



# MINUTES - **APPROVED**

## BOARD OF GOVERNORS – OPEN SESSION

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

### ATTENDANCE

<b>Board Members:</b>	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
<b>Regrets:</b>	Brenda Crabtree, Board Member Eknoor Matharoo, Student-elected Board Member Lorcan O'Melinn, Board Vice-Chair and Chair, AFC Carleen Thomas, Chancellor
<b>Employee Resources:</b>	Diyan Achjadi, Interim Vice President, Academic + Provost Mark Douglas, Executive Director, Financial Services Natasha Himer, University Secretary Viktor Sokha, Vice-President, Finance + Administration
<b>Recorder:</b>	Nicole Shin, Associate University Secretary

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#### 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.

## Approved Minutes of Board Meeting – Open Session

held Thursday, September 26, 2024

Page 2 of 7

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.

**Approved Minutes of Board Meeting – Open Session**

held Thursday, September 26, 2024

Page 7 of 7

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.