

AGENDA

BOARD OF GOVERNORS — REGULAR SESSION

Thursday, April 28, 2021 — 3:45-5:00 p.m.

Online via Zoom Webinar:

<https://emilycarru.zoom.us/j/69752766045?pwd=SzQ3cHVOM28rcDFXUDQxczdVUXI4QT09>

Webinar ID: 697 5276 6045

Passcode: 647358

Dial by phone: +1 778 907 2071

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 |
| 3. APPROVAL: Previous Meeting Minutes | Chair |

II. BUSINESS

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| 1. INFORMATION / APPROVAL: 2022/2023 Mandate Letter - Ministry of Advanced Education and Skills Training | Chair |
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MOTION: That the Board authorizes the Chair, on behalf of the Board, to execute the *Letter of Direction* from Minister of Advanced Education and Skills Training, Anne Kang, dated April 19, 2022.

- **Attachment:** *Letter of Direction, April 19, 2022 (pp. 3-5)*
- **Attachment:** *2021/22 Mandate Letter, June 01, 2021 (pp. 6-11)*

III. REPORTS

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|--|-------------|
| 1. Chair's Report (verbal) | K. Kerrigan |
| 2. President + Vice-Chancellor's Report (pp. 12-13) | G. Siddall |
| 3. Vice President, Academic + Provost's Report (pp. 14-15) | T. Kelly |
| 4. Vice Provost Students Report (pp. 16-18) | M. Guno |
| 5. Executive Director, Financial Services Report (pp. 19-20) | M. Douglas |
| 6. General Manager, P3, Facilities Report (p. 21) | A. O'Neill |

IV. NEXT MEETING: June 2, 2022

V. ADJOURNMENT



April 19, 2022
Our Ref. 124921

Keith Kerrigan, Board Chair
Emily Carr University of Art and Design
520 East 1st Avenue
Vancouver BC V5T 0H2

Email Address: haida.artist@gmail.com

Dear Keith Kerrigan:

I would like to extend my thanks to you and your board members for the dedication, expertise and skills with which you serve the people of British Columbia.

As the Minister responsible for the Ministry of Advanced Education and Skills Training, I'm providing this letter of direction which builds upon Executive Council's expectations, outlined in the [2021/22 Mandate Letter](#) sent June 1, 2021. I expect that these two letters provide public post-secondary institutions with specific direction on the priorities and expectations for the coming fiscal year and will be incorporated into goals, objectives and performance measures in your upcoming Institutional Accountability Plan and Report for the 2021/22 reporting cycle, and until the end of the Government's current term.

I expect the five foundational principles included in your 2021/22 Mandate Letter (putting people first, lasting and meaningful reconciliation, equity and anti-racism, a better future through fighting climate change and a strong sustainable economy that works for everyone) will continue to inform your institution's policies and programs. I also expect your institution will continue to make substantive progress on the following priorities:

- Continue to work with the Ministry to resume full on-campus learning and services for students, faculty and staff, following the direction and guidance of the Provincial Health Officer and the COVID-19 Go-Forward Guidelines for B.C.'s Post-Secondary Sector, and support your academic communities as you respond to COVID-19 impacts and recovery.
- Work with the Ministry and your communities, employers and industry to implement post-secondary education and skills training for British Columbians, particularly those impacted by COVID-19 and vulnerable and underrepresented groups, to participate fully in economic recovery and growing career opportunities.

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**Ministry of
Advanced Education
and Skills Training**

Office of the
Minister

Mailing Address:
PO Box 9080 Stn Prov Govt
Victoria BC V8W 9E2

Location:
Parliament Buildings
Victoria

- Fully engage with government in implementing mandate commitments to support a future-ready workforce and post-secondary system, increasing access to post-secondary education and skills training and high opportunity jobs for British Columbians. This includes cross-government, community, sector and stakeholder collaboration to support mandate commitments where education, innovation and equity play a role, and that builds upon government's CleanBC strategy and supports a clean economic future.

Government's recently released [Labour Market Outlook](#) highlights that B.C. will need to fill over 1 million job openings over the next ten years, almost 80 percent of which will require some form of post-secondary credential. Additionally, [Stronger B.C.](#), Government's new Economic Plan, identifies that the skills of our people will be the key driver of our economy, for which our post-secondary system is critical for supporting British Columbians and the overall economic vitality of our province.

