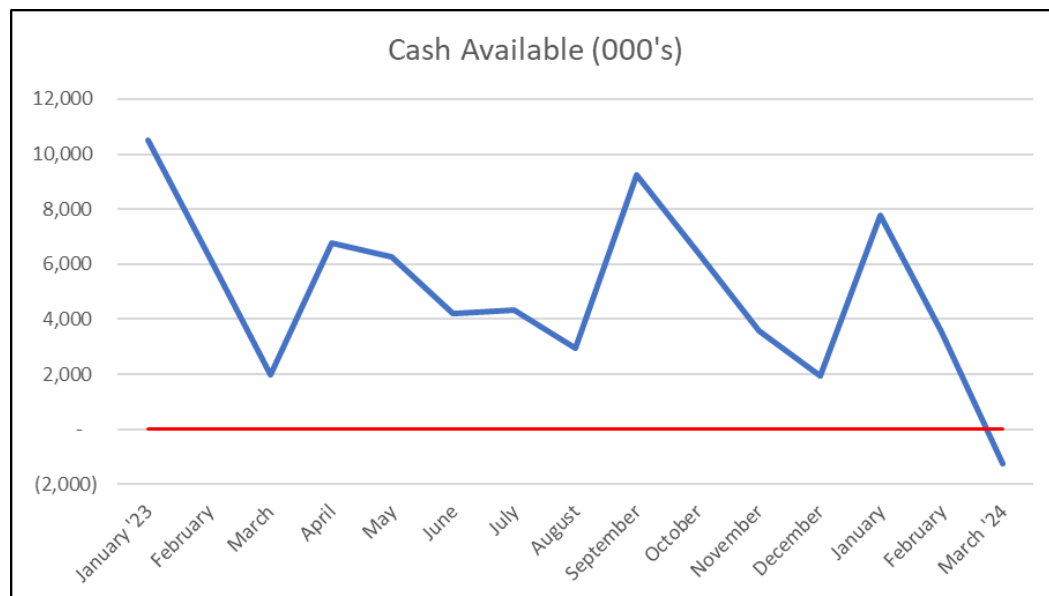


Figure 4: Cashflow projection to March 2024

Notes:

- Cashflow is based on budget projections for 2023/24 with an assumption made for available accumulated surplus based on current year projections to March 31.
- The University has confirmed with the Ministry that advances to base grant and annual service payments will be available in 2023/24 to assist with cashflow challenges. Advances are included in Figure 4.
- Possible one-time funding has not been included in cashflow projections.
- Under these assumptions, it is projected that the University will be out of cash by March 2024.

4. Broadway Subway Project (BSP)

High level activity schedule provided by BSP as follows:

January 2023

- The first of the two Tunnel Boring machines has reached the Mt Pleasant Station site. The second is currently boring its way to the Mt Pleasant Station site.

2022-2025

- TBM boring to Arbutus
- Construction of elevated guideway from VCC to GNW

5. Facility Operations

Maintenance Activity

- 92 scheduled preventive maintenance activities were completed this period. Highlights of this work consist of monthly service to HVAC equipment, Fire and Life Safety equipment, Fire stopping inspections, UPS system, lighting, appliances, and access control systems and elevators.
- 75 service requests were responded to and addressed in this period. Highlights of this work consist of requests for service related to lighting changes, housekeeping, access control, electrical, waste management and recycling.

Waste Diversion

- The average waste diversion rate for the rolling 12-month period is 54%. Meaning that of all materials removed from campus, 54% of the volume is diverted from the landfill.

Energy

- Campus energy use is tracking at 109% of energy performance target for the rolling 12-month period. This is due to the combination of the extended period of higher than normal temperature over the past summer coupled with the colder than normal temperature experienced so far this winter. ECU experienced similar consequences of climate change last year this was taken into account with our utility budgeting. We remain on track from a cost standpoint.

Student Services Board of Governors Report - February 2023

Admissions Recruitment

Our new first year direct entry application process for Fall 2023, has been implemented and it has been well received by prospective students, our overall application numbers have increased by 16% compared to last year.

Recruiters have embarked on several recruitment activities this past Fall, including outreach to various First Nations communities in BC and Alberta, Provincial Secondary Schools and National Portfolio Day events in Canada and the USA.

