

# AGENDA

## BOARD OF GOVERNORS – OPEN SESSION

**Thursday, November 28, 2024 — 1:00 – 1:45 p.m. ECU Boardroom D2315**

**Zoom:** <https://emilycarru.zoom.us/j/64688477142?pwd=63bcjbNCfKwakq6FO8ljSkumu0ckQF.1>

**ID:** 646 8847 7142

**Passcode:** 609621

***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.*

Time	Item	Speaker	Action	Page #
1:00 – 1:02	1. <b>Call to Order</b>	D. Avison		
	2. <b>Land Acknowledgement and Welcome</b>			
	3. <b>Disclosure of Conflict of Interest</b>			

### CONSENT AGENDA

1:02 – 1:05	4. <b>Items for approval by consent</b>	D. Avison	Approval by Consent	
	<b>MOTION: That the Board of Governors approves the items included under the Consent Agenda.</b>			
	4.1 Agenda		Approval	
	4.2 Minutes of the Board Open Session of September 26, 2024		Approval	3-9
	4.3 Minutes of the Board Annual General Meeting of September 26, 2024		Approval	10-12
	4.4 Q2 Forecast		Approval	13-15
	<i>IT IS HEREBY RESOLVED that the Board, on the recommendation of the Audit + Finance Committee, ratify the Q2 Forecast for the fiscal year 2024/25 as submitted to the Ministry of Post-Secondary Education and Future Skills.</i>			

### 5. BUSINESS and PRESENTATION

1:05 – 1:10	5.1 Chair's Remarks	D. Avison	Information	
1:10 – 1:30	5.2 Student Presentation	D. Avison/ Student Presenters	Information	
	<u>Food Insecurity: Student works snapshot</u>			
	▪ Linda Riestra (Second year Industrial Design - ECSU Communications Coordinator)			
	▪ Yan Wei Lu (Fourth year Illustration, ECSU Chairperson)			

Time	Item	Speaker	Action	Page #
	<b>6. REPORTS</b>			
1:30 – 1:35	6.1 President + Vice-Chancellor’s Report	T. Kelly	Information	16-17
1:35 – 1:40	6.2 Interim Vice President, Academic + Provost’s Report	D. Achjadi	Information	18-20
1:40 – 1:45	6.3 Vice President, Finance + Administration Report	V. Sokha	Information	21-24
1:45	<b>7. OTHER BUSINESS</b>	D. Avison		
	<b>8. NEXT MEETING</b> – February 6, 2025	D. Avison		
	<b>9. CONCLUSION OF MEETING</b>	D. Avison		

# **MINUTES - DRAFT**

## **BOARD OF GOVERNORS – OPEN SESSION**

Thursday, September 26, 2024  
Beginning at 1:16 p.m.  
Board Room D2315 and via Zoom

### **ATTENDANCE**

#### **Board Members:**

Parnian Anaa, Student-elected Board Member  
Don Avison, Board Chair  
Rebecca (Becky) Bair, Faculty-elected Board Member  
Gaye Fowler, Staff-elected Board Member  
Trish Kelly, President + Vice-Chancellor  
Steve Kinsey, Board Member  
Mary Macaulay, Board Member  
Lindsay McIntyre, Faculty-elected Board Member  
Harv Phandal-Dhanda, Board Member  
Natasha Tony, Board Member  
Sung Van, Board Member

#### **Regrets:**

Brenda Crabtree, Board Member  
Eknoor Matharoo, Student-elected Board Member  
Lorcan O'Melinn, Board Vice-Chair and Chair, AFC  
Carleen Thomas, Chancellor

#### **Employee Resources:**

Diyan Achjadi, Interim Vice President, Academic + Provost  
Mark Douglas, Executive Director, Financial Services  
Natasha Himer, University Secretary  
Viktor Sokha, Vice-President, Finance + Administration

#### **Recorder:**

Nicole Shin, Associate University Secretary

---

#### **1. CALL TO ORDER**

With quorum present, the Board Chair called the meeting to order at 1:16 p.m.

#### **2. LAND ACKNOWLEDGMENT and WELCOME REMARKS**

The Chair acknowledged that Emily Carr University is situated on the unceded, traditional, and ancestral territories of the Musqueam, Squamish, and Tsleil-Waututh Nations.

#### **3. DISCLOSURE OF CONFLICT OF INTEREST**

The Chair invited Board Members to disclose any conflicts of interest related to the agenda items. With none declared, the Chair proceeded with the meeting.

#### **4. APPROVAL OF THE AGENDA/CONSENT AGENDA**

The University Secretary introduced a new agenda format that includes a consent agenda, which allows the Board to approve of several items at once. A consent agenda is intended for routine items and supports more efficient meetings. Any Board Member can request the removal of an item from the consent agenda for discussion, preferably by notifying the Chair or University Secretariat in advance. Board Members were encouraged to provide feedback on the new consent agenda to the University Secretary.

The University Secretary highlighted the items for approval on the consent agenda, including the meeting agenda, minutes of the Board meeting held June 27, 2024, the SOFI Report, and the Q1 Forecast which was reviewed by the Audit + Finance Committee Chair and submitted to the Ministry.

Since this is the first time the consent agenda was being presented, the Board Chair asked if any Board Member would like an item removed from the consent agenda for further discussion. At a Board Member's request, the Q1 Forecast was removed from the consent agenda for further discussion.

The following resolution was moved, seconded, and **CARRIED**:

**THAT, the Board of Governors approves the items included under the Consent Agenda with the removal of the Q1 Forecast for further discussion.**

#### **4.1 Agenda**

#### **4.2 Minutes of the Board Open Session of June 27, 2024**

#### **4.3 2023/24 Statement of Financial Information (SOFI) Report**

*MOTION: That the Board, on the recommendation of the Audit + Finance Committee, approve the Statement of Financial Information for Emily Carr University for the fiscal year ended March 31, 2024.*

#### **4.4 Q1 Forecast (removed for further discussion)**

In response to a Board Member's question about how tuition fee increases were calculated, V. Sokha explained that the budget assumes very conservative fee increases. The government sets a 2% cap on domestic tuition fees, while international and graduate fees are not regulated and are usually higher. He noted that these fees are predictions and are subject to Board approval.