As a result, I am providing further detail on the areas where we will be seeking your engagement and prioritization in your planning over the coming year. Please reflect the following additional actions in your upcoming Institutional Accountability Plan and Report:

- Demonstrate your commitment to collaborating within your sector on new and priority initiatives, including:
 - Working to align education and skills training to goals of the B.C. Economic Plan; and
 - Supporting the implementation of Skilled Trades Certification
- Contribute to Ministry engagement on upcoming initiatives, including:
 - The *Future Ready: Skills for the Jobs of Tomorrow* plan;
 - The Ministry's sexualized violence policy review;
 - Further tech-relevant seat expansions; and
 - The funding formula review of provincial operating grants

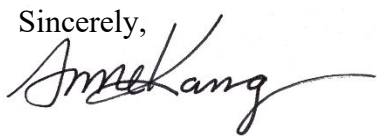
I look forward to holding regular meetings between our executive teams to discuss your institution's progress in implementing the direction and priorities set out in your Mandate Letter. These meetings will be an opportunity to clarify Government expectations and enhance engagement as we collaborate to achieve priority initiatives.

Continuing our best practice to publicly post Crown Agency mandate letters and letters of direction, you are asked to sign this letter upon approval of your board, to acknowledge Government's direction to your institution. The signed letter is to be posted publicly on your institution website.

On behalf of the Province, I would like to recognize the significant efforts post-secondary institutions have made to sustain in-person learning and services, while keeping students, faculty, staff and the broader community safe. I also want to thank you, your board, senior administration, faculty and staff for your continued leadership as we navigate through this challenging time. I look forward to continuing to work with you and your board colleagues as we continue to serve the people of British Columbia.

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Sincerely,



Honourable Anne Kang
Minister

For Board Chair signature:

X_____

Keith Kerrigan
Board Chair

Date Signed: _____

pc: Shannon Baskerville, Deputy Minister
Ministry of Advanced Education and Skills Training

Shannon.Baskerville@gov.bc.ca

Dr. Gillian Siddal, President and Vice-Chancellor
Emily Carr University of Art and Design

gsiddall@ecuad.ca

Heather Sanford, Interim University Secretary
Emily Carr University of Art and Design

hsanford@ecuad.ca



Our Ref. 121833

June 1, 2021

Ms. Kimberley Peacock, Board Chair
Emily Carr University of Art and Design
520 East 1st Avenue
Vancouver, B.C. V5T 0H2

Dear Ms. Peacock:

On behalf of Premier Horgan and the Executive Council, I would like to extend my thanks to you and your board members for the dedication, expertise and skills with which you serve the people of British Columbia.

Every public sector organization is accountable to the citizens of British Columbia. The expectations of British Columbians are identified through their elected representatives, the members of the Legislative Assembly. Your contributions advance and protect the public interest of all British Columbians and through your work, you are supporting a society in which the people of this province can exercise their democratic rights, trust and feel protected by their public institutions.

You are serving British Columbians at a time when people in our province face significant challenges as a result of the global COVID-19 pandemic. Recovering from the pandemic will require focused direction, strong alignment and ongoing engagement between public sector organizations and government. It will require all public post-secondary institutions to adapt to changing circumstances and follow Public Health orders and guidelines as you find ways to deliver your services to citizens.

This mandate letter, which I am sending in my capacity as Minister responsible for Advanced Education and Skills Training, on behalf of the Executive Council, communicates expectations for your institution. It sets out overarching principles relevant to the entire public sector and provides specific direction to institutions about priorities and expectations for the coming fiscal year.

