

AGENDA

BOARD OF GOVERNORS – **OPEN SESSION**

Thursday, September 24, 2026 — 1:00 – 2:00 p.m.
ECU Boardroom D2315 and via Teams

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. Call to Order and Territorial Acknowledgement	L. O'Melinn		
	2. Disclosure of Conflict of Interest	L. O'Melinn		
	CONSENT AGENDA			
1:02	3. Items for Approval by Consent	L. O'Melinn	Approval by Consent	
	IT IS HEREBY RESOLVED that the Board approves the items included under the Consent Agenda.			
	3.1 Agenda		Approval	1
	3.2 Minutes of Board Open Session held on June 4, 2026		Approval	3
	3.3 Annual Capital Plan		Approval	6
	<i>IT IS HEREBY RESOLVED THAT the Board, on the recommendation of the Audit + Finance Committee, approves the Annual Capital Plan for 2027/28 to 2032/33 for submission to the Ministry of Infrastructure.</i>			
	3.4 2025/26 Statement of Financial Information		Approval	11
	<i>IT IS HEREBY RESOLVED THAT the Board, on the recommendation of the Audit + Finance Committee, approves the Statement of Financial Information for Emily Carr University of Art + Design for the fiscal year ended March 31, 2026.</i>			

Time	Item	Speaker	Action	Page #
	Consent Agenda (cont'd)			
	3.5 Q1 Forecast		Approval	29
	<i>IT IS HEREBY RESOLVED THAT the Board, on the recommendation of the Audit + Finance Committee, ratify the Q1 Forecast for the fiscal year 2026/27 as submitted to the Ministry of Post-Secondary Education + Future Skills.</i>			
	4. BUSINESS			
1:05	4.1 Welcome + Chair's Remarks	L. O'Melinn	Information	
1:15	4.2 President's Remarks	T. Kelly	Information	
1:20	4.3 Institutional Accountability Plan and Report 2025/26	T. Kelly	Approval	32
	<i>IT IS HEREBY RESOLVED THAT the Board approves the 2025/2026 Institutional Accountability Plan + Report, as presented.</i>			
1:30	4.4 Strategic Plan Progress Report	T. Kelly	Information	34
1:45	5. REPORTS			
	5.1 President + Vice-Chancellor's Report	T. Kelly	Information	70
	5.2 Vice President, Academic + Provost's Report	D. Achjadi	Information	72
	5.3 Vice President, Finance + Administration's Report	M. Douglas	Information	74
	6. NEXT MEETING – December 3, 2026	L. O'Melinn		
2:00	7. CONCLUSION OF MEETING	L. O'Melinn		

Thursday, June 4, 2026
3:00 pm – 4:00 pm
ECU Boardroom D2315 and *MS Teams

ATTENDANCE:

Board Members:	Saanvi Bhat, Student-elected Board Member Ashley Chung, Student-elected Board Member Brenda Crabtree, Board Member Alla Gadassik, Faculty-appointed Board Member Mimi Gellman, Faculty-appointed Board Member Trish Kelly, President + Vice-Chancellor Steve Kinsey, Board Member Mary Macaulay, Board Member* Lorcan O'Melinn, Acting Board Chair and Audit + Finance Committee Chair Harv Phandal-Dhanda, Board Member Eduardo Rodriguez, Employee-elected Board Member Natasha Tony, Board Member
Regrets:	Carleen Thomas, Chancellor Sung Van, Board Member
Employee Resources:	Mark Douglas, Interim Vice-President, Finance + Administration Natasha Himer, University Secretary and Executive Director, Governance Adrian Tees, Associate Vice-President, Human Resources Alexander Muir, Technical Support
Recorder:	Bessie Chow, Recording Secretary*

1. CALL TO ORDER AND TERRITORIAL ACKNOWLEDGEMENT

With quorum present, the Acting Board Chair, L. O'Melinn, called the meeting to order at 3:11 pm.

Board member N. Tony provided a territorial acknowledgment and shared personal reflections on reconciliation.

2. DISCLOSURE OF CONFLICT OF INTEREST

Board members were invited to disclose any conflicts of interest related to the agenda items. No conflicts were disclosed.

3. CONSENT AGENDA

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

IT IS HEREBY RESOLVED that the Board of Governors approves the items included under the Consent Agenda, as circulated.

3.1. Agenda

3.2. Minutes of the Board Open Session held on March 26, 2026

3.3. Report on Forced Labour and Child Labour

IT IS HEREBY RESOLVED that the Board of Governors, on the recommendation of the Audit + Finance Committee, approves ECU's Annual Report on Forced Labour and Child Labour for the year ended March 31, 2026, as presented.

3.4. President + Vice Chancellor's Report

In response to a request, the Acting Chair agreed to allocate time for further discussion of a resolution carried at the March Board meeting.

4. BUSINESS

4.1. Acting Chair's Opening Remarks

The Acting Chair provided remarks on:

- Recognition of outgoing student-elected Board members, S. Bhat and A. Chung.
- Key agenda items, including an update on the 2025/26 Budget, approval of the audited financial statements and progress in implementing the Strategic Plan.

4.2. President's Remarks

The President + Vice-Chancellor, T. Kelly, provided remarks on:

- Appreciation for ECU staff, faculty and students for their work in organizing May events including the Grad Show and Convocation.
- Celebration of the 2026 Honorary Doctorate and Emily Carr Award recipients.
- An upcoming exhibition of student work related to ECU's 100th anniversary.
- Appointment of J. Tuner to the role of Dean of Culture and Community.
- The successful auction sale of E. J. Hughes' *Coastal Boats Near Sidney, BC*, the related new student endowment, and recognition of the Peter and Joanne Brown Foundation's support.

4.3. Budget Update: 2025/26 Actual Activity vs Approved Budget

The Interim Vice-President, Finance + Administration, M. Douglas, presented an audit overview, highlights from the audited financial statements and a comparison of 2025/26 actual activity against the approved budget.

Discussion addressed the following matters:

- Clarification that the surplus reported for Great Northern Way primarily reflected unrealized gains arising from the restatement of trust asset values.
- The drivers of the favourable expenditure variance, including savings in salaries and benefits and general and administrative expenses.
- The reasonableness of savings incorporated into the 2026/27 Budget, recognizing that expenditures are more controllable than revenues.

4.4. Audited Financial Statements for Fiscal Year Ended March 31, 2026

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

IT IS HEREBY RESOLVED that the Board of Governors, on the recommendation of the Audit + Finance Committee, approves the audited financial statements for the year ended March 31, 2026, as presented.

4.5. Follow-up on March Board Resolution

A Board member raised the Board's March approval to suspend intake into the BFA of photography program. Concern was expressed on the adequacy of supporting documentation. It was clarified that the suspension of intake is not a program closure; this step provides an opportunity to review the program.

4.6. Strategic Plan Progress Report

T. Kelly provided a presentation on progress in implementing the Strategic Plan, noting that a full written report will be provided to the Board and posted publicly in the fall.

Discussion addressed topics including work underway by the Administration to implement and measure progress and opportunities arising from industry partnerships.

4.7. President's Closing Remarks

T. Kelly presented a highlight reel from the 2025/26 academic year, with a focus on student experience and the collaborative nature of practice-based education and the Centennial year events.

Comments reflected the emotional impact of the student highlights and Board members commented on the sense of progress, stability and momentum seen across the institution.

5. NEXT MEETING

The next scheduled meeting of the Board of Governors was confirmed for September 24, 2026.

6. CONCLUSION

With no further business, the Open Session of the June 4, 2026 Board of Governors meeting concluded at 4:11 pm.

Briefing Note

TO:	Board of Governors
FROM:	Mark Douglas, Vice-President, Finance + Administration
DATE:	September 24, 2026
SUBJECT:	Annual Capital Plan Submission
PURPOSE:	☒ For Action ☐ For Discussion ☐ For Information
RESPONSIBLE PORTFOLIO:	Vice President, Finance + Administration

PROPOSED RESOLUTION:

IT IS HEREBY RESOLVED that the Board, on the recommendation of the Audit + Finance Committee, approves the Annual Capital Plan for 2027/28 to 2032/33 for submission to the Ministry of Infrastructure.

EXECUTIVE SUMMARY/OVERVIEW

The Annual Capital Plan Submission from each public post-secondary institution is used by the Ministry of Infrastructure (the “Ministry”) to understand sector capital priorities for current and future funding consideration. Emily Carr University’s (“ECU” or “University”) priorities are driven by the necessity to ensure that the University’s programming remains aligned with evolving industry needs. Our degree programs are dependent on providing the equipment and facilities that meet industry expectations to enable our students to enter the labour market and contribute to the economy immediately after graduation.

ECU’s discussions with the Ministry in recent years have made clear the importance of equipment renewal to meet industry standards. Since 2023/24, the Ministry has provided \$9 million in capital funding to ECU, including approximately \$2.7 million specific to capital equipment upgrades. These funds are largely a result of past Capital Plan submissions.

ECU's Capital Plan ("the Plan") was compiled by the University's Capital Committee in collaboration with academic leaders and includes projects that total \$7,429,000 and span the next 5 years. The Plan was submitted in draft form to the Ministry by their deadline of June 30, 2026, subject to Board approval.

The Audit + Finance Committee recommends Board approval of the submission, which is required to confirm institutional endorsement of the projects submitted to the Ministry. Board approval of the Plan does not authorize project spending or commit University funds.

KEY POINTS/CONSIDERATIONS

The Plan categorizes the University's priorities into three general project categories provided by the Ministry. Within each category, ECU prioritized the projects using the following criteria:

1. Urgency and likelihood of equipment or infrastructure failure.
2. Risk to academic delivery or program integrity if failure occurs.
3. Project scale, including whether the project can be self-funded.

The projects support academic delivery, operational resilience, and ECU's ability to maintain facilities and technology that meet the needs of our teaching and learning environment.

- Priority Investments - \$1,320,000

This category captures investments in new space to accommodate programming capacity or enrolment growth. ECU's submission includes costs related to a new student kitchen and food security initiatives, and improvements to studio and communal spaces for Visual Arts and Foundation programs.

- Routine Capital - \$1,890,000

This category captures major renovations that improve the condition of facilities and equipment. ECU's submission identifies 6 projects that address accessibility, fabrication equipment renewal (wood and metal shop), safety/security in the shipping and loading area, and improvements to instructional space.

- Information Management/Information Technology - \$4,219,000

This category captures projects focused on security and privacy, or services in areas of increased demand. ECU's submission focuses on 9 projects required to improve animation technology, data storage, remote access, AV renewal, print security, and the outdoor exhibition screen.

The Plan represents a range of projects that the University anticipates over the next five years; however, many are highly dependent on provincial financial support. Board approval of the submission does not constitute approval of project expenditures, nor does it commit University funds. Individual projects will proceed only once funding sources, operating impacts, and any required internal approvals are confirmed.

Any operational impacts associated with Ministry approved projects will be assessed as part of the project's implementation planning and brought forward through the appropriate budget approval process, as required.

NEXT STEPS

The Annual Capital Plan Submission requires the approval of the Board through recommendation of the Audit + Finance Committee.

Ministry approved projects, including related funding, will be communicated to post-secondary institutions by April 2027.

ATTACHED SUPPORTING MATERIALS

1. The Ministry did not require a letter summarizing ECU's capital requirements. The submission to the Ministry included 18 separate documents detailing each project. Projects are summarized on the attached Capital Projects Overview.