The Chair shared remarks on election platforms in BC and emphasized the importance for the post-secondary sector to engage more effectively with the government on various issues.

The following resolution was moved, seconded, and **CARRIED**:

**THAT the Board, on the recommendation of the Audit + Finance Committee, ratifies the Q1 Forecast for Emily Carr University for the fiscal year 2024/25 as submitted to the Ministry of Post-Secondary Education and Future Skills.**

### **5. BUSINESS**

#### **5.1 Chair's Remarks**

Having shared reflections earlier in the meeting, the Board Chair had no additional comments.

#### **5.2 President's Update**

As this is the first Board meeting of the academic year, Dr. Trish Kelly shared opening remarks and reflections on her recent appointment as the President + Vice Chancellor of Emily Carr University. She expressed her honor and commitment to the institution and excitement about ongoing work. Acknowledging the deep responsibility of her role, she emphasized her dedication to collaborating with everyone at ECU to advance the university with purpose and a shared vision of a better world through art and design.

T. Kelly presented the University's vision and key priority areas.

1. Implementing the 2024-2030 Strategic Plan – Create Change;
2. 100<sup>th</sup> Anniversary celebration; and
3. Building relationships with internal and external partners.

She explained that the 100th Anniversary is both a celebration of the past and a positioning of the university for the future. By reintroducing ECU to the broader community as Canada's leading institution for art, design, and research, the university aims to enhance its national and global reputation.

Dr. Kelly emphasized the importance of building relationships and fostering a collaborative culture. She noted that ECU is at the center of a transformative creative hub, and engaging with the broader community is vital. In closing, she reaffirmed her commitment to ensuring that ECU actively shapes the meaning of art and design education in Vancouver, BC, and beyond—not only for students but also for staff and faculty—and to serve the public through collective efforts.

In response to a Board Member's question, Dr. Kelly stated that progress updates on the Strategic Plan will be presented to the Board at least annually. She also mentioned a dedicated website where updates on ongoing work and key accomplishments for each priority area will be shared.

The Chair thanked Dr. Kelly and echoed that all community members and Board Members collectively serve as ambassadors for the university. He noted that the 100th Anniversary celebration will highlight ECU's role in the community. While acknowledging upcoming challenges, he also recognized significant opportunities ahead.

### **5.3 Institutional Accountability Plan and Report 2023/24**

The Board Chair highlighted the 2023-24 ECU Institutional Accountability Plan and Report included in the meeting materials. He noted that this annual report was submitted to the Ministry of Post-Secondary Education and Future Skills over the summer. After incorporating the Ministry's feedback, the updated report was reviewed by the Executive + HR Committee before being presented to the Board for approval.

The Board Chair mentioned that ECU met all targets except one: student satisfaction and student outcomes. The university plans to investigate this internally to better understand the results and how they compare to other institutions.

The University Secretary added that the Ministry provided positive feedback, remarked on the good work being done, and thanked those involved in creating the report. She further noted that the report is a public document and will be shared on both the Ministry's and ECU's websites.

Discussion ensued, and in response to questions, it was noted that:

- Appendix B is the main Appendix.
- The data reflected in the report is from a few years ago and may be influenced by the COVID period. The university has increased opportunities to gather student feedback through the Strategic National Arts Alumni Project (SNAAP), ACAID schools, and internal surveys. An internal process is being implemented to enhance data collection and share information with the Board.
- There has been a recent focus on investing in student support and experience, recognizing that the teaching and learning environment encompasses more than curriculum delivery. These efforts may positively impact future survey results.
- Student exit surveys were done a few years ago with graduating students. It was suggested that the topic be brought back to the Board for a more in-depth discussion.

The following resolution was moved, seconded, and **CARRIED**:

**THAT the Board, on the recommendation of the Executive + HR Committee, approves the 2023/2024 Institutional Accountability Plan and Report, as presented.**

#### **5.4 Five Year Capital Plan (2025-26 to 2030-31)**

V. Sokha presented the Five-Year Capital Plan (2025–26 to 2030–31). He noted that the Ministry requires the Board to annually review and approve this plan for submission to the province. The capital plans from public post-secondary institutions help the Ministry develop capital priorities for future funding opportunities.

He explained that since Emily Carr University has limited land development opportunities, the Ministry allowed the university to submit other urgent capital needs, such as Technology, Equipment, and Furniture Renewal; Space Productivity Enhancements through Capital Renovations; and Improvements to Cybersecurity Posture.

A draft of the Five-Year Capital Plan was submitted to the Ministry by the August 9 deadline, pending Board approval.

Discussion ensued, and in response to questions, the following points were noted:

- The Capital Committee is comprised of representatives from various departments to gather information about our capital needs.
- A render farm was created for the animation program during COVID, but it was built on a non-scalable architecture. The hardware needs to be refreshed, and we aim to build a scalable architecture to support revenue generation. Research has been conducted on hosting it in the cloud to replicate and stabilize the existing system. To align with the anticipated growth of the academic program, we are considering both credit and non-credit offerings, particularly in this area, to maximize utilization of the space.
- Although it is a five-year plan, we plan for contingencies. The requests to the Ministry are in addition to existing infrastructure investments within the operating budget.
- We are currently utilizing flexible, multi-use classrooms, and increasing their availability would support the development of additional foundational and Continuing Studies programs.