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I expect that the following five foundational principles will inform your institution's policies and programs:

- **Putting people first:** We are committed to working with you to put people first. You and your board are uniquely positioned to advance and protect the public interest and I expect that you will consider how your board's decisions maintain, protect and enhance the public services people rely on and make life more affordable for everyone.
- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. Government's unanimous passage of the *Declaration on the Rights of Indigenous Peoples Act* was a significant step forward in this journey – one that all public post-secondary institutions are expected to support as we work in cooperation with Indigenous peoples to establish a clear and sustainable path to lasting reconciliation. True reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move towards self-determination. Guiding these efforts, public post-secondary institutions must also remain focused on creating opportunities that implement the Truth and Reconciliation Commission through your mandate.
- **Equity and anti-racism:** Our province's history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms – and every public sector organization has a role in this work. All public post-secondary institutions are encouraged to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure equity is reflected in your operations and programs. Similarly, appointments resulting in strong public sector boards that reflect the diversity of British Columbia will help achieve effective and citizen-centred governance.
- **A better future through fighting climate change:** Announced in December 2018, the CleanBC climate action plan puts our province on the path to a cleaner, better future by building a low-carbon economy with new clean energy jobs and opportunities, protecting our clean air, land and water and supporting communities to prepare for carbon impacts. As part of the accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your institution aligns operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk, including the CleanBC target of a 50% reduction in public sector building emissions and a 40% reduction in public sector fleet emissions by 2030. I ask that your institution work with government to report out on these plans and activities as required by legislation.

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- **A strong, sustainable economy that works for everyone:** I expect that you will identify new and flexible ways to achieve your mandate and serve the citizens of British Columbia within the guidelines established by the Provincial Health Officer and considering best practices for conducting business during the pandemic. Collectively, our public sector will continue to support British Columbians through the pandemic and economic recovery by investing in health care, getting people back to work, helping businesses and communities, and building the clean, innovative economy of the future. As a public sector organization, I expect that you will consider how your decisions and operations reflect environmental, social and governance factors and contribute to this future.

The Crown Agencies and Board Resourcing Office (CABRO), with the Ministry of Finance, will continue to support you and your board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2021/22. This will include online training and information about provincial government initiatives to foster engaged and informed boards.

This Mandate Letter confirms your institution's mandate under the *University Act*.

The role of higher education is more than a pathway to opportunity for some; it is a prerequisite for anyone who wishes to access and succeed in most career-building jobs in our province. Now, with the added pressures COVID-19 has created, some populations have been disproportionately impacted, and we must take care to build a just recovery and prosperous society that benefits everyone.

Post-secondary education and training must be available to all who want and need it. It allows British Columbians to upgrade their skills, acquire new ones, and access new employment opportunities. B.C.'s economic recovery depends on an accessible and future-ready post-secondary system where all British Columbians gain the knowledge and skills to secure a good standard of living.

Government has identified its five foundational principles, listed above, and these are to be reflected in all aspects of your institution's operations (e.g. strategic plans, programming, services, and staffing practices). As the Minister Responsible for Advanced Education and Skills Training, I ask that you make substantive progress on the following priorities and incorporate them in the goals, objectives, and performance measures in your 2020/21 Institutional Accountability Plan and Report:

- Work with the Ministry to resume full on-campus learning and services for students, faculty and staff by fall 2021, following the direction and guidance of the Provincial Health Officer and the [COVID-19 Go-Forward Guidelines for B.C.'s Post-Secondary Sector](#), and support your academic communities throughout 2021/22 as you respond to COVID-19 impacts and recovery.

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- Work with the Ministry and your communities, employers and industry to implement post-secondary education and skills training for British Columbians, particularly those impacted by COVID-19 and vulnerable and underrepresented groups, to participate fully in economic recovery and growing career opportunities.
- Fully engage with government in implementing mandate commitments to support a future-ready workforce and post-secondary system, increasing access to post-secondary education and skills training and high opportunity jobs for British Columbians. This includes cross-government, community, sector and stakeholder collaboration to support mandate commitments where education, innovation and equity play a role, and that builds upon government's CleanBC strategy and supports a clean economic future.

Public post-secondary institutions are expected to meet or exceed the financial targets identified in the Ministry's Service Plan tabled under Budget 2021. In addition, institutions are expected to comply with the Tuition Limit Policy, which sets a two percent cap on tuition and mandatory fee increases for domestic students to ensure programs are affordable. I also encourage you to continue to work collaboratively across the system, to collectively focus on learner success and address common challenges that impact your sector, region, or access to education.

In addition, it is expected that your institution will continue to be diligent in ensuring familiarity with and adherence to statutory obligations and policies that have broad application across the B.C. public sector, including consistent and appropriate compensation decisions that demonstrate a cost-conscious culture, achieved through coordinated, well-informed and transparent decision making by employers that adheres to the requirements outlined in the *Public Sector Employers Act*.