	Funding Year	Capital 5 Yr Submission	Priority	Category	Total Project Cost
1	27/28	Accessible Campus Improvements + Audit	1	Routine Capital	\$ 300,000
2	27/28	Stationary Equipment Replacement	2	Routine Capital	\$ 520,000
3	27/28	Space Capture + Improvement to Increase Production Space for Communication Design + Illustration	3	Routine Capital	\$ 300,000
4	27/28	North Shipping + Loading Area Security Hardening	4	Routine Capital	\$ 120,000
5	27/28	Space Improvements for Multidisciplinary Classrooms	5	Routine Capital	\$ 600,000
6	27/28	Interaction Design (INTD) Studio + Classroom Access	6	Routine Capital	\$ 50,000
7	27/28	Student Kitchen + Food Security Improvements	1	Priority Investments	\$ 540,000
8	27/28	Visual Arts (ART) Studio Redesign	2	Priority Investments	\$ 360,000
9	27/28	Foundation Integrated Learning + Community Hub	3	Priority Investments	\$ 420,000
10	27/28	Critical Renewal of Animation Program Technology	1	IM/IT	\$ 930,000
11	27/28	Curricular Data Infrastructure, Institutional Resilience + Capacity Expansion	2	IM/IT	\$ 185,000
12	27/28	Digital Studio Access Expansion - Remote Desktop Renewal	3	IM/IT	\$ 250,000
13	27/28	Industry Ready Digital Technology Renewal	4	IM/IT	\$ 300,000

	Funding Year	Capital 5 Yr Submission	Priority	Category	Total Project Cost
14	27/28	Campus Wide Built-in Audio-Visual (AV) Replacement	5	IM/IT	\$ 1,905,000
15	27/28	Replacement of Outdoor Exhibition Screen	6	IM/IT	\$ 250,000
16	27/28	Campus Telephony + Emergency Communications Renewal	7	IM/IT	\$ 195,000
17	27/28	Enhance Enterprise Print Security, Fleet Renewal + Expansion	8	IM/IT	\$ 179,000
18	27/28	Ipads for Continuing Studies Teen Programming Expansion	9	IM/IT	\$ 25,000
					\$ 7,429,000

Briefing Note

TO:	Board of Governors
FROM:	Mark Douglas, Vice-President, Finance + Administration
DATE:	September 24, 2026
SUBJECT:	Statement of Financial Information (SOFI) for FYE March 31, 2026
PURPOSE:	☒ For Action ☐ For Discussion ☐ For Information
RESPONSIBLE PORTFOLIO:	Vice President, Finance + Administration

PROPOSED RESOLUTION

IT IS HEREBY RESOLVED THAT the Board, on the recommendation of the Audit + Finance Committee, approves the Statement of Financial Information for Emily Carr University of Art + Design for the fiscal year ended March 31, 2026.

EXECUTIVE SUMMARY/OVERVIEW

The Statement of Financial Information (“SOFI”) is a requirement under the Financial Information Act and must be submitted to the Ministry by October 1, 2026.

Employees whose remuneration exceeds \$75,000 and suppliers paid in excess of \$25,000 in the fiscal year are required to be listed individually in the SOFI. The audited financial statements of the University (approved by the Board at its meeting held on June 4, 2026) are also included with the SOFI report when submitted to the Ministry.

KEY POINTS/CONSIDERATIONS

The report provides supplemental information for financial activity occurring in the 2025/26 fiscal year and includes the following:

- Schedule of Remuneration Expenses
- Schedule of Debts
- Schedule of Guarantee or Indemnity Agreements

- Schedule of Payments to Suppliers
- Schedule of Severance Agreements

The Schedule of Remuneration Expenses includes both remuneration and expenses paid to or on behalf of employees. Remuneration includes taxable benefits, if applicable, and expenses are not limited to expenses that are generally perceived as perquisites, or bestowing personal benefit, and primarily include expenditures required for the employee to perform their job functions, such as costs related to travel, conferences, meetings, memberships and professional development.

NEXT STEPS

The Statement of Financial Information requires Board approval prior to submission. The Chair of the Board signs the Statement of Financial Information Approval form as evidence of this approval.

ATTACHED SUPPORTING MATERIALS

1. 2025/26 Statement of Financial Information (SOFI) Report

Statement of Financial Information Approval:

We certify that the 2025/2026 Financial Information Act Report of Emily Carr University of Art + Design has been approved by the Board of Governors.

Lorcan O'Melinn
Acting Board Chair

Mark Douglas
Vice-President, Finance + Administration

Statement of Management Responsibility

The Financial Statements contained in this Statement of Financial Information under the Financial Information Act have been prepared by management in accordance with generally accepted accounting principles and the integrity and objectivity of these statements are management's responsibility. Management is also responsible for all the statements and schedules, and for ensuring that this information is consistent, where appropriate, with the information contained in the financial statements.

Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced.

The Board of Governors is responsible for ensuring that management fulfils its responsibilities for financial reporting and internal control and exercises this responsibility through the Board Executive. The Board reviews financial information quarterly (through its Audit + Finance Committee) and reviews the audited financial statement at the end of each fiscal year.

The external auditors, KPMG LLP, conduct an independent examination, in accordance with generally accepted auditing standards, and express their opinion on the financial statements. Their examination does not relate to the other schedules and statements required by the Act. Their examination includes a review and evaluation of the university's system of internal control and appropriate tests and procedures to provide reasonable assurance that the financial statements are presented fairly.

On behalf of Emily Carr University of Art and Design

Mark Douglas
Vice-President, Finance + Administration

Emily Carr University
Statement of Financial Information
Schedule of Remuneration Expenses
April 1, 2025 to March 31, 2026

Name	Position	Total Remuneration	Expenses*
Board of Governors			
Anaa, Parnian	Board Member		
Avison, Don	Board Chair		
Bair, Rebecca	Board Member		
Bhat, Saanvi	Board Member		
Chung, Ashley	Board Member		
Crabtree, Brenda	Board Member		
Gadassik, Alla	Board Member		
Gellman, Mimi	Board Member		254.63
Kelly, Patricia	President + Vice-Chancellor		
Kinsey, Steven	Board Member		
Macaulay, Mary	Board Member		
Matharoo, Eknoor	Board Member		
O'Melinn, Lorcan	Board Chair		207.50
Phandal Dhanda, Harvi	Board Member		
Rodriguez, Eduardo	Board Member		
Thomas, Carleen	Chancellor		
Tony, Natasha	Board Member		
Van, Sung	Board Member		
Employees			
Abbott, Amory		130,612.19	3,671.54
Abdul Aziz, Mohamed Ridzwan		135,833.72	21.52
Achjadi, Sri		246,391.00	9,121.28
Agazarian, Carolyn		76,481.80	-
Agbi, Toluwani		87,665.93	-
Almeida, Nicole		94,047.87	2,470.24
Andersson, Patrik		113,657.41	1,450.36
Andreyev, Julie		113,657.41	1,676.53
Armen, Haig		110,835.53	1,201.28
Armstrong, Kate		94,562.61	-
Assion, Taylor		98,680.80	-
Badke, Craig		113,657.33	90.91
Bair, Rebecca		97,857.22	120.35
Ballingall, Rodney		82,049.09	-
Bancesco, Megan		98,196.48	-
Barcham, Manuhuia		113,657.41	2,000.00
Beer, Ruth		100,216.04	1,979.13
Bertram, Kevin		100,654.61	4,267.31
Bertulis, Eugenia		108,013.77	482.27
Bishko, Leslie		113,657.33	2,699.88

Emily Carr University
Statement of Financial Information
Schedule of Remuneration Expenses
April 1, 2025 to March 31, 2026

Bissonauth, Natasha	118,455.08	10,593.67
Blachford, Leith	116,301.24	-
Blyt, Christian	113,657.33	1,518.48
Bohringer, Regula	77,535.00	-
Brereton, Darren	82,876.34	-
Bryan, Charise	124,007.74	340.00
Burns, Leah	97,840.70	-
Bussigel, Peter	110,835.53	1,010.41
Cartiere, Cameron	113,657.33	1,500.00
Ceresney, Benita	100,893.92	5,280.80
Chalmers, Trudy	75,521.33	-
Chan, King Chee	82,173.71	198.00
Chen, Jian Guang	98,907.48	414.75
Chhay, Bopha	95,031.72	3,356.30
Chisholm, Catherine	82,797.93	842.60
Christiansen, Rod	107,823.10	-
Clark, Carina	92,476.25	853.36
Conbere, Nicholas	131,444.10	1,017.01
Crawford, Ghislaine	77,165.33	-
Cutler, Randy	113,657.33	938.49
Datta, Rohini	90,625.37	1,308.50
Day Fraser, Helene	113,657.33	-
Demiralp, Cemre	96,263.04	3,515.95
Diab, Ana	113,657.33	1,152.81
Dorey, Suzanne	122,818.87	7,901.06
Douglas, Mark	207,438.16	3,589.41
Doyle, Keith	113,657.41	-
Eakins, Caitlin	80,663.33	581.30
Eng, Mercedes	91,893.56	36.54
Entezari, Ali	128,298.12	341.25
Ewart, Chris	100,148.94	-
Falcon, Diana	85,590.84	-
Falk, Charlotte	104,074.48	1,500.00
Faridi, Nasrin	88,501.78	1,022.70
Feltham, Richard	80,965.80	-
Fiedrich, Kristina	135,806.41	5,750.21
Fitzgerald, Heather	125,868.60	452.96
Fossl, Thomas	78,649.58	688.77
Fowler, Gaye	78,167.16	-
Franz-Hernandez, Calina	83,609.12	-
Frid-Jimenez, Amber	146,753.86	11,004.41
Gadassik, Alla	113,657.41	10,043.94

Emily Carr University
Statement of Financial Information
Schedule of Remuneration Expenses
April 1, 2025 to March 31, 2026

Gellman, Mimi	113,110.17	2,765.72
Ghioni, Carlito	113,657.33	1,964.39
Giesbrecht, Christine	94,790.52	500.00
Gilad, Lee	100,659.84	4,845.02
Gillieson, Katherine	113,657.33	1,000.00
Goldberg, Eleonore	101,662.15	3,002.98
Grauer, Perrin	82,574.88	33.64
Green, Sarah	89,423.24	-
Guno, Marcia	176,780.69	8,127.27
Haines, Vivian	102,059.57	1,928.28
Hall-Patch, Vanessa	80,336.40	6.00
Hannan, Jon	113,657.33	2,523.84
Hass, Alexandra	126,702.87	76.00
Haug, Margaret	86,802.83	1,242.94
Hermant, Emily	110,835.61	3,131.61
Hertz, Garnet	138,057.36	-
Hethrington, Christopher	113,657.33	-
Hilder, Jamie	141,986.55	204.64
Himer, Natasha	141,760.92	1,984.64
Ho, Joey	86,381.51	-
Howard Sandoval, Christine	113,657.33	1,500.00
Howe, Margaret	113,657.33	1,952.16
Hrabluik, Allison	113,657.33	-
Hug, Chelsea	148,244.09	7,471.88
Igloliorte, Jonathan	113,655.90	589.57
Jaroszewicz, Adriana	113,657.33	2,024.87
Jimenez Enriquez, Gilberto	91,272.05	-
Johnsen, Mark	111,772.53	692.50
Johnson, Roxanne	83,980.60	32.50
Jones, Christopher	110,835.53	1,053.47
Kam, Debora	153,500.81	4,752.64
Kaur Grewal, Sandeep	189,690.00	5,464.30
Kelly, Patricia	301,888.80	31,512.90
Khan-Sequeira, Ashiya	113,657.33	1,436.00
Killas, Harry	113,265.83	2,539.72
Killeen, Monica	104,021.93	263.75
Kim, Woonam	113,657.33	1,488.98
Koenig, Ingrid	105,176.63	1,000.00
Kovacs, Anita	82,573.35	4,723.29
Kozak, Laura	97,322.03	177.70
Kwan, Vanessa	119,274.65	5,428.72
Lam, Gwenessa	114,301.14	990.54

Emily Carr University
Statement of Financial Information
Schedule of Remuneration Expenses
April 1, 2025 to March 31, 2026

Langlois, Justin	191,320.25	4,097.61
Lazar, Edgar	116,045.34	2,478.32
Lee, Hyein	113,657.41	1,500.00
Li, Shiu Cheung	113,657.33	-
Liosis, Gabriel	79,148.88	1,655.55
Liu, Johnny	128,889.29	2,497.51
Liu, Wensi	130,180.87	368.77
Martin, Maria	175,989.54	12,594.22
McIntosh, Elizabeth	113,657.33	1,500.00
McKinnon, Shannon	104,726.21	154.64
Men, Pei	91,931.02	-
Mendes, Carlos	75,815.63	800.00
Milner, Susan	100,852.92	118.67
Mitchell-Cranfield, Robin	88,176.36	-
Mohammadi, Banafsheh	101,635.91	2,343.07
Moini Shirazi, Rozita	77,652.49	-
Morewood, Kajola	116,372.35	24,363.46
Morgan, Marion	89,012.50	2,351.78
Najib, Ariba	93,043.83	210.00
Nannar, Rumnique	83,425.80	-
Nattall, James	121,158.27	920.55
Neat, Cameron	113,657.45	-
Nestler, Sunny	94,048.30	1,876.62
Newhouse, William	146,509.11	1,771.17
Newlon, Laura	130,173.41	1,026.83
Ng, Man Yin	84,468.67	756.85
Novak, Justin	113,657.31	1,052.30
O, Debora	83,329.81	1,886.49
Oatman, Christopher	120,833.76	1,013.78
Ollenberg, Phillip	132,756.41	2,826.93
Osenton, Sara	112,998.15	-
Oussoren, Aaron	90,587.65	42.01
Pauker, Magnolia	77,602.19	1,980.00
Peivandi, Parvin	82,480.37	-
Phillips, Kasey	113,265.75	1,440.93
Pickering, Sydney	82,302.48	19,467.73
Piontek, Birthe	108,513.75	7,264.21
Plessner, Daphne	113,657.49	140.45
Porter, Taryn	85,856.07	415.03
Prowse, Ceile	75,451.43	1,312.82
Purkayastha, Saurav	82,049.07	-
Raber, Caylee	113,902.34	5,160.13