The following resolution was moved, seconded, and **CARRIED**:

**THAT the Board, on the recommendation of the Audit + Finance Committee, approves the Five-Year Capital Plan for 2025-26 to 2030-31 for submission to the Ministry of Post-Secondary Education and Future Skills.**

#### **5.5 Student Parking Fees**

V. Sokha presented the briefing note on student parking fees. ECU leases 160 parking stalls from an independent company at a nearby building. Access is limited to faculty, staff, and students who purchase parking passes. The Ministry and ECU have been subsidizing these passes at \$96.35 per month, billed monthly for staff and faculty and purchased per term for students (\$385.39 for four months). The proposed increase in parking fees was part of the 2024/25 Budget that was approved by the Board at the meeting held March 28, 2024.

The recommendation was to increase the student parking rate from \$385.39 per term (\$96.35 per month) to \$700 per term (\$175 per month), generating an estimated \$40,000 in additional parking revenue as part of cost recovery. The Students' Union was consulted. Students who provide a valid disability parking pass issued in their name are exempt from this increase. Staff and faculty are also exempt from this increase as reduced parking is a taxable benefit of their employment.

Discussion ensued, and a number of points were noted, including:

- The original plan was to implement the increase on September 1, 2024, but due to the required consultation process, the increase was delayed to January 1, 2025.
- Since it is not a small increase, there should be consideration that students have already planned their finances for the year.
- The City of Vancouver requires a specific number of parking spaces, so reducing the number of leased spaces is not currently an option. However, once the new Great Northern Way-Emily Carr station opens in late 2027, the required number of parking spaces may be reduced.
- Parking costs are comparable to what students would pay in downtown Vancouver, where rates are often significantly higher..
- The increased parking fees are intended to recover management costs, not to generate revenue.
- An incremental approach to the fee increase will be considered.

The Board provided a range of feedback, including for the administration to consider increases to staff and faculty parking and a more incremental approach to fee increase.

The following resolution was moved, seconded, and **TABLED**:

**THAT the Board, on the recommendation of the Audit + Finance Committee, approves an increase in student parking fees to \$700 per term (\$175 per month) effective January 1, 2025.**

#### **5.6 Student OneCard Fees**

V. Sokha presented the briefing note on Student OneCard fees. ECU uses the OneCard for access and printing. Currently, the university absorbs the \$15 cost to replace lost or misplaced cards. The recommendation is to implement a \$15 non-refundable replacement fee for students. Initial cards will remain free. No fee will be charged to change a name on a OneCard if the original card is returned; otherwise, the \$15 fee applies.

Management met with the Students' Union to ensure they are consulted on the implementation of the fee, per the Ministry's directive, and to ensure they understood the rationale for adding the fee for replacement costs.

Discussion ensued, and the following questions and points were raised:

- The administration to confirm the number of cards replaced annually.
- The administration to clarify whether this fee applies to faculty and staff. If not, why is it applied only to students? Any distinction in replacement costs and/or legal or other factors that may impact a replacement fee for faculty and staff?

It was agreed that this item be brought back to a future meeting for further discussion.

The following resolution was moved and **DEFEATED**:

**THAT the Board, on the recommendation of the Audit + Finance Committee, approves the implementation of a non-refundable \$15 fee for student OneCard replacements.**

#### **5.7 New Board Bylaws**

M. Macaulay introduced the briefing note and the proposed new Board Bylaws, emphasizing that the Bylaws establish rules for Board operations and should be periodically reviewed to align with updated governance standards and best practices. The review process included a comprehensive sector scan, with the Governance Committee conducting a thorough and detailed review to improve clarity and readability.

The University Secretary explained that rather than making minor adjustments to the existing Bylaws, the document was restructured to address Board structure, composition, operations, and committees. Key changes include:

- Phasing out the AGM, as it is not relevant for a University Board.
- Removing the provision that counted abstentions as negative votes due to potential unintended consequences.
- Clarifying definitions for open, closed, and in-camera meetings.
- Providing flexibility for appointment terms, extending them from one to two years.
- Improving practices for electronic meetings and notice of motions.

L. McIntyre added that the Governance Committee carefully reviewed. The University Secretary noted that this marks the first step in updating a range of Board governance documents and policies that have not been reviewed for some time. Additionally, M. Macaulay highlighted the development of a new Code of Conduct, as provisions are being moved out of the Bylaws into a more comprehensive policy.

In response to a Board Member's question, N. Himer clarified that once the new Bylaws are introduced, they will be brought back to the Board for updates. She also offered to walk through the changes with any interested Board Member and confirmed that the Bylaws will be included in the onboarding process for new Board Members.

A reminder will be sent post-January to outline expectations based on the updated Bylaws.

The following resolution was moved, seconded, and **CARRIED**:

**THAT the Board, on the recommendation of the Governance Committee, i) approve the updated Board Bylaws (September 2024 Draft), as amended; and, ii) rescind and replace the current Board Bylaws (dated 2012), therewith effective January 1, 2025.**

## **6. REPORTS**

### **6.1 President and Vice Chancellor's Report**

T. Kelly provided the following highlights:

- The Future Worldings conference, focusing on imagining decolonial futures, will be held on September 28 in the Reliance Theatre at ECU.
- A community gathering to recognize the National Day for Truth and Reconciliation will take place at ECU in the cafeteria on September 27.
- The search for the Vice President, Academic + Provost will commence this fall.

The Board Chair also welcomed all Board Members to join an upcoming event hosted by the Law Society of BC, featuring a special presentation by Phyllis Webstad, founder of the Orange Shirt Day movement and the Orange Shirt Society. The event is on October 24<sup>th</sup>, and N. Himer will follow up with further details.

### **6.2 Interim Vice President, Academic and Provost's Report**

Diyan Achjadi reported that on November 16<sup>th</sup>, ECU will be hosting the Vancouver iteration of National Portfolio Day. This is one of the largest recruitment events for art and design institutions in North America and is attended by prospective applicants from across the lower mainland and beyond. Colleagues from 18 institutions from Canada, the US, and Europe will be in attendance.



This fall, ECU welcomed approximately 522 first-year students and 60 new graduate students. Numerous campus events took place during the first week of September to welcome students.