British Columbia's public sector employers are expected to adhere to government's policies, guidelines, and direction regarding executive compensation, including the best practice of annual performance reviews for all senior executives. This approach ensures that compensation decisions are based primarily on employee performance and merit rather than an entitlement to a salary increase. The executive compensation guidelines are found in the [Guide to B.C. Public Sector Compensation and Expense Policies](#).

In August 2020, the Minister of Finance implemented a freeze on executive compensation increases for the 2020/21 performance year, requiring all institutions to submit their amended compensation plans to the Minister of Finance.

The Ministry posts the annual reporting requirements for public post-secondary institutions on its website at <https://www2.gov.bc.ca/gov/content/education-training/post-secondary-education/institution-resources-administration/mandate-letters>. This document outlines the statistical, financial and performance reports for the fiscal year. Your institution is expected to meet

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these requirements by providing the data and reports necessary for Government to carry out its responsibilities.

As Board Chair, you are required, upon resolution of your board, to sign the Mandate Letter to acknowledge government's direction to your institution. The signed Mandate Letter is to be posted publicly on your institution's website in spring 2021.

On behalf of the Province of British Columbia, I would like to acknowledge the extraordinary efforts the entire post-secondary system has made to minimize the spread of COVID-19 and keep students, faculty, staff and the broader community safe. I also want to thank you, your board, senior administration, faculty and staff for your leadership in ensuring learning continuity for your students as we have navigated through this unprecedented time. I look forward to continuing to work with you and your board colleagues to build a better B.C.

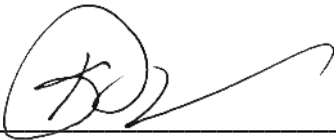
Sincerely,



Honourable Anne Kang
Minister

June 1, 2021

For Board Chair signature:

X 

Kimberley Peacock
Board Chair

Date Signed: July 29, 2021

pc: Honourable John Horgan
Premier

Lori Wanamaker
Deputy Minister to the Premier, Cabinet Secretary and Head of the BC Public Service

Heather Wood, Deputy Minister and Secretary to Treasury Board
Ministry of Finance

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Douglas S. Scott, Deputy Minister, Crown Agencies Secretariat
Ministry of Finance

Shannon Baskerville, Deputy Minister
Ministry of Advanced Education and Skills Training

Gillian Siddall, President and Vice-Chancellor
Emily Carr University of Art and Design



Dr. Gillian Siddall, President + Vice Chancellor
President's Report to the Board of Governors

April 28th, 2022

COVID-19 and the Spring Term

After delaying the start of term for two weeks in January, we resumed offering our curriculum with 70% offered as hybrid and 30% online. When the PHO removed the restriction for wearing masks indoors in public spaces effective March 11th we encouraged faculty, staff and students to continue to wear masks until the end of term, and to be considerate of others who may have different levels of comfort and risk. The PHO removed the requirement for vaccine passports on April 8th, and effective that date ECU also no longer requires proof of vaccination for public events held on campus.

VP Finance and Administration Recruitment

I am very pleased to confirm that Viktor Sokha will be joining the ECU community as VP Finance and Administration effective May 9th. Viktor's deep and diverse track record speaks to his ability to manage complex systems and organizations while realizing the goal of operational effectiveness and efficiency. Throughout six years at Langara College as their CFO and VP of Administration and Finance, he supported expansive capital projects and led the implementation of a new enterprise resource planning system.

Prior to Langara, Viktor spent seven years with the Manitoba Institute of Trades and Technology (MITT), where he served as their Associate VP Finance and Administration and Secretary/Treasurer to the Board. During his time there, he led significant capital and IT projects, supported the institute's growth as it transitioned from Winnipeg Technical College to MITT, and assisted in expanding its international department.

We are delighted to have Viktor join the ECU community.

Financial Review

The Ministry of Advanced Education, Training and Skills has provided us with one-time funding that will allow us to meet all salary and operational commitments in our budget this fiscal year. We continue to engage in conversation with the Deputy Minister and her team to identify a pathway forward to implement recommendations from the Lockie report.

Convocation and Chancellor Installation

The installation of our new Chancellor, Carleen Thomas, is scheduled to take place in the morning of May 11th followed by the convocation ceremony in the afternoon. We are very pleased to be holding these important ceremonies in person at the Chan Centre, and we encourage all board members to attend.