We have participated in the Canadian University Events circuit and numerous PSIBC events across the lower mainland, Vancouver Island and the Kootenays. Post COVID we have also started to visit our transfer feeder colleges to begin discussions about renewing our articulation agreements.

- Accumulated student attendance at these events has been upwards of 14,500
- ECU met with 730 individual prospective students
- ECU met with 220 career counselors
- Presented to over 50 senior high school art teachers and their students.
- We have advised approximately 136 students about transfer into 2nd and 3rd year for Fall 2023.
- Visited faculty and councilors at Selkirk College, KSA, College of the Rockies, Camosun College, and North Island College.
- Attended BCCIE conference update on Chinese Education Consul's perspectives on education opportunities between China and BC
- Attended 9 undergraduate National Portfolio Day events and reviewed 331 prospective student portfolios.

Indigenous Recruitment Coordinator Overview

The recruitment coordinator for Indigenous and Underrepresented students is responsible for recruitment throughout varying areas, including Urban Indigenous Populations, First Nations recognized in Treaties, and On and Off-Reserve communities. One of the main goals of this position will be to develop recruitment initiatives that will attract and support students from Indigenous, Black, and People of Colour, Youth in Care as well as other underrepresented groups. This role in itself is unique since it is new at Emily Carr, now there can be a core focus on recruitment

strategies that support, uplift, and provide resources to underrepresented communities who are considering post-secondary education in the areas of Art and Design.

While still continuing to focus on the main goals of:

- 1. Establishing Community Connections**
- 2. Presence**
- 3. And Retention**

For the upcoming New Year so far within Indigenous recruitment, there has been a focus on presence. For the next few months ECU will be in attendance for the Gathering of Voices youth conference, Hobiye Nisga'a New Year event, and Vancouver Aboriginal Friendship Centre Career and Educational Fair.

As of right now we are in regular attendance with Family Night Pow Wow Night and will be attending upcoming Pow Wow Nights in Abbotsford. We are currently booking tours for Indigenous communities and their students to come and have on-campus tours.

We are hopeful that in May we will be able to host the first annual Indigenous Portfolio Day working with the community on campus. More information to come while dates and specifics are solidified.

In recruitment, we have been working on updating our materials for the upcoming season and this will be an ongoing project throughout the spring.

The Indigenous Recruitment Coordinator was able to work at the Aboriginal Gathering Place and coordinate a luncheon with Artist in Residence Coordinator Caroline Phelps from Skwachays Hotel & Gallery. Skwachays has an artist in Residency program with subsidized rent. We were able to get students connected if they were interested in applying.

To finish up the 2022 recruitment year, there were 203 mailouts organized for all Indigenous Communities in BC. These have gone out and included Indigenous Admissions Guide, Posters, and Postcards.

Registrarial Information

Attended the CBIE 2022 conference – Finding Balance, which was an opportunity to meet with the International Education community to discuss building a new model of engagement with our international students.

Attended the British Columbia Provincial Nominee Program (BC PNP): Overview and Discussion with BC Heads of International.

We currently have 378 students on track to graduate in May 2023.

Bachelor of Design 126

Bachelor of Fine Arts 136

Bachelor of Media Arts 86

Master of Design 17

Master of Fine Art 13

Total 378

The current breakdown of students registered for the Spring 2023 semester follows:

	Undergraduates						Graduate Students			All Stds
Date	Dependent	Domestic	Employee	Exchange	International	UG Total	Domestic	International	GS Total	Grand Total
Monday, January 23, 2023	3	1315	1	14	620	1953	49	43	92	2045

The Academic Review was conducted after the Fall semester grading at resulted in the following:

22 Fall Semester Academic Review

Students placed on academic probation - 54

Students continuing on academic probation - 36

Students required to withdraw from ECU - 4

Financial Aid + Awards

The Financial Aid + Awards office continues to work with the Ministry of Advanced Education and StudentAidBC on the implementation of their SIMS project which is an intent to modernize the student loan application process. The implementation of the project has now been pushed to November 2023 which in essence will create two different systems for us to navigate in the 2023/2024 academic year.