**6.3 Vice President, Finance + Administration's Report**

V. Sokha summarized his report, noting minimal variance between the budget and actual figures; expenses are tracking as predicted.

The add/drop deadline for the Fall Term was September 10, and minor adjustments are still being made. Fall registration targets have been exceeded for both domestic and international undergraduates by over 1,300 credits (1,200 domestic and 100 international). Additional registrations will require more sections and instructional costs; the full impact on the budget is not yet known. In response to a Board Member's question, V. Sokha advised that the next report will reflect the budgetary impact.

**7. OTHER BUSINESS**

There was no other business for discussion.

**8. NEXT MEETING**

The next meeting of the Board of Governors will be held on Thursday, November 28, 2024.

**8. CONCLUSION**

With no further business, the meeting concluded at 2:55 p.m.

## MINUTES - **DRAFT**

### BOARD OF GOVERNORS – ANNUAL GENERAL MEETING

Thursday, September 26, 2024

Beginning at 12:45 p.m.

ECU Boardroom D2315 and via Zoom

#### ATTENDANCE

**Board Members:**

Parnian Anaa, Student-elected Board Member  
Don Avison, Board Chair  
Rebecca (Becky) Bair, Faculty-elected Board Member  
Gaye Fowler, Staff-elected Board Member  
Trish Kelly, President + Vice-Chancellor  
Steve Kinsey, Board Member  
Mary Macaulay, Board Member  
Lindsay McIntyre, Faculty-elected Board Member  
Harv Phandal-Dhanda, Board Member  
Natasha Tony, Board Member  
Sung Van, Board Member

**Regrets:**

Brenda Crabtree, Board Member  
Eknoor Matharoo, Student-elected Board Member  
Lorcan O'Melinn, Board Vice-Chair and Chair, AFC  
Carleen Thomas, Chancellor

**Employee Resources:**

Diyan Achjadi, Interim Vice President, Academic + Provost  
Mark Douglas, Executive Director, Financial Services  
Natasha Himer, University Secretary  
Viktor Sokha, Vice-President, Finance + Administration

**Recorder:**

Nicole Shin, Associate University Secretary

---

**1. CALL TO ORDER**

There being a Quorum present, the Board Chair called the meeting to order at 12:45 p.m.

**2. LAND ACKNOWLEDGMENT and WELCOME REMARKS**

The Board Chair acknowledged that Emily Carr University is situated on the unceded, traditional and ancestral territories of the Musqueam, Squamish and Tsleil-Waututh Nations.

**3. DISCLOSURE OF CONFLICT OF INTEREST**

With none declared, the Board Chair continued with the meeting.

**4. ADMINISTRATIVE BUSINESS**

**4.1 Adoption of the Agenda**

The University Secretary advised of the addition of Don Avison's name for election of the Board Chair position.

The following resolution was moved, seconded, and **CARRIED**:

**THAT, the agenda for the Board of Governors' Annual General Meeting**

of September 26, 2024, be approved with the noted change.

#### **4.2 Opening Remarks and Welcome to New Board Members**

The Board Chair welcomed Board Members and guests and conveyed regrets from those unable to attend. He noted that the AGM meeting has historically been for election of the officers of the board and selection of committee members for the various committees. He acknowledged the following new and re-elected Board members:

- Rebecca Bair, new faculty-elected Board Member
- Parnian Anaa, re-elected Student Board Member
- Harv Phandal-Dhanda, new Ministry-appointed Board Member effective July 31<sup>st</sup>
- Steve Kinsey, new Ministry-appointed Board Member effective July 31<sup>st</sup>
- Eknor Matharoo, new Student-elected Board Member (not in attendance)

The Board Chair led new Board Members through their Oath of Office, which were then signed and given to the University Secretary.

A roundtable introduction was held for the benefit of new Board Members.

### **5. BUSINESS**

The Board Chair invited the University Secretary to present the nominations and elections.

The University Secretary advised that a Conflict of Interest Declaration Form will be provided to Board Members for the annual declaration and signing.

#### **5.1 Election of Board Chair**

The University Secretary advised that Don Avison agreed to be nominated for the position of Board Chair.. She asked if there were any other nominations or expressions of interest for the position of Board Chair for a one-year term effective October 1, 2024. No other nominations or expressions of interest were declared.

It was moved, seconded and **CARRIED**

**THAT, Don Avison be elected as Board Chair for one year effective as of the date of the election.**

#### **5.2 Election of Board Vice-Chair**

The University Secretary advised that, while he is absent today, Lorcan O'Melinn agreed to be nominated for the position of Board Vice-Chair.. She asked if there were any other nominations or expressions of interest for the position of Board Vice-Chair for a one-year term effective October 1, 2024. No other nominations or expressions of interest were declared.

It was moved, seconded and **CARRIED**

**THAT, Lorcan O'Melinn be elected Board Vice-Chair for one year effective as of the date of the election.**

The University Secretary will inform Lorcan O'Melinn of his re-appointment.

#### **5.3 Ratification of Board Committee Membership**

The University Secretary advised that several positions on Board Committees are vacant, and an outreach was made to Board Members over the summer through September to gather interest in serving.

In response to Board Members' questions, the University Secretary provided the following information:

- All Board Members are notified of upcoming vacancies on Board Committees to provide opportunities for Board Members to express interest. The document attached to the agenda highlights the new and returning members who expressed interest in response to the outreach; however, it does not prevent Board Members from expressing interest at any time;
- Each Committee's Terms of Reference outlines the attendance of the Board Chair as a voting or ex-officio non-voting member, and identifies the maximum number of committee members;
- Any Board Member may attend a Committee meeting as an observer, with prior notification provided to the University Secretary of their attendance
- A Board member is appointed as a non-voting member of Senate by the Board, and that position is to be confirmed due to a recent vacancy.