Strategic Planning

The advisory group has now been constituted and has participated in training sessions led by Vantage Point. Co-chairs Kyla Mallett and Tiffanie Ting will do a presentation to the board at our June 22nd meeting to provide an update on work completed to date and next steps.

External Engagements

Invited panelist on Presidents' Panel for BCNet Connect Tech Summit, March 8th.
“Leveraging Technology Enabled Learning to Meet Diverse Student Needs.”

Reviewer for program review of the Visual and Critical Studies at the School of the Art Institute of Chicago (SAIC). April 5,6 2022.

Attended meeting of Board of Directors of Universities Canada as well as membership meeting, St. John's, NL. April 24-26.

Respectfully submitted by Dr. Gillian Siddall, President + Vice Chancellor

VP Academic + Provost: Report to Board of Governors April 2022

Quality Assurance Processes and Accountability Frameworks

External review virtual campus visits for the Master of Fine Arts programs, and Film and Screen Arts, 2D + Experimental Animation, and 3D + Computer Animation, just wrapped up with reports due back to ECU in the next 4 weeks. The completion of this cycle of program review leaves us largely up to date on the process, with just Foundation and Critical Studies reviews expected in the next academic year. We are currently in the process of drafting a policy and set of procedures for academic program review. The experience gained in the last two cycles of review and best practices from other institutions is informing this process.

Additionally, and as previously disclosed, ECU is beginning the QAPA audit, intended to evaluate the university's processes of academic program review, and Senate's response. We are currently in the self-study phase. A small steering committee to oversee the process has been struck led by: the Manager, Operations + Analysis; the Senior Adviser, Teaching + Learning; and the Dean, Design + Dynamic Media. While the date for our external visit has not been set (where peers from other institutions analyze our process and procedures), we expect it will be sometime in late 2022.

Curriculum delivery 2022-23

A student survey is currently being designed to evaluate student experience and choice in relate to different curricular modes (online, hybrid, face-to-face). The Learning Technology Advisory Committee (a grouping of faculty, students, staff and other key stakeholders to provide input and feedback to the Teaching and Learning Centre and IT Services on proposed updates and changes to ECU's learning technology platforms) and [BCcampus](#) are providing feedback on some of the issues to probe. The intention is to use this to adjust some of the planning for the next academic year.

As mentioned in my last report, a subcommittee of Academic Planning and Priorities (APP) will be meeting soon to evaluate the results and to consider what was learned during our shift to online and hybrid learning, particularly about extending accessibility (for different learner groups) and outreach (to rural or marginalized communities). The financial impact of online education, and its ability to address any potential deficit mitigation strategies, will also be addressed.

Revenue Generation – Deficit Mitigation Strategies

The Manager, Operations + Analysis is working closely with the Executive Director, Finance (and other members of Academic Affairs) to present more information on program costing specifically in relation to graduate studies and general deficit mitigation information. Cost-saving/revenue-generating strategies being modelled (just for information purposes) include moderate class sizes increases, shifts to Program Requirement Worksheets (adding more critical studies curriculum), increasing student intake, and new program development. This is going to be presented at Senate Budget to begin to acclimatize Senate to the work ahead and to ensure we understand the implications of any decisions we are making. With the current workload for faculty, it would be hard (and in some cases impossible) to take up the work necessary to realize many of these strategies. This work will be presented to the Senate Budget Committee on April 25 to deepen the Senate's understanding of the academic implications of the deficit mitigation work ahead.

Additional Updates:

- The Gallery – The search for the next Director/Curator is underway, with a [posting](#) now in circulation. A search committee is in the process of being constituted with a review of applications starting May 11. The intention is to onboard the new Director/Curator over the summer months.
- Continuing Studies / Expansion of Certificate Programming – The CS area is expanding both its micro-credential programming in Web + Digital Design Skills and Creative Technology Fundamentals, for which it has received two grants from the Ministry of Advanced Ed (approximately \$570,000 of previous funding), as well as its certificate programs in User Experience / UX Design, and Communication Design. The Communication Design program has been run as a partnership with BCIT. Beginning in Spring 2023 we will be bringing this program completely in house.
- EDI Releases – As part of our accountability to the EDI Action Plan and its specific calls to decolonize the curriculum, decenter Western knowledge and ensure access to diverse subject matter and perspectives, the Academic Affairs area has allocated 24-course releases per year over the next 3 years to this initiative. Because of the high teaching load, it is difficult for faculty to take up this work without having this teaching release time. Applications will be going out to faculty shortly to apply for this opportunity.