Emily Carr University
Statement of Financial Information
Schedule of Remuneration Expenses
April 1, 2025 to March 31, 2026

Rajani, Selina	83,085.28	-
Reeves, Bentley	85,253.13	-
Reyes Rodriguez, Gonzalo	113,657.31	1,500.00
Rhodes, Ian	78,347.55	-
Rooney, Leanne	122,220.87	4,805.94
Rose, Martin	113,657.39	986.99
Sager, Vjeko	101,828.99	1,842.73
Sawatsky, Rachelle	113,657.39	1,500.00
Seney-Coletta, Cory	135,144.05	18,039.29
Shamash, Sarah	113,657.31	3,409.28
Spanan, Rosemarie	75,087.88	-
Spaidal, Trevor	180,790.09	979.00
St. Pierre, Louise	109,314.73	662.91
Stewart, Christine	113,657.31	1,500.00
Stuckart, Kayla	177,309.96	6,302.05
Sum, Jason	77,777.87	-
Sun, Prophecy	91,742.83	1,000.00
Tang, Brendan	113,657.43	941.17
Tees, Adrian	190,935.48	1,478.14
Ting, Tiffanie	140,464.50	2,758.56
Tolentino, John	85,838.13	34.52
Tsang, Henry	113,657.31	4,674.85
Tsuchida, Rafael	79,099.62	800.00
Turner, Jacqueline	161,507.23	5,791.86
Ulatan, Peter-Mark	78,886.83	-
Unterman, Benjamin	76,587.07	-
Vera Oviedo, Ada Nilda	77,551.74	-
Verkerk, Kathryn	156,077.07	9,810.36
Vicenti, Leo	95,769.17	1,918.34
Waller, Kristy	108,281.19	3,260.31
Wang, Janet	115,157.31	1,624.33
Warren, Daina	161,794.84	30,626.01
Webb, Hillary	112,941.78	1,244.66
Weeks, Meghan	78,438.00	-
White, Amanda	82,200.28	12,060.59
Wichuk, Stephen	104,315.08	2,419.93
Wiener, Leah	115,075.55	4,945.19
Wight, Christine	113,659.35	8,089.34
Wildberger, Daniel	113,657.41	-
Wong, Gabriel	75,225.16	2,855.53
Wong, Rita	99,501.29	-
Woodin, Jennifer	76,656.25	17.51

Emily Carr University
Statement of Financial Information
Schedule of Remuneration Expenses
April 1, 2025 to March 31, 2026

Yasukawa, Allison	103,819.39	10,385.27
Yazdani, Reyhaneh	94,367.03	931.50
Yin, Hua	78,606.12	262.50
York, Julie	113,657.39	3,500.00
Young, Heather	111,272.58	271.98
Zabolotney, Bonne	110,835.67	422.17
Zandvliet, Danielle	91,113.12	-
Zhang, Danni	99,043.59	1,753.70
Zuliani, Andrew	79,284.19	-

Total Remuneration for Employee earning over \$75,000.00	21,535,059.41	479,233.68
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Total Remuneration for Employee earning under \$75,000.00	14,543,348.47	
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Reconciling Items: Employer Paid Taxes and Benefits

Total Employer portion of: CPP	1,643,368.28	
Total Employer portion of: EI	578,065.04	
Employer Health Tax	712,846.62	
College Pension	2,491,819.42	
Municipal Pension	759,425.17	
IA Financial Group	187,043.82	
Workers' Compensation Board	61,917.53	
Manulife	1,454,665.39	
Total Employer Paid Benefits	7,889,151.27	
Total Renumeration and Expenses	43,967,559.15	479,233.68
Total per Financial Statements	\$ 45,443,292.47	
Variance	\$ (1,475,733.32)	

Note: re Section 6(1a) Financial Information Regulation

The Total Remuneration differs from the related figures in the financial statements at March 31, 2026 as the financial statements are compiled on an accrual basis in accordance with generally accepted accounting principles whereas the Statement of Financial Information shows cash payments.

* This category includes expenses paid directly to an employee, or to a third party on behalf of the employee, while engaged on University business.

Emily Carr University
Statement of Financial Information
Schedule of Debts
April 1, 2025 to March 31, 2026

Description	Amount Outstanding	Interest Rate	Maturity Date
Campus Redevelopment Project P3 Debt	\$ 49,638,823	4.59%	August 2047

Emily Carr University
Statement of Financial Information
Schedule of Guarantee or Indemnity Agreements
April 1, 2025 to March 31, 2026

UCIPP REF#	APPROVAL DATE	INDEMNITEE	ACTIVITY
202619175	Apr 03, 2025	His Majesty the King in Right of Canada, as represented by the Minister of Foreign Affairs acting through the Department of Foreign Affairs, Trade and Development	Grant Agreement with His Majesty the King in Right of Canada, as represented by the Minister of Foreign Affairs acting through the Department of Foreign Affairs, Trade and Development with regards to Academic Relations Program / Faculty Mobility for Partnership Building Program
202619213	Apr 10, 2025	His Majesty the King in Right of the Province of British Columbia, represented by the Ministry of Children and Family Development	Affiliation Agreement between His Majesty the King in Right of the Province of British Columbia, represented by the Ministry of Children and Family Development and any UCIPP covered entity for practicum experiences
202619217	Apr 16, 2025	His Majesty the King in Right of the Province of British Columbia as represented by the Minister of Public Safety and Solicitor	Affiliation Agreement between His Majesty the King in Right of the Province of British Columbia represented by the Minister of Public Safety and Solicitor General and any UCIPP covered entity for the practicum experiences
202619238	Apr 17, 2025	Mitacs Inc.	Mitacs Program Terms and Conditions - Participants with Mitacs Inc. and any UCIPP covered entity to participate in the programs
202619239	Apr 17, 2025	Mitacs Inc.	Mitacs Program Terms and Conditions - Institutions with Mitacs Inc. and any UCIPP covered entity to participate in the programs
202619263	Nov 10, 2025	Adobe Inc.	Adobe General Terms of Use between Adobe Inc. and any UCIPP covered entity with respect to the use of Adobe products and services
202619280	Nov 10, 2025	Metro Vancouver Regional District	Master Agreement between Metro Vancouver Regional District and any UCIPP covered entity for Training and Organization Development Facilitation Services
202619293	May 01, 2025	His Majesty the King in Right of Canada, as represented by the Minister of Women and Gender Equality and Youth	Contribution Agreement with His Majesty the King in Right of Canada, as represented by the Minister of Women and Gender Equality and Youth for funding under the Canada Summer Jobs Program
202619294	May 01, 2025	BorderPass Corporation	Subscription Agreement with BorderPass Corporation for the implementation digital platform for immigration management
202619339	May 12, 2025	Rogers Communication Canada Inc.	Terms of Use - Business Wifi Agreement with Rogers Communication Canada Inc. for the use of Wifi Services and Shaw Services
202619371	May 16, 2025	Co-operative Education and Work Integrated Learning Canada (CEWIL)	Funding Agreement with Co-operative Education and Work Integrated Learning Canada (CEWIL) to support skills development projects to effectively align technical, foundational, and "work-ready" skills of post-secondary students with the skills required by Canadian employers
202619409	May 29, 2025	British Columbia Hydro and Power Authority	Energy Manager Program Agreement with British Columbia Hydro and Power Authority for the funding of an Energy Manager

Emily Carr University
Statement of Financial Information
Schedule of Guarantee or Indemnity Agreements
April 1, 2025 to March 31, 2026

202619428	Jun 09, 2025	Articulate Global, LLC	Terms of Service between Articulate Global, LLC and any UCIPP Institution for the use of the software and services provided by Articulate Global, LLC
202619462	Jun 13, 2025	CSI Leasing Canada Ltd.	Master Lease Agreement between Emily Carr University of Art + Design and CSI Leasing Canada Ltd. for the lease of computer equipment
202619592	Jul 15, 2025	Ontario College of Art & Design University - Phase Lab	Equipment Loan Agreement between Emily Carr University of Art + Design and Ontario College of Art & Design University - Phase Lab for borrowed
202619736	Aug 18, 2025	Amazon Web Services Canada, Inc.	AWS Customer Agreement between Emily Carr University of Art + Design and Amazon Web Services Canada, Inc. with regards to the deliverables provided by AWS Web Services Canada, Inc
202619738	Aug 20, 2025	Pattison Outdoor Advertising LP	Advertising Space Contract with Pattison Outdoor Advertising LP with regards to advertising
202619795	Sep 03, 2025	Quadient Canada Ltd. and Quadient Leasing Canada Ltd.	Customer Agreement between Emily Carr University of Art + Design and Quadient Canada Ltd. and Quadient Leasing Canada Ltd. with regards to lease of equipment and provision of services
202619813	Sep 05, 2025	His Majesty the King in Right of Canada as represented by the Minister of Health through the Public Health Agency of Canada	Contribution Agreement between Recipient and His Majesty the King in Right of Canada as represented by the Minister of Health through the Public Health Agency of Canada for contribution of funds for various Projects
202619815	Sep 05, 2025	Vancouver Community College and Member Institutions	Collaboration Framework Common Licensing Agreement between any Member Institution and Vancouver Community College to participate in the use and sharing of the Curriculum Repository
202619817	Sep 05, 2025	His Majesty the King in Right of the Province of British Columbia, represented by the Minister of Social Development and Poverty Reduction	Shared Cost Agreement between His Majesty the King in Right of the Province of British Columbia, represented by the Minister of Social Development and Poverty Reduction and UCIPP covered entities as Project Holder with respect to the Project
202619831	Sep 10, 2025	TD Life Insurance Company	Insurance Affinity Agreement between any UCIPP covered entity and TD Life Insurance Company for the Life and Health Insurance Program
202619865	Sep 18, 2025	Adobe Systems Incorporated	End User License Agreement with any UCIPP covered entity and Adobe Systems Incorporated for the use of product, software and services provided by Adobe Systems Incorporated
202619908	Sep 25, 2025	His Majesty the King in Right of the Province of British Columbia represented by any Minister	Sponsored Research Agreement between any BC Public University and His Majesty the King in Right of the Province of British Columbia, as represented by any Minister with regards to any research initiatives between the parties

Emily Carr University
Statement of Financial Information
Schedule of Guarantee or Indemnity Agreements
April 1, 2025 to March 31, 2026