It was moved, seconded and **CARRIED**

**THAT, the Board ratify the list of Committee Membership as presented, and with the addition of R. Bair to the Executive + Human Resources Committee.**

**5.4 Ratification of Sabbatical Committee: One Order-In-Council Board Member**

The University Secretary conveyed Brenda Crabtree's willingness to serve on the Sabbatical Committee, which works closely with the Interim VP, Academic and Provost. She noted that typically a Ministry-appointed Board Member serves in that role per the faculty agreement and asked if there were any other expressions of interest. No other expressions of interest were declared.

It was moved, seconded and **CARRIED**

**THAT, the Board ratify the appointment of Brenda Crabtree as a member of the Sabbatical Committee.**

**5.5 Appointment: One Board Member to Serve as a Non-voting Member of Senate**

The University Secretary noted that under the University Act, one Board Member is to be appointed to Senate under our bicameral governance system to maintain a connection between Board and Senate. Eknoor Matharoo had expressed interest, but it was not confirmed due to her absence. It was agreed that the University Secretary will follow up to provide Eknoor Matharoo and other Board Members with an opportunity to express their interest. Board Members can also attend any and all Senate meetings as an observer and can discuss their interest with the University Secretary.

There was discussion, and it was noted that the cross appointment is one important connection but not the only point of interaction between the Board and the Senate. The Board is generally interested in increasing engagement with the Senate over time.

The University Secretary handed the meeting back to the Board Chair.

**6. CONCLUSION OF MEETING**

With no further business, the meeting concluded at 1:15 p.m.

<b>TO:</b>	Board of Governors
<b>FROM:</b>	Viktor Sokha, Vice President, Finance + Administration
<b>DATE:</b>	November 21, 2024
<b>SUBJECT:</b>	Q2 Forecast
<b>PURPOSE:</b>	<input checked="" type="checkbox"/> For Action <input checked="" type="checkbox"/> For Discussion <input type="checkbox"/> For Information
<b>RESPONSIBLE PORTFOLIO:</b>	Vice President Finance + Administration

#### RECOMMENDATION:

**IT IS HEREBY RESOLVED that, on the recommendation of the Audit and Finance Committee, the Board ratify the Q2 Forecast for the fiscal year 2024/25 as submitted to the Ministry of Post-Secondary Education and Future Skills.**

#### EXECUTIVE SUMMARY/OVERVIEW

The forecast is provided to keep the AFC informed of the financial projections for the current year. With the approval of the Board Chair, ECU's Q2 forecast was submitted to the Ministry on September 27, 2024.

#### KEY POINTS/CONSIDERATIONS

The forecast is based on the 2024/25 approved budget and the projected activity over the next three years.

The only change from the university's Q1 submission reflects a change to how the university will fund its capital leases and minor capital expenditures in 2024/25 and 2025/26. Normal practice is for the university to allocate a portion of its provincial grant to cover these costs. As an alternative, over the next two years, the university will allocate deferred capital contributions that have been held for the purpose of refreshing end-of-life equipment.

From a reporting perspective, this adjustment improves ECU's deficit by approximately \$600K per year over the next two years and enables us to retain the provincial grant for operating costs.

On a consolidated all funds basis, ECU reported a deficit of \$(1,190,161) for Q2, an improvement from the reported deficit of \$(1,802,132) in Q1 (see figures 1 and 2).

#### **NEXT STEPS**

The Q3 forecast will be submitted to the Ministry by December 16, 2024, with the approval of the AFC Chair, and will be brought to the AFC for ratification at the January 2025 meeting.

#### **ATTACHED SUPPORTING MATERIALS**

1. Q2 Forecast Figures

## OFFICE OF THE VICE-PRESIDENT, FINANCE + ADMINISTRATION

### [Q2 Forecast Figures](#)

#### Q1 Forecast, submitted July 5, 2024 (provided for comparison)

	Forecast	Forecast	Forecast	Forecast
	<u>2024/25</u>	<u>2025/26</u>	<u>2026/27</u>	<u>2027/28</u>
	----- \$thousands -----			
<b>Statement of Operations</b>				
Total revenue	(59,973)	(64,962)	(67,958)	(71,490)
Total expenditure	61,799	66,005	68,429	71,138
<b>Net (Revenues)/Expenses **</b>	1,826	1,043	471	(352)
(Gain) loss on sale of capital assets	-	-	-	-
Unallocated Pressures (use in Q1 only)	-	-	-	-
<b>Operating Net (Income) Loss (for Ministry)</b>	1,826	1,043	471	(352)
Endowment (restricted asset) contributions	(24)	(34)	(34)	(34)
<b>Net (Income) Loss</b>	1,802	1,009	437	(386)

Figure 1: ECU Q1 Forecast, submitted to Ministry

#### Q2 Forecast, submitted September 27, 2024

	Forecast	Forecast	Forecast	Forecast
	<u>2024/25</u>	<u>2025/26</u>	<u>2026/27</u>	<u>2027/28</u>
	----- \$thousands -----			
<b>Statement of Operations</b>				
Total revenue	(60,585)	(65,569)	(67,958)	(71,490)
Total expenditure	61,799	66,005	68,429	71,138
<b>Net (Revenues)/Expenses **</b>	1,214	436	471	(352)
(Gain) loss on sale of capital assets	-	-	-	-
Unallocated Pressures (use in Q1 only)	-	-	-	-
<b>Operating Net (Income) Loss (for Ministry)</b>	1,214	436	471	(352)
Endowment (restricted asset) contributions	(24)	(34)	(34)	(34)
<b>Net (Income) Loss</b>	1,190	402	437	(386)

Figure 2: ECU Q2 Forecast, submitted to Ministry

# Report to the Board of Governors

President + Vice-Chancellor

November 2024

## **UAD4 – National Network of Canadian Art and Design Universities**

In early October, I joined the presidents of the other three public post-secondary art and design schools in Canada – Alberta University of the Arts (AUArts), Ontario College of Art + Design University (OCAD U), and Nova Scotia College of Art and Design University (NSCAD) – to engage in joint federal advocacy. Art and design universities are unique and unlike other schools in Canada. They cultivate creative, adaptable problem-solvers through practice-based education. The four areas of focus included: International student cap and visa requirements, funding for a national upskilling and retraining program for the creative sector, affordable student housing, and increased funding for creative research.