Student Services Board Report April 2022

Convocation: ECU is hosting In person convocation at Chan Center on May 11, 2022 at 1:30 pm.
We have 394 Degrees to confer as follows:

BDES = 110
BMA = 69
BFA = 171
MDES = 23
MFA = 21

TOTAL = 394

Student Services collaboration with Student Union:

Student Services is partnering with Student Union to have TrueNorth International Student HealthCare plan as the interim four month health coverage for International students. Our shared goals are to ensure good access for students, streamline process and with competitive coverage.

Student Year End Lunch:

Student Services was invited by Student Union to co-host an end of semester student lunch on April 13. A free Thai food truck lunch was provided to over 300 students. This event was a fun, well attended event. Games, door prize draw, music and Student Union swag were available to students. We heard great feedback from students. It was a great event and we look forward to supporting community building events on campus.

Direct Entry:

The Strategic Enrollment Management Committee Continues to work together with a goal of Direct Entry at ECU for Fall 2023 intake. Direct Entry will provide all new students the opportunity to identify and be admitted to their preferred major upon entry to ECU. This process will help improve student experience, support academic planning and support financial projections. This process has been a consultative process that is supported by the academic Deans. Student Services is collaborating with Deans, IT services, Finance and Communications units to help operationalize this new process. We anticipate a phased process for our first year of this new process, with minimal administrative changes.

Admission Fall 2022 Update:

- The University is on track to meet our Fall 2022 admissions target of 460 new first year undergrad students and 48 new graduate students.
- Working in collaboration with the ECSU we are implementing a new international student health program that will provide a one stop comprehensive health insurance package for all new international students until they are eligible to transition to the BC MSP program

Registrar Update

The BC Registrar's are working with AEST and Education Planner BC towards a framework for data collection to support equity, diversity and inclusion in BC public post-secondary institutions.

Ukraine Update

IRCC - Immigration, Refugees and Citizenship Canada have introduced the CUAET, Canada-Ukraine Authorization for Emergency Travel program. CUAET was created to help Ukrainians and their family members come to Canada as quickly as possible and to provide them with the ability to work and study while in Canada for up to three years. The CUAET also gives those who are already in Canada the option to extend their visitor status, work permit or study permit so that they can continue to live and work or study in Canada temporarily.

Ukraine students entering through the CUAET program will be provided with a letter from IRCC, indicating that they have been approved for the program. Individuals enter under a visitors visa, then in their first year, are expected to apply for

- 1) Study permit,
- 2) Temporary Resident or
- 3) 3-year open work permit

Although, these students are not classified as refugee's it is recommended that students admitted to Canada on the CUAET be assessed the domestic tuition fee rate.

Student Services is presently consulting with senior leadership about other ways in which we can support students impacted by the crisis in Ukraine. The range of measures under consideration/implementation include but are not limited to:

- The establishment of a fixed number of full or partial-tuition scholarships,
- The waiver of application fees,
- Consideration of assessing domestic fees for Ukrainian international students, with a valid CUAET letter,
- Connecting prospective students with the local Ukrainian community and assisting them with finding accommodation.

*Presently, we have two Ukrainian students studying with us and three prospective students who we are advising about possible admission to Fall 2022.

Financial Aid + Awards

In March the Financial Aid and Awards Office disbursed \$107,900 in bursary funding to 95 students. They also accepted 394 applications for tuition scholarships which will be adjudicated after grading and will be awarded in May.

Additionally, throughout the 21/22 academic year, they also released \$50,850 in emergency funding to 80 students. Of these 80 students, 61% were domestic and 39% were international.

They are currently working with 6 former youth in care students approved on the Provincial Tuition Waiver and will be welcoming at least 3 more in the upcoming academic year.

Career Development + WIL Highlights

Creative Industry Night, May 18, 2022

In collaboration with the Advancement Office, Career Development + WIL's established Crit Night for BFA graduates will be expanded to include networking and critique opportunities for Design + Dynamic Media graduates.