202619930	Oct 02, 2025	His Majesty the King in Right of the Province of British Columbia	General Service Agreement between His Majesty the King in Right of the Province of British Columbia and each University, College and Institute Protection Program (UCIPP) covered entity, with respect to the individual UCIPP covered entity providing general services to the Province
202619931	Oct 02, 2025	His Majesty the King in Right of the Province of British Columbia	Access Agreement between His Majesty the King in Right of the Province of British Columbia, represented by the Minister of Citizen's Services and any UCIPP Covered Entity for access to the software application located at bcbid.gov.bc.ca
202619932	Oct 02, 2025	His Majesty the King in Right of the Province of British Columbia	Non Disclosure Agreement and Consent and Release between His Majesty the King in Right of the Province of British Columbia, represented by the Minister of Citizen's Services and any UCIPP Covered Entity for access to the BC Bid Contract or other information in the Virtual Documents Room.
202620103	Nov 17, 2025	TouchNet Information Systems, Inc.	Master Services Agreement between Emily Carr University of Art + Design and TouchNet Information Systems, Inc. for the use of the services provided by TouchNet Information Systems, Inc
202620224	Dec 11, 2025	Moneris Solutions Corporation	National Account Merchant Agreements with Moneris Solutions Corporation for payment processing transactions and the use of services provided by Moneris Solutions Corporation
202620312	Jan 13, 2026	The Business + Higher Education Roundtable	Master Funding Agreement for the Workplace Integrated Learning Initiative between any UCIPP participating institution as the Recipient and The Business + Higher Education Roundtable
202620319	Jan 13, 2026	Amazon.com.ca, Inc.	Schedule C - Form of Institution Participation Agreement between any UCIPP covered entity and Amazon.com.ca, Inc. from the Amazon Business - BCNET Master Agreement.
202620334	Jan 15, 2026	Union of BC Municipalities	UBCM Trade Show Exhibitor Contract between any UCIPP covered entity and Union of BC Municipalities for participation as an Exhibitor
202620356	Jan 26, 2026	Oracle Canada ULC	Oracle Cloud Services Agreement between any UCIPP covered entity and Oracle Canada ULC for the use of services provided by Oracle Canada ULC
202620451	Feb 12, 2026	Cascade Tents Inc.	Terms and Conditions of Use between Emily Carr University of Art + Design and Cascade Tents Inc. for the rental of a tent
202620489	Feb 25, 2026	Canadian Internet Registration Authority	Customer Agreement between any UCIPP covered entity and Canadian Internet Registration Authority for the purchase of CIRA DNS Firewall
202620538	Mar 06, 2026	British Columbia Hydro and Power Authority	Services Funding - Recommission Your Building Agreement between any UCIPP Applicant and British Columbia Hydro and Power Authority to participate in the Continuous Optimization Program

Emily Carr University
Statement of Financial Information
Schedule of Guarantee or Indemnity Agreements
April 1, 2025 to March 31, 2026

202620659	Mar 26, 2026	The Canadian Red Cross Society	in the Training Partner Agreement with The Canadian Red Cross Society to become a licensed training partner to deliver programs
202620672	Mar 27, 2026	Consignment Agreement (Heffel)	Sale of the oil on canvas painting titled "Coastal Boast Near Sidney, BC" by Edward John (E.J.) Hughes.

Emily Carr University
Statement of Financial Information
Schedule of Payments to Suppliers
April 1, 2025 to March 31, 2026

Vendor	Expenditure
AAP Partnership	8,552,019.13
Advanced Parking Systems Ltd	449,817.62
AICAD	42,045.71
Altis Recruitment & Technology Inc	85,377.60
Amazon Web Services	60,827.21
Annex Pro	220,564.87
Ariel K Hill	32,900.00
Audrey Siegl	29,320.00
AVI-SPL Canada Ltd	157,406.61
BC Hydro & Power Authority	276,580.37
BCNET	529,985.20
Canada Revenue Agency	2,221,433.32
CBSC Capital Inc.	27,274.36
CCA Financial Company	531,380.12
CDW Canada Inc	30,858.35
City of Vancouver	300,569.58
Clark Wilson LLP	50,050.22
College Pension Plan	2,491,819.42
Compugen Inc	1,071,300.52
CSI Leasing Canada Ltd	52,894.80
Denim & Steel Interactive Inc	28,255.76
Dina Aguila	26,030.00
Discovery Group Advisory Services Inc	80,062.50
Ebsco Canada Ltd	41,745.26
Explorance	26,382.93
Facebook	67,342.00
Frances Soon	45,240.00
Google	47,039.41
Grand & Toy	229,312.47
Great Northern Way Campus Ltd	337,598.34
Greenbarn Potters Supply Ltd	42,087.23
Gustavson Wylie Architects	102,889.93
Harris & Company LLP	42,166.23
Horizon Computer Solutions Inc	27,489.15
IA Financial Group	187,043.82
In-Fo.Co	32,764.99
Intuit Mailchimp	25,257.73
J&C Digital Consulting Co Ltd	36,000.00
Kennedy & Company Education Strategies LLC	123,850.00
King, Taalrumiq	34,787.50
KPMG LLP	106,732.50
Leanne S Inuarak-Dall	42,672.51
Lightcast	30,675.52
Magni Cybersecurity Consulting	33,390.02
Manulife Financial	1,454,665.39

Emily Carr University
Statement of Financial Information
Schedule of Payments to Suppliers
April 1, 2025 to March 31, 2026

Vendor	Expenditure
Marcia Belluce	37,635.00
McGlashan Consulting Inc	26,250.00
Minister of Finance and Corporate Relation	712,846.62
Mobia Technology Innovations	97,916.82
Municipal Pension Plan	759,425.17
Nitish Vasudevan	157,878.00
OA Solutions	131,371.70
Opus Art Supplies	43,174.08
Paprika Communications Inc	84,000.00
Pixel Designs Inc	35,175.00
Powerschool Canada ULC	68,602.24
PrivacyWorks Consulting Inc	77,201.28
Proquest LLC	28,129.51
Ricoh Canada Inc	34,157.60
Robert Half	66,808.18
Rogers Wireless Inc	25,277.66
SFU - BC Electronic Library Network	108,735.14
Skillen & Co	47,733.00
Technolutions Inc	41,095.90
The University of British Columbia	31,636.17
Toon Boom Animation Inc	32,977.28
Touchnet	44,262.99
Uline Canada Corp	37,464.34
Universities Canada	27,385.00
University of British Columbia	25,000.00
WorkSafeBC	61,917.53
Zoom Video Communications Inc	40,206.90
Total Payments to suppliers receiving \$25,000 or more:	\$ 23,350,169.31
Total Payments to suppliers receiving under \$25,000:	\$ 3,227,574.53
Total Grants/Contributions:	\$ 1,456,863.00
Total Payments to Suppliers	28,034,606.84

Note: re Section 7(1c) Financial Information Regulation

The Total Payments to Suppliers differs from the related figures in the financial statements at March 31, 2026 for the following reasons:

- A. The financial statements are compiled on an accrual basis in accordance with generally accepted accounting principles whereas this report shows payments made and/or invoices received.
- B. The GST rebates have been offset against the expenses in the financial statements whereas this report shows gross payments/invoices.
- C. Capital expenditures are shown as payments to the vendor on this report. These payments are not reflected in the financial statements, which shows amortization amounts.
- D. Certain recoveries are offset against expenditures in the financial statements but are not reflected in this report.

**Emily Carr University
Statement of Financial Information
Schedule of Severance Agreements
April 1, 2025 to March 31, 2026**

In the 2025-2026 fiscal year, Emily Carr University entered into five (5) severance agreements with non-unionized employees. The agreements represent from 1.5 to 14 months of compensation, based on salary.

Briefing Note

TO:	Board of Governors
FROM:	Mark Douglas, Vice-President, Finance + Administration
DATE:	September 24, 2026
SUBJECT:	Q1 Forecast
PURPOSE:	☒ For Action ☐ For Discussion ☐ For Information
RESPONSIBLE PORTFOLIO:	Vice President, Finance + Administration

PROPOSED RESOLUTION:

IT IS HEREBY RESOLVED THAT the Board, on the recommendation of the Audit + Finance Committee, ratify the Q1 Forecast for the fiscal year 2026/27 as submitted to the Ministry of Post-Secondary Education and Future Skills.

EXECUTIVE SUMMARY/OVERVIEW

The forecast is provided to keep the Board, through the Audit + Finance Committee (“AFC”), informed of the financial projections for the current year. With the approval of the AFC Chair, Emily Carr University of Art + Design’s (“ECU” or “University”) Q1 forecast was submitted to the Ministry of Post-Secondary Education and Future Skills (“the Ministry”) by their deadline of July 6, 2026.

The attached forecast has been prepared using the template as required by the Ministry and reflects the finalized reporting requirements of Public Sector Accounting Board (PSAB) standards.

KEY POINTS/CONSIDERATIONS

- The Q1 submission includes adjustments to the 2026/27 Board approved budget related to increases to provincial funding for the Balanced Measures Mandate (“BMM”) and P3 Annual Service Payments.
 - Additional funding for the BMM is \$478,719 and offsets increased remuneration for non-unionized staff only (e.g. excluded administration, continuing studies instructors and student workers).

- Additional funding for the P3 Annual Service Payments is \$116,418 and offsets increases to security and housekeeping costs, resulting from a benchmarking exercise required under the P3 agreement. This amount represents 100% of the increased cost.
- The forecast for the next three years, 2027/28 to 2029/30, includes assumptions for domestic and international student registration levels, tuition fees and operating costs.
- The forecast does not assume the receipt of one-time funding in any year.
- The appropriateness of these projections will be reviewed and adjusted as needed throughout the year and included in ECU's future quarterly submissions to the Ministry.

NEXT STEPS

Ratification by the Board of the Q1 forecast is sought at this stage. Next, with the review and approval of the AFC Chair, the Q2 forecast will be submitted to the Ministry by their deadline of October 1, 2026, and will be brought to the Board, on the recommendation of the AFC, for ratification at the December 2026 meeting.

ATTACHED SUPPORTING MATERIALS

1. Q1 Forecast Figures

OFFICE OF THE VICE-PRESIDENT, FINANCE AND ADMINISTRATION

Q1 Forecast, submitted July 3, 2026

	Forecast	Forecast	Forecast	Forecast
	<u>2026/27</u>	<u>2027/28</u>	<u>2028/29</u>	<u>2029/30</u>
	----- \$thousands -----			
Statement of Operations				
Total revenue	(65,644)	(67,877)	(67,478)	(69,189)
Total expenditure	64,562	66,869	65,848	66,840
Net (Revenues)/Expenses **	(1,082)	(1,008)	(1,630)	(2,349)
(Gain) loss on sale of capital assets	-	-	-	-
Unallocated Pressures (use in Q1 only)	-	-	-	-
Operating Net (Income) Loss (for Ministry)	(1,082)	(1,008)	(1,630)	(2,349)
Endowment (restricted asset) contributions	(23)	(28)	(28)	(28)
Net (Income) Loss	(1,105)	(1,036)	(1,658)	(2,377)

Figure 1: ECU Q1 Forecast, submitted to Ministry

Briefing Note

TO:	Board of Governors
DATE:	September 24, 2026
SUBJECT:	2025/2026 Institutional Accountability Plan + Report
PURPOSE:	☒ For Action ☐ For Discussion ☐ For Information

PROPOSED RESOLUTION:

IT IS HEREBY RESOLVED THAT the Board approves the 2025/2026 Institutional Accountability Plan + Report, as presented.

EXECUTIVE SUMMARY/OVERVIEW

The Institutional Accountability Plan and Report (“IAPR” or “Report”) is an annual report prepared in accordance with guidelines set out by the Ministry of Post-Secondary Education and Future Skills. The Report is a key component of the accountability framework for public post-secondary institutions in the province. It describes the university’s goals, strategic priorities and objectives, performance measures, targets and results, along with contextual information to describe key achievements.

The draft IAPR was submitted to the Ministry in July for a review and comment period. IAPRs are reviewed by several program areas and teams at the Ministry of Post-Secondary Education and Future Skills. A primary goal of the review is to ensure required content is included. Reviewers may also recommend the inclusion of additional programs and activities that are particularly notable. All teams validate statements referring to government programs and legislation.

Key Highlights of ECU’s 2025/2026 IAPR and Ministry Feedback:

- The 2025/2026 IAPR includes key sections similar in overall format to past years, with reporting strengthened through broader coverage of major institutional initiatives. Findings from ECU’s 2023/24 Economic Impact Study and the October 2025 BDL Artworks report

have been incorporated to better frame the University's economic, workforce and creative sector impact.

- As in past years, the Report includes required sections on Strategic Context, performance against Ministry measures and targets, and institutional goals and objectives. This Report also responds to the new 2025 Mandate Letter priorities, which were not available in time for the previous reporting cycle. Major institutional initiatives are reported in relation to ECU's Strategic Plan priorities and objectives.
- We note that ECU achieved or substantially achieved all assessed performance targets except for one: certificate credentials awarded, which was below target by five credentials. ECU's certificate programs are small-cohort, full-time intensive programs, and modest changes in individual cohorts can have a significant impact on annual results.
- Data mapping issues between ECU data to the Central Data Warehouse, noted in previous reports, have been corrected in this year's Report. This provides a more accurate account of credentials awarded and performance assessment results.
- Ministry feedback was positive, noting that ECU had prepared a strong and comprehensive report and provided a thorough response to the 2025 Mandate Letter priorities. The Ministry also highlighted ECU's continued advancement of Indigenous-led programming, partnerships and student supports, including strengthened Host Nation relationships and increased opportunities for Indigenous learners. Feedback received through the Ministry review has been incorporated into the final report.