Meetings were held with Immigration, Refugees and Citizenship Canada (IRCC), the Department of Canadian Heritage, the Ministry of Employment and Social Development Canada (ESDC), the National Gallery of Art (among others). These meetings demonstrated the importance of partnership and strategic alignment among Canadian art and design universities.

## **Current Searches – Senior Leadership**

The search for the permanent position of VP Academic + Provost has begun, with [PFM Executive Search](#) leading the recruitment process. The search committee has been formed and is comprised of faculty, students, and staff from across the academic areas. Community consultation has begun, and a position profile has been finalized. This is an exciting and important search for the ECU community, as the new VP Academic + Provost will be responsible for leading out on an academic plan in line with our strategic goals.

Additionally, the Director, Advancement + Alumni Relations position is currently posted. This position will provide leadership and direction to ECU's fund development strategy, including evaluating the University's giving programs, participating in alumni engagement activities, and ensuring alignment with major events, including the 100<sup>th</sup> anniversary.

## **Universities Canada/AICAD**

Universities Canada (engaged in federal advocacy) and AICAD (the Association of Independent Colleges of Art and Design) held president meetings this fall to share ideas and address current challenges in post-secondary education. For Universities Canada, discussion topics included international students and federal caps on visas, research and talent in the post-secondary sector, and building resilience in senior leadership and strategic teams.

At the AICAD meeting, conversations focused on the geo-political climate in the US and its impact on art and design education, scenario planning for the art school (in relation to significant environmental,



political, and social disruption), climate justice and the post-secondary landscape, and equity, diversity, and inclusion strategies in our contemporary context.

### **International Guidelines**

In September, IRCC announced a 10% reduction in international student visas and a new requirement for international students coming from the K-12 sector or for graduate studies to hold a visa. We are currently evaluating the impact this has on recruitment efforts and working with other universities and with the Ministry of Post-Secondary Education and Future Skills to counter any negative impact. We are concerned that this move further devalues the important contribution international students make to Canadian universities and to ECU specifically, and we are offering increased support to both current and prospective international students as these new requirements take effect. Additionally, we are advocating for those coming to Canada to engage in cultural and creative sectors to have access to the Post Graduate Work Permit (PGWP) program.

### **Ministry Changes**

On November 18<sup>th</sup>, it was announced that Minister Anne Kang would be returning to the post-secondary portfolio. The Ministry of Post-Secondary Education and Future Skills plays a pivotal role in supporting institutions like ours, ensuring we can continue to offer the specialized equipment, resources, and learning environments that set art and design universities apart. We look forward to working with Minister Kang, and our new Deputy Minister Trevor Hughes, to further strengthen BC's post-secondary system and to align our efforts with the ministry's priorities.

# Report to the Board of Governors

VP, Academic + Provost

November 2024

## **National Portfolio Day**

ECU successfully hosted over 500 potential applicants and their families along with 20 visiting universities and art institutions for the first National Portfolio Day (NPD) on our campus since 2017. It was an excellent opportunity to showcase our campus to so visitors and demonstrate the strengths of our community. Many of the visiting reviewers commented on the how organized and welcoming the event was. Under the leadership of Vice Provost, Students Marcia Guno, the event was supported by ECU students, staff, faculty, and administrators, ensuring that the day was well facilitated. Thanks to this broad participation and engagement, it was also a wonderful moment for the ECU community to come together and work collectively. Over the course of the day, 42 faculty from across the majors reviewed over 300 portfolios, advising potential applicants on how to strengthen their submissions.

## **Audain Distinguished Artist-in-Residence**

The Libby Leshgold Gallery welcomed New York-based interdisciplinary artist Autumn Knight to ECUAD this fall. Knight's practice has in recent years explored group dynamics and psychologies, placing Black women's subjectivities, humour and analysis at the centre of commentary on institutions, authority, power and play. For her residency, Knight will focus on the publication as an extension of her practice, and the translation of performance and documentation into sound recording, text and printed matter. During her time here, Knight engaged with students and the facilities in a variety of ways, including presenting a workshop for Assistant Professor Sue Shon's AHIS 320: Introduction to Feminist, Gender and Cultural Studies class; a performance-lecture in conjunction with Visual Art Forums; and studio visits with the 1<sup>st</sup> year MFA cohort. In addition, she will be doing research in the Artist Book Collection and READ Books, working with technicians to do sound recordings in the NMSA facilities, and will be producing a publication with the gallery in 2025.

## **Graduate Studies**

The Faculty of Graduate Studies hosted its annual Open Studios event, which now spans across two days from Nov 7-8, and provides students with an opportunity to showcase their work for Emily Carr faculty, students, staff, and members of the public. The event was very successful, with lots of engagement from internal and external communities with our amazing students.

## **Research**

ECUAD Faculty continue to engage in innovative practice-based research, as exemplified by the following projects that have recently received funding:

### SSHRC Insight Grant

Associate Professor Alla Gadassik (CAC) was awarded a five-year \$260,000 Insight Grant for her project *Animate Materials Workshop (AMW)*, which focuses on understanding materials with and through animation.