This event brings professionals from the fine Arts, visual arts, design, and media community together with graduating students.

Objectives:

- Increase employment and networking opportunities for graduating students
- increase the university's engagement with industry and alumni.

Artsworld moves to the Leeway

In January Emily Carr's student and alumni job board moved to the Leeway, a social networking site, to increase mentoring and professional development opportunities for students and alumni.

With this move,

- Users increased from 300 user in January to 1300 +
- The job board has been viewed over 37,000 times since January
- With over 40 new jobs posted weekly specifically for Art and Design students and alumni

Executive Director Financial Services Report to the Board of Governors – April 28, 2022

1. 2021/22 Fiscal Year End

The 2021/22 fiscal year ended March 31. Financial Services staff are currently working to meet the tight deadlines for Financial Statement submission. Important dates include:

March 31	2021/22 fiscal year end
April 20	Draft financial statements and notes submission to Ministry
April 21	KPMG external audit begins
May 18	Unsigned audited financial statements due to Ministry
May 19	Finance and Audit Committee meeting to review financial statements
June 2	Board meeting to approve financial statements
June 6	Final signed audited financial statements due to Ministry

Draft financial statements have been submitted to the Ministry and are currently being reviewed by KPMG. 2021/22 operating results are positive and show an improvement of approximately \$1.8M compared to budget. This reflects additional revenue of \$1M and a reduction of expenditures by \$800,000.

2. 2022/23 Budget

2022/23 projections have been prepared based on a roll forward expense budget, which means all non-contractual, non-salary budgets remain the same as 2021/22 and no new positions have been added. Under these assumptions ECU was faced with a deficit of approximately \$5M.

In late March the University received confirmation from the Ministry of year-end one-time funding to assist with our structural deficit. While this is good news, it still results in a significant deficit, which needs to be addressed internally. The improvements to our 2021/22 deficit, as outlined above, will provide us the necessary funds to offset our deficit in the upcoming year.

While it is possible to balance our deficit utilizing savings, it means applying most of our discretionary funds to support a status quo budget. This means that it will be difficult to allocate the necessary funds to address operational concerns, including:

- addressing recommendations made by Peter Lockie
- improving deficiencies in staffing levels
- investing in the 100th Anniversary campaign
- adjusting faculty teaching load

Management will continue to engage with the Ministry on possibilities for additional funding to support these priorities. In addition, the University is looking at ways to generate revenue, both in the short-term and long-term. Much of the work being done is focused on academic programming, program costing and strategic enrolment management.

3. Cashflow

The one-time funding from the Ministry was received and deposited April 4. This alleviates cashflow challenges through the summer months and improves the University's ability to meet its obligations through next fiscal year. As indicated, ECU can use its savings to meet the cashflow requirements for 2022/23 budget projections.

Through strategic enrolment management the University is aiming to identify revenue generating possibilities for implementation by the 2023/24 academic year. In addition, the progression of the funding formula review by the Ministry, which is expected to be completed in late 2023, will hopefully stabilize and improve the funding received by the Province. These actions will influence cashflow for 2023/24 and beyond.

Facilities Report to Board of Governors Meeting – April 19, 2022

1. Broadway Subway Project (BSP)

The University has received confirmation from BSP that they will cover the costs related to the Jan 27 water interruption.

High level activity schedule provided by BSP as follows:

Sep - Mar 2021-2022

- Construction of elevated guideway columns from VCC station moving eastward (on-going)
- Excavation of station site at Thornton + driving of piles and densification of soils (on-going)

Spring 2022

- Tunnel boring machines x 2 arrive and assembled on site

2022-2025

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

2. COVID-19 Response

The University continues to align its COVID-19 safety measures with the latest Return to Campus Guidelines for Post-Secondary Institutions. The wearing of masks in indoor public setting is no longer a requirement under Public Health Order. In consideration of varying levels of comfort in our community, the University is recommending that mask are worn when on campus through to the end of the Spring 2022 semester.

In March, The University distributed a free one time allocation of COVID-19 rapid test kits to Students, Staff and Faculty. These rapid test kits are now widely available through local pharmacies.

The University no longer requires attendees at non-essential events on campus to provide proof of vaccination.