NEXT STEPS

Administration is seeking Board approval of the final 2025/2026 IAPR to be submitted to the Ministry for the fall deadline.

On receiving final approval from the Ministry, the IAPR will then be published on ECU's website as the final report must be posted publicly.

ATTACHED SUPPORTING MATERIALS

1. 2025/2026 Institutional Accountability Plan + Report (sent as a separate document)

Briefing Note

TO:	Board of Governors
FROM:	Dr. Trish Kelly, President + Vice-Chancellor
DATE:	September 24, 2026
SUBJECT:	2024-2026 Strategic Plan Progress Report
PURPOSE:	☐ For Action ☐ For Discussion ☒ For Information
RESPONSIBLE PORTFOLIO:	President + Vice Chancellor

EXECUTIVE SUMMARY/OVERVIEW

Building on a presentation to the Board in June 2026, this is the first written progress report on ECU’s 2024-2030 Strategic Plan (“Progress Report” or “Report”). Covering a reporting period of April 2024 through to March 2026, the Progress Report is organized around the Strategic Plan’s five strategic priorities:

1. Elevating Teaching + Learning
2. Expanding Research + Practice
3. Supporting People + Culture
4. Stewarding Places + Spaces
5. Strengthening Systems + Supports

The Progress Report brings together indicators and institutional stories that illustrate progress under each strategic priority. The indicators represent ECU’s current baseline for tracking progress – not a final or complete set – and will be refined as data collection matures over the life of the Strategic Plan.

The Progress Report does not attempt to catalogue all initiatives underway across the institution. Instead, it presents a curated account of evidence that best reflect forward momentum against the priorities and objectives, with metrics from verified institutional and external sources.

Key Highlights of ECU's 2024-2026 Strategic Plan Progress Report:

- This first Progress Report covers the reporting period starting April 2024 through March 2026, representing the first two years of the 2024-2030 Strategic Plan.
- Where available, 2023-24 data is included as a pre-Strategic Plan baseline to help illustrate the direction of change through the reporting period.
- Metrics included in the Report will continue to evolve as data maturity and data collection and reporting methods improve.
- The Report establishes a new benchmark for quantitative and qualitative public accountability reporting on Strategic Plan progress at ECU.
- The Report is transparent about the limits of current institutional data. Several indicators are early-stage or are still being established institution-wide, and reporting will become more complete and consistent as these methods improve.

Key Reporting Highlights of ECU's 2024-2026 Strategic Plan Progress Report:

- Total FTE enrolment grew from 1,562 in 2023-24 to 1,733 in 2025-26, exceeding targets in every year of the reporting period.
- Active research partnerships nearly tripled, from 33 in 2023-24 to 93 in 2025-26, and Tri-Agency-funded student research assistant positions grew from 46 to 110 over the same period.
- Following deficits in 2023-24 and 2024-25, ECU returned to a consolidated surplus of \$579,246 in 2025-26.
- Student participation in work-integrated learning more than doubled, from 209 students in 2023-24 to 444 in 2025-26, alongside growth in employer and industry partnerships.
- Donor retention rose from 38 per cent in 2023-24 to 70 per cent in 2025-26.

ATTACHED SUPPORTING MATERIALS

1. 2024-2026 Strategic Plan Progress Report

Create. Change.

A better world through art + design.



Emily Carr University of Art + Design (ECU) is situated on unceded, traditional and ancestral territories of the xʷməθkʷəy̓əm (Musqueam), Skwx̌ wú7mesh Úxwumixw (Squamish) and səílŵ ətaʔɫ (Tsleil-Waututh) peoples. With gratitude and respect, we acknowledge our accountability to the host nations and our responsibility to be good partners as we live, work and create together on these lands.





President's Message

Two years ago, Emily Carr University of Art + Design (ECU) launched a strategic plan built with and for our community. More than 400 students, faculty, staff, alumni and partners came together to map out what this institution could and should become. This progress report highlights milestones since then.

Covering April 2024 to March 2026, the report arrives in the middle of our centennial year as we celebrate a hundred years of excellence in creative education. It is also worth acknowledging what we have accomplished, what we are still building and the work that remains ahead.

This report reflects an institution learning how to work together to implement a Strategic Plan while simultaneously delivering on its core mission, managing real budget pressures and navigating a sector facing significant disruption. We are building capacity with the clarity of purpose that comes from knowing what ECU stands for and the communities it serves.

The Strategic Plan has three guiding tenets: to ensure that students receive the education they deserve, find opportunities they need to build meaningful careers and feel like they truly belong at our university. Each of these tenets has shaped work and outcomes outlined in this report.

There is encouraging evidence of success across the university. We have seen enrolment grow by 34 per cent over five years, first-year retention reached its highest point in seven years and our work-integration learning programs connect students to professional practice on a much greater scale. Additionally, our research partnerships continue to expand, weekly wellness programming is growing and our investment in the systems and infrastructure that underpin the student experience are showing meaningful results.

As a learning institution, we grow by making, doing, reflecting and building on what we discover. This report is an expression of that growth. As cross departmental systems for collecting and interpreting institutional data are being built, the full impact of some initiatives, particularly those in early development, will take more time to demonstrate. Our accountability requires naming these gaps because identifying what we do not yet know is itself a form of progress.



A handwritten signature in black ink, reading "Trish Kelly".

Trish Kelly
President + Vice-Chancellor





About this Progress Report

The initiatives, stories and indicators included in this report represent a curated account of meaningful progress during the reporting period, April 2024 – March 2026. Rather than cataloguing all activity underway across the institution, it brings together evidence that best reflects forward movement across our 2024-2030 Strategic Plan objectives.

Progress is organized around ECU's five strategic priorities:

1. Elevating Teaching + Learning
2. Expanding Practice + Research
3. Supporting People + Culture
4. Stewarding Places + Spaces
5. Strengthening Systems + Supports

Within each priority, you will find key indicators that illustrate what the work looks like in practice. The data and stories included in this report are drawn from verified institutional sources, with citations throughout. Some indicators reflect periods still shaped by the COVID-19 pandemic, the baseline from which ECU is building. Some priorities are earlier in their development and will not have meaningful indicators until future cycles.

The institution is also in the initial stages of building the institutional data infrastructure needed to report comprehensively on Strategic Plan progress. For some measures, data collection methods are still being established across units. For others, available data draws from external surveys with limited participation rates. In both cases, the data presented represents the best currently available information. As supporting plans are developed and data collection methods mature, reporting will become more complete, consistent and representative of the full scope of work happening across the institution.



100 YEARS
IN THE MAKING

EMILY CARR
UNIVERSITY
OF ART + DESIGN



**EMILY CARR
UNIVERSITY**
of Art + Design



On October 1, 2025, Emily Carr University of Art + Design marked 100 years, beginning a yearlong celebration of our legacy. For a century, ECU has been guided by a vision that creativity can change society, influence culture and imagine new ways of living.

The centennial arrives at a moment of significant institutional strength. ECU has been ranked the number one university in Canada for art and design for seven consecutive years, the only Canadian institution in the global top 5 and the only BC institution in the global top 100 (QS World University Rankings).

This milestone has also shaped the first two years of ECU's Strategic Plan implementation in meaningful ways, providing a natural moment to reflect on how far the institution has come and where it is headed.



PRIORITY 1

Elevating Teaching + Learning

Teaching is and will always be, at the heart of everything we do at Emily Carr University. We support and encourage a diverse community of artists, designers and creative thinkers in their learning – both within and beyond the academic program.

Over the past two years, work that aligns with our core mission has translated into concrete actions, including expanding pathways, from dual credit programs for high school students to applied research opportunities for graduate learners.

SUPPORTING PLANS

ECU is developing a Strategic Enrolment Management (SEM) Plan to align recruitment, admissions and student success in support of sustainable enrolment growth. Guided by a cross-institutional SEM Council, the plan is set to launch in Spring 2027 following community consultation.

Our Academic Plan is in the initial stages of development and will include initiatives to establish new educational programs, increase curricular pathways and instructional capacity. Once completed, the plan will identify three to five metrics to measure progress towards relevant Strategic Plan objectives.

KPI: Education Programs

Increase the number of ECU programs and the number of students successfully entering those programs.

CURRENT METRIC	23-24	24-25	25-26
Number of education programs available to students ¹ (Source: Academic Affairs)	17	17	19

Expanding Access to Creative Education ECU is broadening access to post-secondary creative education through strategic partnerships and dual-credit programming. Two new partnerships with Arts Umbrella and local school districts provide high-school aged students a new pathway to admission.

At the graduate level, ECU launched **MFA in Critical Ecological Practices**, combining flexible online learning with month-long summer residencies on campus.

Under extended learning, **Micro-credential programming** served 793 unique students between April 2024 and March 2026, supported by more than \$241,000 in **StrongerBC Future Skills Grant** funding distributed to 239 students, approximately 11 per cent of whom identified as Indigenous.

Through various partnerships, elementary and high-school students are being engaged with by hosting workshops and summer camps with a focus on cultural programming hosted by the Aboriginal Gathering Place (AGP).

KPI: Program Quality Framework

ECU meets its quality assurance obligations and completes program reviews on a defined cycle.

CURRENT METRIC	23-24	24-25	25-26
Student Assessment of Instructional Quality ² (Source: BC Student Outcomes Survey)	86.4% (+/- 4.5%)	85.9% (+/- 6.8%)	86.3% (+/- 4.7%)

Teaching Excellence

Following a successful Quality Assurance Framework audit, ECU is advancing a renewed approach to program review through updated policies and procedures, a multi-year review schedule and the implementation of a new course evaluation platform.

Programs Under Review

After the successful completion of the QAPA audit in 2023, ECU has finalized the Foundation program review as well as pending completion of Illustration (ILUS) and Communication Design (COMD) this year. All remaining programs are slated for completion over the next 3 years.

KPI: Robust Student Enrolment + Retention

ECU maintains or grows enrolment and improves student retention year-over-year.

CURRENT METRIC	23-24	24-25	25-26
Total Student Spaces (FTE Enrolment) ³ (Source: Central Data Warehouse)	1562	1700	1733
First-Year to Second-Year Retention Rate ⁴ (Source: Colleague)	90%	90%	91%

Indigenous Access to ECU

ECU is strengthening our Indigenous presence, access and belonging through dedicated spaces, programming and partnerships. AGP staff engaged 72 prospective Indigenous Students through Strengthening Connections, a provincial Indigenous recruitment initiative.

Transforming the Admissions Experience

A new Slate CRM admissions portal is now operational, providing applicants with a better experience and giving staff improved tools for managing recruitment. Automated transcript evaluation and offer letter generation was implemented in 2025, streamlining the application and admissions process.

KPI: Professional Opportunities + Career Pathways for Students

ECU prepares students for meaningful careers and creative practice through work-integrated learning and career-oriented programming.

CURRENT METRIC	23-24	24-25	25-26
# of Students Participating in WIL Per Year ⁵ (Source: : IAPR, Grad Studies, Shumka, Career Services)	209	307	444

From the Classroom to the Creative Economy

ECU expanded career development and work-integrated learning opportunities across the reporting period. The Shumka Centre's **Pathways for Creative Futures** program grew from 134 to more than 350 students, connecting learners with 100+ industry partners. The university also supported 186 work placements, more than 1,500 job postings through *The Leeway* and continued to provide Teaching Assistant, Teaching Fellow and Indigenous employment opportunities for students.



PRIORITY 2

Expanding Research + Practice

Through research, we engage with materials, technology, visual representation and theory. This ongoing process of inquiry generates new knowledge and understanding, leading to healthier communities, more vibrant economies and culturally resilient futures.

During this reporting period, the university expanded the number of students engaged in active research alongside faculty, grew its portfolio of externally funded partnerships and strengthened the ethical frameworks that guide how research is conducted. At least 16 research-related stories were published on our website ECU News + Stories section between April 2024 and March 2026.

SUPPORTING PLANS

ECU's **Strategic Research Plan 2023-2028** was approved by Senate in 2023 and provides the primary framework for research activity across the university. The plan identifies three strategic objectives and seven research themes and will generate three to five metrics for progress reporting as its reporting infrastructure develops. Progress reporting on the Strategic Research Plan is anticipated for Fall 2026.

KPI: Student Participation in Research

Students are actively engaged in ECU creative and applied research practice.