### SSHRC Institutional Grant (SIG) Explore Fall 2024

The University received 13 applications and awarded 4 grants (each \$7000) for early stage exploration of new research to the following faculty:

Associate Professor Birthe Piontek (ART), *Gradient Descent*

Associate Professor Daphne Plessner (ART), *Near Dwellers: A series of Podcasts Examining Social and Political Relationships with Animal Neighbors*

Associate Professor Janet Wang with co-Investigator Gabe Wong (CAC), *Saltwater City: Mapping Diasporic Spaces through Sensorial Immersion*

Educational Developer Ki Wight with Co-Investigators Leah Burns, Sara Osenton, and Michelle Ng (Teaching and Learning Centre, Writing Centre, Accessibility Services, and Library), *Responses to AI and Disinformation in Art and Design Higher Education: A Review of Policy and Practice*

#### NSERC Mobilize Fall 2024

Associate Professor Julie Andreyev (ART) was been awarded an NSERC Mobilize grant for her project *Listening in Relation*, in collaboration with the community partners The Only Animal, and Canadian Association for Sound Ecology.

#### **EDI Fall Event Series 2024**

The Research Office hosted the EDI Fall Event Series, exploring how collaborative art and design practices can advance Equity, Diversity, and Inclusion (EDI) by addressing structural inequities through creative community engagement. These events are designed for faculty, students, and staff, connecting institutional goals with real-world impact:

*imagined, unimagined, unimaginable*, facilitated by Lecturer Tara Wren focused on recognizing how institutions cater to/ designed for specific types of students and staff (the imagined student/ staff/ faculty) and included activities to define and discuss ways to support “unimagined” members in achieving success.

*Oracular Visions*, a panel and workshop with Eliza Swann, Assistant Professor Genevieve de Leon and Associate Professor Gwenessa Lam, will delve into divination, nonlinear time, and embodied knowledge from various cultural perspectives, challenging Western frameworks of thought and including a discussion on fostering an EDI framework within educational settings.

*Rage, Justice, and Revolution*, a panel with Assistant Professor Banafsheh Mohammadi, Sajad Soleymani Yazdi, and Kara Abdolmaleki, will focus on the transformative power of anger in driving social change.

#### **Shumka Centre for Creative Entrepreneurship**

This fall, the Shumka Centre for Creative Entrepreneurship is supporting 108 students through its Art Apprenticeship Network, Design for Startups, and Pathways for Creative Futures, along with initiatives like the Alumni Career Pathways Speaker Series and INTD318 Pitch Night.

The Art Apprenticeship Network has paired 15 BFA, BDes, BMA, MDes, and MFA students with partners including the Richmond Art Gallery, Other Sights, and artists such as Scott Massey, Hazel Meyer, and Landon Mackenzie.

Design for Startups has connected eight BDes and MDes students with industry partners like Tuktu Care, Broadsight Media, and Apex Resource Management Solutions.

Pathways for Creative Futures provides hands-on learning and innovative Work-Integrated-Learning through courses including VISA 310: Art of Entrepreneurship, which teaches entrepreneurship to 31 BFA and BDes students; PHOT 316: Studio Photography, which teaches service learning to 14 Photo students in partnership with Hopehill Seniors Society; and engages 40 students in NMSA 300: New Media and Sound Practices and INTD 200: Interaction Design Core in curricular hackathons.

## Finance

### 1. Mid-year Financial Review + Cashflow

As of October 31, 2024, the University is projecting the following activity to the end of the 2024/25 fiscal year (March 31, 2025):

	2024/25 Projection	2024/25 Budget	Difference
<b>REVENUE</b>			
<b>Grants</b>			
Provincial annual block funding	\$24,959,967	\$24,476,319	\$ 483,648
less: Capital Allocation	(611,971)	(611,971)	-
Research Support Fund	163,570	192,600	(29,030)
<b>Total Grants</b>	<b>24,511,566</b>	<b>24,056,948</b>	<b>454,618</b>
<b>Tuition Fees</b>			
Domestic undergraduate	6,805,583	6,177,922	627,661
International undergraduate	14,118,745	14,464,890	(346,145)
Graduate studies	1,755,260	1,779,125	(23,865)
Other Fees	892,506	836,576	55,930
Continuing Studies	2,315,048	2,315,048	-
<b>Total Tuition</b>	<b>25,887,142</b>	<b>25,573,561</b>	<b>313,581</b>
<b>Other</b>	<b>1,642,919</b>	<b>1,557,005</b>	<b>85,914</b>
<b>Total Revenue</b>	<b>\$52,041,627</b>	<b>\$51,187,514</b>	<b>\$ 854,113</b>
<b>EXPENDITURES</b>			
<b>Salaries</b>	<b>44,449,375</b>	<b>43,061,738</b>	<b>1,387,637</b>
<b>Other Expenditures</b>	<b>10,755,002</b>	<b>10,666,222</b>	<b>88,780</b>
<b>Total Expenditures</b>	<b>\$55,204,377</b>	<b>\$53,727,960</b>	<b>\$ 1,476,417</b>
<b>Operating Deficit</b>	<b>\$ (3,162,749)</b>	<b>\$ (2,540,446)</b>	<b>\$ (622,303)</b>
Remove Capital Allocation	611,971	-	611,971
<b>Adjusted Deficit</b>	<b>\$ (2,550,778)</b>	<b>\$ (2,540,446)</b>	<b>\$ (10,332)</b>

Figure 1: Summary, projections to March 31, 2025

#### Grants

The University received an additional \$480,000 in Shared Recovery Mandate (SRM) funding from the province, related to salary increases for all staff. This increase to funding is offset by a similar increase to salary expenditures. Increases were retroactive to April 1, 2024.

#### Tuition Revenue

Overall, Fall Term registration exceeded total undergraduate head and credit targets; however, there was a variance to projections for the domestic vs. international mix. The University fell short of our international targets by 15 heads and 204 credits, which was offset by a significant increase in domestic students, exceeding targets by 69 heads and 1,641 credits (see figure 2).