Following is a breakdown of our office interactions in January:

Email	Booked Appts	Drop Ins	Enrolment Confirmations
273	21	15	324

Career Development + Work Integrated Learning

Program Manager Violence Reduction & Incident Response

The majority of time spent in December 2022 and January 2023 has been focused on active investigations of complaints and reports to Threat Assessment Team (TAT) as outlined in the data chart below. While response to safety concerns needs to be a priority, time has been allotted for continued work on revision and creation of policy. TAT has received approval to create a policy that addresses use of weapons on campus and has drafted:

- 6.12 Weapons Policy DRAFT which addresses the use of weapons (firearms in particular) as props or as part of art display. The object of this policy is to define the roles and responsibilities regarding the possession and use of weapons (including replicas) at ECU and to support academic and artistic freedom while prioritizing public safety. TAT will work with the University Secretary to start a process for community consultation within the next few months.

TAT has also received approval to review and update the following policy:

- Dealing With Threatening Behaviour Policy 6.10. Research and early drafting of changes has begun and TAT anticipates working with the University Secretary to start community consultation later in 2023.

Policy	May-August 2022	September-November 2022	December-January 2023	Active Cases	Total Cases
Policy 6.10	3	6	9	10	18
Policy 4.6	3		1	1	4
Policy 4.7			2	2	2
Duty of Care Wellbeing check	1	4	1		6
Professional Consult or Informal Support	4	2	5	1	11

2022/2023 Year to Date Total	11	12	18	14	41
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Policy 4.7 Complaints include:

- Student concerns about Universities Duty to Accommodate (disability focus)
- Student concerns about Duty to Accommodate Religious Needs - request for access to multi-faith prayer and contemplation space as a right to Religious expression.

Sexual and Gender Based Violence & Misconduct Policy 3.6 Update

December 13th 2022 meeting with the University Secretary to review updates to student procedures for Policy 3.6

January 10th 2023 Meeting with University of Victoria researcher - regarding University reporting practices under Sexual Violence and Misconduct Policy Act

January 16th 2023 meeting with University Secretary, Associate VP of HR to discuss next steps for adopting recommended procedural changes for Policy 3.6. Provided information on Provincial Ministry review of the Sexual Violence and Misconduct Policy Act that may initiate further review of ECU Policy. Requirement for Third Party Anonymous reporting may also impact ECU Policy - advising that we receive updates from the province prior to initiating policy changes at this time.

February 1st 2023 meeting with BC Campus to participate in an environmental scan of existing sexual violence education materials.

February 7th 2023 Sexual and Gender Based Violence Advisory meeting scheduled to review and provide information updates on procedure changes, educational opportunities, and new webpage to support ECU community in addressing concerns around Sexual and Gender based violence.

Chosen Name System Review Update

The Chosen Name Steering committee met on January 19th 2023 to review a draft survey, to get input and information from all departments involved and discuss consultation plans for Chosen Name implementation. The committee is taking steps to ensure that we have addressed all of the existing concerns and have properly assessed the ongoing issues. The committee also discussed the use of proper language, to ensure that processes are in place to support groups impacted by the change of name procedures. As part of this discussion the committee was advised that the term Chosen name is the preferred option for some impacted groups, the committee is asked to consider other groups in this process, for example the use of Traditional and Cultural names for Indigenous people and the practice of choosing a name that is used by many

international students. A smaller working group will create a communication plan so that MyEC system users can ensure their chosen names are their primary identifier and provide clear information on where the university is required to use legal names. MyEC technology issues have been identified and addressed so that MyEC users will have their chosen name be their primary identifier, including on One-cards. Plans remain in place to ensure that Convocation ceremonies have checks and balances to address name announcements, as was successfully demonstrated in the May 2022 convocation, which did not have any reported concerns. Since May 2021 convocation, we have improved our process to verify correct name use.

In February 2023 a survey will be sent to all Administrators with a request to discuss the chosen name practices with those on the front line who are the point of contact for impacted students. Following the committee review of survey data the committee will roll out information sessions and consultation sessions prior to launching the changes by Fall 2023 semester.

NSERC-EDI Grant - Anti-Racism Strategy

Due to pressing TAT investigations and lack of availability this group was unable to meet, and hope to revisit the project in the coming weeks.

Records + Registration, and Advising

Following is a breakdown of our office interactions in the November, December, and January quarter:

Academic Advising:

- Responded to 3216 student inquiries (by email)
- Met with 99 students via drop-in academic advising sessions
- Provided 178 students academic advising sessions by appointments

Records issued:

- 218 paper transcripts
- 62 digital transcripts
- issued 120 replacement ID cards.

Spring registration was a successful registration and saw minimal technological issues. We anticipate charging for transcripts and replacement ID cards as early as April.