CURRENT METRIC	23-24	24-25	25-26
ECU Student RA hires supported by Tri-Agency Funding per year ⁶ (Source: Research Office)	46	72	110
\$ of research funding paid out to student RAs in a fiscal year (Source: Research Office)	\$39,922	\$111,986	\$208,709

Creating the Next Generation of Researchers

ECU continued to provide extensive student research opportunities, supporting more than 200 Research Assistant positions annually. The university is also strengthening its reporting to better capture student participation in research.

Future Creative Catalysts Graduate Research Fellowships

Four graduate students received the 2025 Future Creative Catalysts Research Fellowship, established by the Jake Kerr Faculty of Graduate Studies to support graduate student research and research-creation across priority areas.

KPI: Research Culture + Capacity

ECU builds research capacity, creating the conditions for research excellence, innovation and collaboration to thrive.

CURRENT METRIC	23-24	24-25	25-26
# of tri-agency applications submitted per year (Source: Research Office)	6	15	17
\$ of funding awarded to ECU and ECU faculty per year ⁷ (Source: Research Office)	\$861,737	\$1,184,586	\$461,388

Faculty researchers are leading and collaborating on projects totalling more than \$6.3 million in funding through national programs. Work to develop more faculty led Mobilize projects, cultivate Mitacs internships and apply for CCSIF institutional grants has been completed, alongside streamlining processes for pairing partners with faculty researchers.

- **Animate Materials Workshop receives \$260,000 SSHRC Insight Grant** ECU faculty secured a \$260,000 SSHRC Insight Grant to expand the Animate Materials Workshop, an interdisciplinary research initiative exploring animation as a method for understanding material culture and science.
- **2025 SSHRC Institutional Grants** Three ECU faculty received 2025 SSHRC Institutional Grants to support research into community kitchen tableware, connections between glacial cracking and Shang dynasty oracle bones and Indigenous Brazilian cinema and land rights.
- **AI, disinformation and creative education** A SSHRC-funded research initiative led by ECU faculty examines the impact of artificial intelligence and disinformation on art and design education by engaging faculty and students through collaborative research.

KPI: Research Partnerships with Industry + Community

ECU develops and maintains active partnerships with industry and community that support creative and applied research practices.

CURRENT METRIC	23-24	24-25	25-26
# of active research partnerships ⁸	33	66	93

Research That Extends Beyond the University

Research partnerships with community, industry and academic partners, have been significantly expanded, creating pathways for students and faculty to conduct research that addresses real-world challenges.

Health Design Lab partners with BC Cancer

The Health Design Lab partnered with BC Cancer to improve access to supportive care services through participatory design research. By engaging those affected, staff and students, the project generates insights to inform service design and support more inclusive, human-centred approaches to healthcare systems.

NSERC Mobilize Partnerships

Active NSERC Mobilize-funded projects include a 50th anniversary exhibition with the Powell Street Festival; equitable water planning with Indigenous Nations and communities; and a financial wellness app designed to support healthier relationships with money.

Research Grounded in Respect: Indigenous Ethics and Practice

Inspired by the Coast Salish potlatch tradition of reciprocity and collective voice, the ECU Research Ethics Board (REB) incorporates Indigenous perspectives into research ethics review. Guided by In a Good Way: Principles Guiding Indigenous Research, the REB follows OCAP®, DRIPA, UNDRIP and the Truth and Reconciliation Commission's Final Report.

Material Matters: wildfire, land and community

Working with Indigenous communities, academic partners and students, The Material Matters Research Hub is leading a collaborative project exploring the impact of wildfire through material-based research.

SSHRC Connection grant for Indigenous Graphic Design, Material Design and Digital Games

Researchers received a SSHRC Connection grant to support a series of panels and workshops in collaboration with community and academic partners.



KPI: Communication of Research Findings Creative and applied research activity at ECU is visible beyond the institution..			
CURRENT METRIC	23-24	24-25	25-26
# of research-activity news stories on the ECU website <i>(Source: ECU Website)</i>	N/A	6	15

ECU is developing a consistent, institution-wide method for collecting and reporting on research and creative practice outputs. The full scope of this work is not yet centrally tracked or visible in institutional reporting.

Research visibility also has direct implications for ECU's QS World University Rankings standing. Citations per faculty account for 20 per cent of the QS methodology, measured through Scopus data. As ECU develops its research reporting infrastructure, improving the visibility and traceability of faculty research outputs will be an important priority.





PRIORITY 3

Supporting People + Culture

We strive to cultivate a diverse and inclusive environment where everyone is recognized, valued and celebrated. We will invest in the appropriate structures and resourcing needed to support all members of our community

ECU is committed to our community, both internal and external as well as past present and future. During this reporting period alone, efforts have focused on deepening our relationships with Indigenous communities and Host Nations, expanding student wellbeing supports and infrastructure for staff and faculty.

SUPPORTING PLAN

People Plan

ECU is developing the organizational infrastructure needed to support its workforce over the long term. This work acknowledges that the university has been managing significant staffing during this reporting period and that building stable, well-resourced organizational structures is an ongoing priority. ECU's emerging People Plan will provide a coordinated, institution-wide framework for faculty and staff experience, organizational effectiveness and equity.

KPI: Student Services + Support

ECU provides accessible, inclusive and equitable services and supports that meet the diverse needs of all students.

CURRENT METRIC	23-24	24-25	25-26
# of students supported by Accessibility Services through the academic year ⁹ (Source: Student Accessibility Services)	287	250	377
Total value of scholarships, bursaries and awards paid to students (Source: Finance)	\$928,201.29	\$1,253,239	\$1,456,862.75

Strengthening Student Care + Wellbeing

ECU is strengthening the structures, supports and practices that help students feel supported and safe within the community. Updated **Threat Assessment Team (TAT)** processes, training and coordinated response systems have strengthened the university's capacity to address potential risks to community safety.

- The university's first **Student Accommodation** Policy establishes a clear framework for accessibility and academic accommodations aligned with human rights legislation and ECU's equity commitments. Led by Student Accessibility Services, the policy is on track for adoption in 2026.
- A dedicated **Student Accommodation Advisor** role has been established to provide students with disabilities individualized support.
- The number of students connecting with **Counselling Services** has grown substantially from 279 in 2023-24 to 379 in 2024-25.
- A comprehensive **International Student Support Plan** is underway, aligned with Education Quality Assurance (EQA) and Immigration, Refugees and Citizenship Canada (IRCC) requirements.

Diversity of Disabilities Supported

In 2025-26, Accessibility Services supported 377 students. Among the 284 students continuing into 2026-27, the largest areas of identified need were mental health-related disabilities (120 students) and ADHD (105 students), followed by chronic health conditions, learning disabilities, hearing disabilities and other or undisclosed disabilities. Students may have more than one disability or diagnosis, so category totals exceed the overall student count.

(Source: Student Accessibility Services)



Student Orientation

In Fall 2025, the Student Services team worked to redesign our student orientation into a coordinated transition experience spanning pre-arrival through the first weeks of term. The new format brings together academic preparation, student services, campus resources and community-building into a single intentional experience.

Investing in Student Financial Support

ECU's investment in direct student financial support has grown significantly over the reporting period, increasing 57 per cent from 2023-24 to 2025-26. (Source: Finance)

Support for Former Youth in Care students has grown substantially, with the number of students receiving tuition waivers nearly doubling from 15 in 2024-25 to 25 in 2025-26 and the total value of waivers increasing from \$74,997 to \$110,828 over the same period. (Source: Financial Aid + Awards)

Investing in Indigenous Student Success

The **Aboriginal Student Scholarships program** awarded \$41,650 in 2024-25 and \$44,750 in 2025-26, providing direct financial support to Indigenous students. Alongside this, the AGP is researching J-Treaty tuition policies from peer institutions across Canada to develop an Indigenous Student Tuition Policy, currently underway. (Source: AGP)

KPI: Building Relations with Host Nations

ECU builds and deepens respectful, reciprocal relationships with the Musqueam, Squamish and Tsleil-Waututh peoples and Indigenous communities.

Honouring Our Relationships with Host Nations + Indigenous Community

ECU is strengthening relationships with Host Nations and the broader Indigenous community through a formal **Host Nations Framework** that establishes shared principles for collaboration and supports meaningful reconciliation.

- **Decolonizing the Classroom**

The Teaching + Learning Centre has developed resources to support respectful, inclusive and Indigenous-informed teaching practices. In 2025, ECU appointed Dr. Mimi Gellman as Indigenous Curriculum Initiatives Special Advisor to the Provost to advance decolonization and Indigenization across the curriculum.

- **Reconnecting with 350+ Indigenous Alumni**

A research project led by the AGP identified and reconnected with more than 360 Indigenous alumni through a year of archival review, public research and direct outreach, tripling the number of Indigenous graduates formally represented in institutional records. The March 2026 exhibition ***Somewhere We Have Travelled*** featured many of these artists and reached hundreds of visitors.

Across the reporting period, between 57 per cent and 60 per cent of AGP programming in academic terms was designed specifically for Indigenous students, creating a space on campus where Indigenous students are centred.



KPI: Networks + Communities of Practice

ECU faculty and staff are active members of the professional and creative communities relevant to their roles and disciplines

CURRENT METRIC	23-24	24-25	25-26
\$ distributed from staff and admin PD funds per year ¹⁰ (Source: HR)	\$173,230.91	\$233,177.42	\$123,225.21
\$ distributed from faculty PD, CBF and D+I funds per year (Source: HR)	\$78,868.36	\$179,798.40	\$193,067.99

Investing in Our People: Faculty + Staff Development

Faculty and staff continued to access professional development (PD) opportunities throughout the reporting period. In 2025-26, 100 faculty members received PD funding, alongside dedicated support for curriculum development and decolonization and Indigenization initiatives. While participation among administrative and support staff declined following budget adjustments, ECU invested more than \$356,000 in staff PD over the two-year reporting period.





PRIORITY 4

Stewarding Places + Spaces

Situated on the traditional, unceded territory of the Musqueam, Squamish and Tsleil-Waututh peoples, ECU strives to operate in a respectful, sustainable and beneficial way. We are committed to creating an accessible, state-of-the-art campus where our community can learn, create and connect.

During this reporting period, the university has invested in the physical infrastructure needed to support a growing student body and activated its spaces as sites of community belonging and engagement.

SUPPORTING PLAN

In 2023, ECU published its first **Accessibility Plan** developed in accordance with the Accessible BC Act's requirements and grounded in disability rights principles. The current plan concludes in 2025-26. A new multi-year Accessibility Plan will be developed in 2026-27, with a refreshed committee and renewed community engagement process.

ECU's institutional **Climate + Sustainability Plan**, developed by faculty, students and staff, provides important context and information for a coordinated and actionable approach to addressing the climate crisis.

KPI: Engaged + Vibrant Campus ECU fosters a welcoming, inclusive and vibrant campus culture for everyone			
CURRENT METRIC	23-24	24-25	25-26
# of public events on campus per year	64	71	69
# of students attending Wellness Kitchen programming per week <i>(Source: Student Services)</i>	325	450	513

ECU in the Community

Celebrating its centennial year from October 2025 to September 2026, ECU has been activating campus spaces, inviting participation from the whole community, both internal and external and strengthening ECU's presence as a cultural hub within Vancouver's creative ecosystem.

- **ECU x Mount Pleasant** is an event series connecting the ECU community with local arts organizations, venues and businesses in Vancouver's Mount Pleasant neighbourhood.
- In collaboration with **Studio 101**, Continuing Studies hosted 84 teens on campus in December 2025 for hands-on workshops led by ECU instructors.

Campus as Community: Belonging in Action

Investments in campus programming and student support services during this reporting period reflect a deliberate effort to make the campus a place where students feel genuinely welcomed and supported.

- ECU's **Wellness Kitchen** programming has grown from approximately 325 students per week in 2023-24 to 450 in 2024-25 and 513 in 2025-26, a 58 per cent increase over three years.
- The **Oasis Wellness Lounge** offers students access to space for rest and informal wellbeing support as part of the university's broader commitment to student care.
- ECU opened a new **Multi-faith Space** in September 2025, providing students with a dedicated space for faith-based practices and community gathering.