	Actual	Budget	Increase (Decrease)	% Increase (Decrease)
<b>Domestic:</b>				
Heads	1,542	1,473	69	4.7%
Credits	20,847	19,206	1,641	8.5%
Credits per head	13.5	13.0	0.5	3.7%
<b>International:</b>				
Heads	615	630	(15)	-2.4%
Credits	8,613	8,817	(204)	-2.3%
Credits per head	14.0	14.0	0.0	0.0%

*Figure 2: Summary, 24FA Heads and Credits*

ECU is projecting similar results for the Spring Term and ultimately expects an improvement of approximately \$280,000 in undergraduate tuition revenue in the current fiscal year. Registration for Spring begins mid-November, and final registration levels will not be known until January 2025.

### **Other Income**

The University continues to experience higher than budgeted investment income related to money temporarily deposited in the Central Deposit Program. The interest rate has declined with the Bank of Canada rate as expected, but the University is still projecting an improvement of approximately \$125,000 compared to budget.

### **Salary Expenses**

The University is projecting salary expenses to be almost \$1.4M higher than budget. This includes salary increases for all staff in line with the increase to the University's provincial SRM funding, as well as increased costs of instruction to accommodate the additional registration achieved in the Fall Term and projected for the Spring Term.

Other increases are due to unbudgeted retirement/early retirement agreements (3), severance agreements (2), payroll settlements (1), new positions (2) and position reclassifications (5).

### **Non-salary Expenses**

At this point, there are no significant differences to the projections for non-salary expenses.

### **Capital Allocation**

The university's normal practice is to allocate a portion of our provincial funding to support capital leases and general capital purchases. The total allocation for 2024/25 was budgeted to be \$611,971. Instead, the University will use donated funds that have been restricted for the purpose of replacing end-of-life capital equipment.

This is an accounting exercise that allows us to utilize restricted capital funds for the purpose in which they were given, while retaining our provincial funding to support other operational requirements. The same allocation will occur in 2025/26.

### Mid-Year Budget Review:

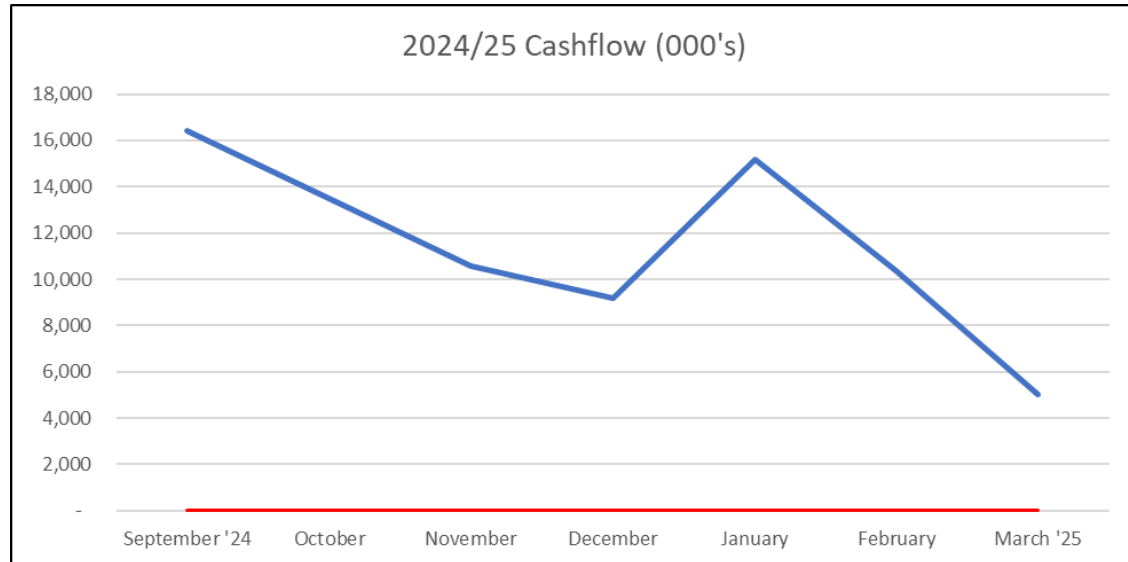
As occurs each year, budget managers have performed a mid-year review of their budgets. The purpose of this exercise is to provide Financial Services with a clear understanding of our projected financial position to the end of the current fiscal year.

The variances identified by budget managers through this process have been incorporated into our revised projections. Financial Services is working with Budget Managers on a regular basis to ensure all cost increases are identified and budget is reallocated as needed. This collaboration is ongoing, and projections will be refined again in January when we perform our Q3 review process with budget managers.

### Cashflow

Based on the information above, the University is not projecting any changes to our deficit for the current fiscal year. We will know more as Spring registration occurs. At this point the University is not revising its cashflow projections and remains confident that it can meet its obligations as expected through the current fiscal year (see figure 3).

As a reminder, ECU received advances to its base grant through the summer months; funds which have been deposited into the Central Deposit Program to gain interest. In the new year the University will not receive base grant funding between January 1 and March 31, and will draw from the Central Deposit as required. This is the reason for the sharp decline in cash between January and March, as seen in figure 3.



*Figure 3: Cashflow projection to March 2025*

## Facility Operations

Reporting for months August, September, October

**Maintenance Activity**

100% of planned 267 scheduled preventive maintenance activities were completed this period. Highlights of this work consist of service to main electrical vault, HVAC equipment, roads, grounds and landscaping services, fire and life safety equipment, sprinkler systems inspections, pest control, exit lighting, painting, appliances, access control and panic duress systems, elevators, waste and recycle services and wireless network maintenance.

209 service requests were responded to and addressed in this period. Highlights of this work consist of requests for service related to lighting control changes, event furniture arrangement, housekeeping, access control, telecommunications, plumbing and drainage, waste management and recycling.

**Waste Diversion**

36.6% of waste removed from the facility in this reporting period was diverted from landfill and recycled.

**Campus Activity**

With the start of the new school term, Facilities have been busy supporting the return of staff and students back to the campus with access cards, parking and locker assignments. We have also kicked off a fall cleaning of our loading bays and storage spaces. The team has also provided facility and safety support for several events on campus.