KPI: State-of-the-Art Facilities

ECU invests in facilities, infrastructure and technical expertise to support state-of-the-art practice-based learning and research

CURRENT METRIC	23-24	24-25	25-26
\$ invested in capital asset acquisitions per year <i>(Source: Academic Affairs)</i>	\$1,685,031.63	\$1,457,997.56	\$1,244,219.32
\$ invested in facilities upgrades and renewal per year <i>(Source: Academic Affairs)</i>	\$408,234.81	\$2,413,652.15	\$1,212,872.58
Total administrative device renewals per year <i>(Source: ITS)</i>	85	180	72
Total curricular device renewals per year <i>(Source: ITS)</i>	86	141	82

Investing in Facilities + Learning Spaces

ECU is investing in the physical infrastructure needed to support its academic mission and is actively pursuing new facilities that will expand its presence and impact beyond its current campus.

- **Centre for Digital Media Graduate Studios**

In Spring 2025, ECU opened a new 10,000-square-foot facility supported by \$1.6 million in capital funding from the BC Ministry of Post-Secondary Education and Future Skills.

- **Arts + Innovation Hub**

ECU has been shortlisted, in partnership with The Narrow Group, to redevelop a historic Granville Island building — the former ECU campus.

- **Technician Support**

A team of **39 technical staff** supports ECU's shops and studios, working with faculty to provide instruction and maintain safe, accessible learning environments.

AV Upgrades

ECU continued to modernize its technology infrastructure by upgrading classroom audiovisual systems, renewing IT equipment and consolidating legacy data systems. These investments improve teaching, learning, security and reliability while supporting sustainable technology renewal through responsible device reuse and recycling.

KPI: Ecological Sustainability + Climate Action

ECU integrates ecological sustainability and climate action into how it operates, teaches and engages with its community

CURRENT METRIC	23-24	24-25	25-26
Total campus energy consumption (MWh)	3,782	3,880	Pending

Understanding the year-over-year change

Energy use increased by 2.6 per cent between 2023-24 and 2024-25, primarily due to higher heating demand during colder weather from January to March 2025. Early data for 2025-26 indicates energy consumption is tracking in line with the previous year.

Climate Action as Community Practice

A community-sponsored Climate + Sustainability Plan has been developed through more than two years of consultation and will support teaching and learning, focusing on environmental responsibility and social justice.

Ecology Across the Curriculum

Two undergraduate minors, Ecological Design Practice and Ecological Practices in Art, offer students pathways for engaging with environmental and social challenges.

The Library as Living Lab

A graduate student research assistant led sustainability initiatives and promote circular practices among students and staff. The library also participated in a Capilano Watershed tour and joined the newly formed CAPAL Climate Action Community of Practice.

Fleet Electrification

With capital support from the Ministry of Infrastructure, ECU is replacing its propane-powered forklift with a battery-electric model. The transition will eliminate on-site emissions from the equipment and improve air quality in enclosed loading and storage areas.





KPI: Institutional Accessibility

ECU removes barriers to access across its facilities, systems, communications and services in accordance with the *Accessible BC Act*

Wayfinding

Campus wayfinding has been enhanced through improved signage and updated maps as part of ECU's centennial activities, improving accessibility and supporting a more welcoming and navigable experience for students, visitors and the broader community.

Library Accessibility

In 2024-25, The Library advanced accessibility by introducing procedures for accessible library materials, expanding creative access descriptions for digitized collections, offering accessibility workshops and improving library spaces to better support users.

Accessible Arts Presentation

In collaboration with grunt gallery, Libby Leshgold Gallery developed three zines exploring accessible arts presentation, covering visual description, low-sensory space creation and captioning and non-auditory access.

Accessibility and Barrier Reporting

The Accessibility Committee developed a new barrier reporting system that enables the ECU community to report accessibility challenges in a format that best meets their needs, including written, photo, video or audio submissions. Feedback informs the university's Accessibility Plan and annual monitoring, with year-over-year reporting to begin as baseline data is established.



PRIORITY 5

Strengthening Systems + Supports

We commit to the ongoing improvement of the systems, processes and technologies that form Emily Carr University's operational and organizational foundation. This will enhance the campus experience and ensure the ongoing stability, resilience and sustainability of the university.

During this reporting period, ECU has made noteworthy progress on foundational digital transformation work, modernizing the tools, platforms and processes that shape the daily experience of students, staff and faculty.

KPI: Fiscal Responsibility¹¹

ECU works to balance cost containment and long-term financial sustainability by making key investments that maintain its academic mission and institutional standing.

CURRENT METRIC	23-24	24-25	25-26
Annual surplus or deficit ¹² (Source: Finance)	(\$411,319)	(\$1,068,943)	\$579,246
% of total revenue from non-government sources ¹³ (Source: Finance)	53.4%	54.1%	53.7%
Operating expenditures per FTE (Source: Finance)	\$26,540	\$27,417	\$27,894
Total endowment investment value (Source: Finance)	\$6,099,105	\$6,165,858	\$6,220,419

PROGRESS UPDATE

Budget Engagement Process

Throughout 2025-26, the Interim Vice-President, Finance + Administration and the Vice-President, Academic + Provost engaged the ECU community through targeted forums on the university's financial environment, sector-wide challenges and deficit mitigation strategies. The sessions were well attended and positively received, broadening participation beyond traditional budget town halls. The university also maintained regular engagement with the Ministry, which has expressed support for ECU's mitigation strategies and recognized the transparency of its financial reporting.

Key Investments

Following sector benchmarking and consultation with students, the Ministry and internal stakeholders, ECU introduced new student, capital refresh and ancillary fees to enhance student learning tools and services. Beginning in 2026/27, these fees will generate approximately \$2 million annually to support access and inclusion, student life, advising and the overall student experience. The capital refresh fee will target technical infrastructure in shops and studios to align with industry and safety standards, ensuring graduates are well-prepared to enter the workforce upon graduation.

ECU returned to a consolidated surplus in 2025-26 following two years of deficit, reflecting the impact of deliberate cost management and revenue growth across the institution.

KPI: Developing Philanthropic Relationships

ECU builds and sustains relationships with donors, alumni and community supporters that grow philanthropic investment in the institution.

CURRENT METRIC	23-24	24-25	25-26
Donor retention rate	38%	58%	70%
% change of giving (total raised) year-over-year	+42%	-35%	+57%

PROGRESS UPDATE**A Community That Gives Back**

ECU's donor community continued to invest in student success, contributing \$894,664 in student awards across the reporting period. Donor support increased from \$338,484 in 2024-25 to \$556,180 in 2025-26, while ECU achieved a 69 per cent donor retention rate, nearly double the sector average.

KPI: Organizational Effectiveness

ECU maintains effective organizational systems, process and people capacity to support its mission and strategic priorities.

CURRENT METRIC	23-24	24-25	25-26
# of policies under active review, community consultation, or pending approval ¹⁴	7	11	12
of policies approved in the reporting period ¹⁵	6	4	7

PROGRESS UPDATE**Transforming the Admissions Experience**

ECU undertook a comprehensive overhaul of its undergraduate, graduate and continuing studies admissions processes. New and changed processes can be found under the Robust Enrolment and Retention section.

Data, Reporting and Institutional Intelligence

ECU is strengthening data management by advancing Colleague as its central system of record, standardizing practices and expanding reporting through Power BI. New dashboards are now supporting data-informed decision-making across the university.

ECU has developed a strategic roadmap for a future ERP transition to a cloud-based SaaS model, aligned with the BCNet Colleague Consortium. This foundational planning work positions ECU for a significant systems transition in a future cycle.

Integrated Business Systems + Processes

ECU completed its transition to a unified digital workplace by onboarding all staff to Microsoft 365 and launching ECU Lighthouse, a new institutional intranet. The university also introduced self-service leave management, improving access to real-time leave information and laying the foundation for future payroll automation.

Updated High-Priority Policies + Procedures

ECU has undertaken a systematic review and modernization of its policy framework, with policy work spanning all areas of institutional governance. During the reporting period, nine policies were approved and the number of policies currently under review has grown to 12.

KPI: Digital Transformation

ECU invests in and adopts digital tools and systems that support modern learning and working.

CURRENT METRIC	23-24	24-25	25-26
Digital Transformation maturity score ¹⁶ (Source: ITS)	36	33	21
\$ invested in digital infrastructure per year	\$110,000	\$750,000	\$700,000

PROGRESS UPDATE

Strengthening Security + Resilience

ECU continued to strengthen its digital infrastructure and cybersecurity. The university also completed a \$1.4 million campus network renewal.

Since 2023, ECU has completed 90 digital transformation projects, laying the foundation for its **Digital Campus 2030** strategy through improved infrastructure, cybersecurity, student services and data capabilities.

ECU also enhanced digital services by reducing public-facing forms by approximately 70 per cent, launching a new Continuing Studies registration and payment platform, reducing student record processing time from 150 minutes to 10 minutes and improving accessibility and navigation through its redesigned website.

KPI: Communications + Marketing

ECU effectively shares its institutional story and builds awareness of its programs, people and impact.

CURRENT METRIC	23-24	24-25	25-26
Website unique visitors per year (Source: Google Analytics 4 (GA4))	672,000	724,000	864,000
% of social media engagement growth per year (Source: Hootsuite)	-20.9%	+19.7%	+29.2%

PROGRESS UPDATE

Annual Operating Outcome: New Website Launched

ECU completed a full redesign of its public website, one of the most significant cross-institutional projects of the reporting period. Developed through extensive collaboration with faculty and campus partners, the new site improves usability while better reflecting ECU's creativity, innovation and community. In 2025, the website attracted more than **930,000 visitors**, with the redesigned site continuing to expand its reach following its January 2026 launch.





CITATIONS

¹Count of education programs is based on credit programs, including Undergraduate and Graduate Degrees and Continuing Studies Certificates. Minors are not included in this count.

²This data is drawn from the BC Student Outcomes Survey, which represents approximately 30 per cent of graduate respondents in the reporting period. While this is the best available external data source for this measure, results may not be fully representative of the broader ECU community. ECU is committed to developing complementary internal data collection methods to provide a more complete picture over time.

³Actual FTE enrolment has exceeded targets every year since 2023- 4, growing 11 per cent over three years. (Source: CDW)

⁴Retention rates reflect the percentage of students from each Fall cohort who returned to study the following year. Data is sourced from Colleague and reported by cohort year: 2023-24 reflects the 2022 Fall cohort, 2024-25 reflects the 2023 Fall cohort and 2025-26 reflects the 2024 Fall cohort. (Source: Colleague)

⁵ECU is working to develop a consistent, institution-wide method for collecting and reporting unique students participating in WIL each year. Work is underway across Student Services, Graduate Studies and Shumka Center and a centralized approach will allow for more accurate and complete reporting in future cycles.

⁶Students working on multiple projects may be counted more than once.

⁷Tri-Agency funding bodies include NSERC, NSERC Mobilize, SSHRC and Tri-Agency fund transfers from other universities, where ECU faculty are listed as co-investigators on grants administered by other universities. ECU's Mobilize internal grant program launch was delayed until FY 2024-25. As a result, FY 2025-26 funding is deferred to FY 2026-27.

⁸The numbers note unique partners per FY - if a partner participated in more than one initiative in that FY, they've only been counted once. Research partnerships counted include AAN, D4S, Mobilize and MITACS. The count does not include HDL partnerships as these are often multi-year and ongoing.



⁹Count includes students who are registered with Student Accessibility Services and issued an accommodation notice.

¹⁰In 2025-26, Finance adjusted the administrative PD fund to include a carry-forward amount and reduced the allocation from 2 per cent to 1 per cent of salary. The decrease in participation reflects reduced funding availability rather than reduced interest in professional development among staff.

¹¹All financial figures are drawn from ECU's audited consolidated financial statements for the relevant fiscal years, prepared in accordance with Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia.

¹²The consolidated surplus or deficit includes results across all funds: operating, capital, special purpose and research, GNW investment and investments. The consolidated surplus is largely attributable to gains in the GNW investment fund.

¹³Non-government sources include tuition and fees, amortization of deferred contributions, income from equity accounted organization (GNW Campus Trust), interest income, endowment contributions and other revenue. Provincial operating grant and federal grant are classified as government sources.

¹⁴"Under active review" is counted from the moment a policy is flagged for update, when drafting begins, or when a working group is formally convened.

¹⁵"Approved" reflects Board, Senate, or administrative approval as applicable.

¹⁶Our measure of success is the modernization of ECU's digital foundation as we formalize a Digital Campus Plan. 2025-26 decline reflects the reduction in our capacity due to reduced IT Staff and temporary consultant capacity.

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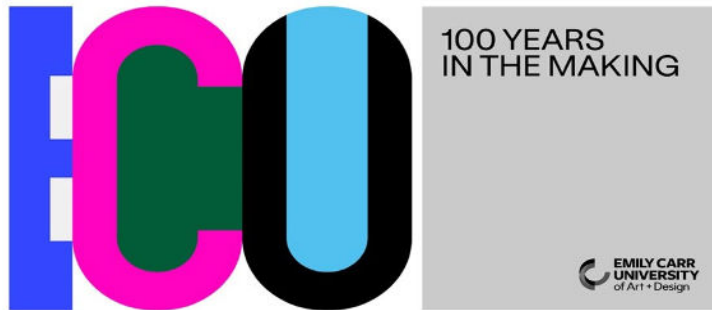


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Report to the Board of Governors

President + Vice-Chancellor
September 24, 2026

The 2026-27 Academic Year

We are thrilled to continue our 100th year celebrations this fall with various events, talks and collaborations, and to continue to showcase our amazing 100-year history and legacy. ECU kicked off the 2026-27 academic year with orientations for Foundation and Graduate Students, and a pizza lunch for all staff. While many members of our community are here throughout the summer, it was wonderful to welcome everyone to a new exciting academic year. This fall will be full of opportunities for advocacy including meetings with university presidents from the four art and design universities (UAD4), various meetings with MLA's at Parliament Hill and the Universities Canada fall meeting for presidents in Ottawa.

Strategic Plan Progress Report

Covering a reporting period of April 2024 through March 2026, the Strategic Plan Progress Report has been finalized and will be posted on our website to demonstrate progress and accountability in relation to our current Strategic Plan: *Create. Change. A Better World through Art + Design 2024-2030* (link [here](#)). Organized around the Strategic Plan's five priorities (Elevating Teaching + Learning, Expanding Research + Practice, Supporting People + Culture, Stewarding Places + Spaces, and Strengthening Systems + Supports), the report brings together indicators and institutional stories that illustrate progress under each. The report does not attempt to catalogue all initiatives underway across the institution. Instead, it presents a curated account of evidence that best reflects forward momentum against the priorities and objectives, with metrics from verified institutional and external sources.

Additionally, this report establishes a new benchmark for quantitative and qualitative public accountability reporting on Strategic Plan progress at ECU. This report needs to be understood as part of a process of institutional transformation that is dependent upon the sustained effort and commitments of an entire community of faculty, staff, and students. It represents work in motion, that must be deepened and expanded to create meaningful and lasting change. A few data milestones to note: total FTE enrolment grew 10% over the reporting period, the number of practice research partnerships nearly tripled, student research positions and work-integrated learning opportunities more than doubled, and donor retention rose substantially.

Artist in Residence: Lawrence Paul Yuxweluptun Lets'lo:tsetun

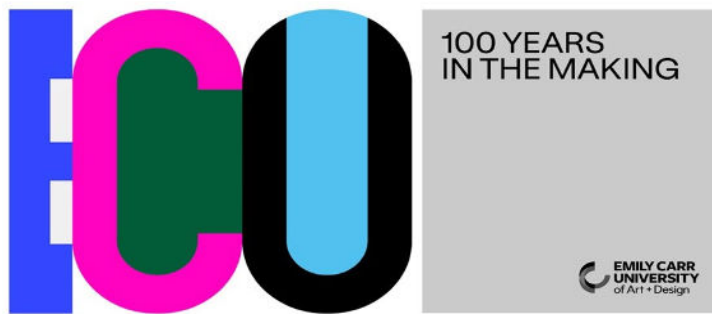
Celebrated artist and ECU alum Lawrence Paul Yuxweluptun Lets'lo:tsetun (Cowichan, Hul'q'umi'num' Coast Salish; and Okanagan, Syilx) was in residence this summer at the Libby Leshgold Gallery working on a largescale canvas as part of his *Fire Painting* series. The painting, *Global Warming: Wildfire Storms* (2026), is monumental in scale at 18 feet wide by 20 feet tall, Lawrence's largest painting to date, and speaks to themes of colonialism, global warming, and environmental exploitation. Painted directly in the gallery, Lawrence's canvas is on view this fall as part of a show entitled, *History Paintings* (September 11 – November 22), a joint exhibition with the Australian Aboriginal artist Gordon Hookey (Waanyi people), whose work uses satire to re-examine language and national identity. Set within the artists' respective homelands of Canada and Australia, the "history paintings" of both artists offer a powerful reinterpretation of a genre typically associated in European traditions with mythological and classical narratives, in surprising and at times uncomfortable ways.

Centennial Wrap-Up

ECU 100 will be wrapping up this fall with a few culminating events, including an ECU Community and Alumni party at the Vancouver Art Gallery on November 7. Stay-up-to date on events through the ECU 100 homepage (link [here](#)). The creative campaign for the centennial, led by the Montreal-based design firm Paprika, has received national and international recognition through a series of awards, including the Applied Arts 2026 Design Awards, [Entire Design Program](#), Campaign (Canada); and the Communication Arts Design 2026, [Award of Excellence](#), Integrated Branding Program (USA + International). The *100 Stories for 100 Years* storytelling initiative is approximately 75% complete, with the remaining stories on track to be completed in the coming months. It has been one of the most successful levers for bringing the ECU story to life, directly advancing the centennial campaign's core objectives of connect, communicate, and celebrate. All stories will remain accessible on the university's website and social media channels as an ongoing resource /archive beyond the centennial year. Read the Latest ECU 100 Stories [here](#) (select 'ECU 100' in the 'Filter By Tag' category).

Governor General Award

The Governor General's Awards in Visual and Media Arts, the highest distinction for artistic merit and lifetime achievement in the visual arts in Canada, were just announced for the 2026 cycle. ECU Honorary Doctorate Awardees Faye HeavyShield (2026) and Carole Itter (2024) were selected for this prestigious honour. Click [here](#) to learn more about the award and the practices of both Carole and Faye.



Report to the Board of Governors

Vice President Academic + Provost
September 24, 2026

Academic Area Highlights

- The first two cohorts of the renewed **Headstart program** began their first classes on the ECUAD campus on Saturday, September 12, 2026. Forty students from Vancouver, Coquitlam and Surrey School districts will be taking a first-year studio class and will receive credit at both high school and university levels.
- In July 2026, we offered the first **Squamish Nation Youth Art Camp**, introducing them to a range of workshops in creative processes, design, printmaking, photography, drum-making, plaster-casting, and collage. Three days of classes were hosted on Squamish Nation, and two days at Emily Carr, introducing them to the Aboriginal Gathering Place as well as ECU's technical facilities.
- Emily Carr received a **StrongerBC Future Skills Grant** for a total of \$229,923 to support BC learners in Extended Learning programs in UI Design Foundations Micro-Certificate, UX/UI Design Leadership Essentials Micro-Certificate, and UI Visual Design Micro-Certificate.

Research Highlights

- Between May and September 2026, twelve internal **National Sciences and Engineering Research Council (NSERC) Mobilize Grants** were awarded to ECUAD faculty and staff for practice-based research projects that strengthen partnerships and connections totaling \$295,985, further enriching the opportunities for students to engage in professional experience through research assistantships.
- Assistant Professor Eleonore Goldberg (Faculty of Design and Dynamic Media) was awarded a SSHRC-funded 2-year Insight Development Grant for \$99,972.

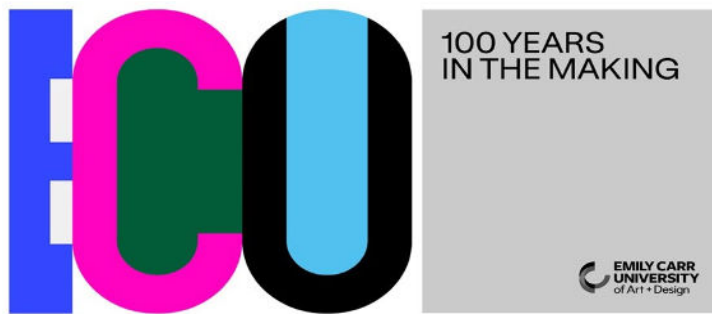
Work Integrated Learning and Shumka Centre Highlights

- The 2025-2026 Pathways for Creative Futures program, funded by the Business and Higher Education Roundtable (BHER), strengthened curricular delivery by embedding industry engagement directly into courses. Faculty identified meaningful opportunities to bring creative industry professionals into the classroom through talks, workshops, Q&A sessions, portfolio reviews, student assignment reviews, and other applied learning activities. Through

a combination of in-class engagement and a Mentors-in-Residence initiative that extended beyond the classroom, the program supported 461 students (both graduate and undergraduate) through curricular work-integrated learning placements, and 3 work experience placements. By engaging with 78 creative industry professionals, the program significantly expanded Emily Carr's employer network.

Academic Leadership Updates

- Johnny Liu has been appointed as Director, Counselling and Wellness. Johnny has been serving as the Interim Director since 2024. He joined the faculty at Emily Carr University in 2015 as a Clinical Counsellor. In addition to counselling students, Johnny's role has included providing support and advising to the university community on matters of student wellness and mental health, as well as overseeing the programming in the Student Wellness Kitchen and the Student Oasis Wellness Lounge. Johnny received a M.Ed. in Counselling Psychology from the University of British Columbia. Prior to joining Emily Carr, Johnny was a Mental Health Clinician at the Ministry of Children and Family Development,
- The search for the Dean, Audain Faculty of Art is still in process.



Report to the Board of Governors

Vice President Finance + Administration
September 24, 2026

FINANCIAL SERVICES

Financial Update – August 2026

Emily Carr University (“ECU” or “the University”) is seeing improvements to its projected surplus, which represents a combination of the following variances:

Tuition Revenue:

- ECU has exceeded its undergraduate registration targets for the Fall Term; however, this is offset by registration below budgeted levels during the Summer Term. Overall, the variances balance out, and undergraduate tuition revenue is on budget for the Summer and Fall Terms. The add/drop deadline was September 15 and final registration levels will be known by late-September.
- Similar to prior years, ECU will aim to improve registration through its Spring intake.
- Graduate registration has resulted in 11 less students compared to budget. The result is a shortfall of approximately \$110,000 over the Summer and Fall Terms.

Ministry Funding:

- ECU received provincial funding related to salary increases for non-unionized employees (e.g. excluded administration, continuing studies instructors and student workers) under the Balanced Measures Mandate. Funding relates to salary increases approved for the 2025/26 fiscal year.
- The additional grant and the offsetting wage increases were not budgeted and due to a reduced number of administrative staff in recent years, funding will exceed actual salary increases. The University has recognized \$478,719 in additional grant funding for 2026/27.

Expenses:

- ECU continues to use a mandatory three-month delay prior to posting vacant positions. Savings from delayed hirings are offset by the increases related to the Balanced Measures Mandate for non-unionized staff. Overall, the University has seen an improvement of approximately \$50,000 on salary expenses compared to budget.

In total, preliminary improvements to the budgeted surplus amount to approximately \$400,000 to the end of August, keeping in mind that it is early in the academic year. Improvements in the

current year provide some flexibility to the University when making financial decisions; however, ECU remains focused on reducing the current \$2M accumulated operating deficit.

FACILITY OPERATIONS

Reporting for months April, May, June, and July 2026.

Maintenance Activity

All 353 scheduled preventive maintenance tasks were completed during this period, with no tasks carried forward. Activities included servicing air handling units, chilled beams, cooling towers, humidifiers and dust collectors, the generator, fire alarm and annunciator panels, sprinkler and standpipe systems, fire extinguishers, emergency lighting and exit signs, eyewash stations, elevators, access control and panic duress systems, doors, appliances, roofing, and building exterior and washroom inspections. Additional scheduled work was performed on pest control, landscaping, and waste and recycling services.

295 service requests were completed, addressing items such as housekeeping, access control, door hardware, plumbing and drainage, pest control, minor works, event setup and lighting control changes, HVAC comfort calls, and waste management. All requests were resolved within contracted response and rectification times.

Waste Diversion

During the reporting period, 48.4% of waste removed from the facility was diverted from landfill and recycled.

Campus Activity

Through the Spring/Summer term, Facilities continued to support staff and students by managing campus furniture, event setups, access card administration, parking, and locker assignments. Exterior deep cleaning and pressure washing of entrances and patios was completed in May ahead of summer water restrictions, and a new landscaping contractor commenced biweekly service in April, with a campus-wide cleanup and fall planting program scheduled for September.

Migration of all campus doors to the new access control platform is complete. Final database migration and system upgrade work with the vendor is ongoing.