



AGENDA

BOARD OF GOVERNORS — REGULAR SESSION

Thursday, September 29, 2022— 3:45-5:00 p.m.

Online via Zoom webinar:

<https://emilycarru.zoom.us/j/69559782162?pwd=YmorSnR5cGJGSloyOHpOUXVCYzNZZz09>

Meeting ID: 695 5978 2162

Passcode: 324443

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

I. ADMINISTRATIVE BUSINESS

1. Call to Order + Chair's Remarks K. Kerrigan, Board Chair

2. APPROVAL: Adoption of the Agenda Chair

MOTION: That the agenda for the Board Regular Session of September 29, 2022 be approved as presented.

3. APPROVAL: Previous Meeting Minutes Chair

MOTION: That the Minutes of the Board Regular Session of June 2, 2022 be approved as presented.

II. BUSINESS

1. APPROVAL: 2021/22 Statement of Financial Information (SOFI) Report V. Sokha,
VP, Finance + Admin.

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

2. INFORMATION: Financial Review for the five months ended August 31, 2022 L. O'Melinn, Chair,
F+A Committee /
V. Sokha, VP, Finance + Admin.

III. REPORTS

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|---|------------|
| 1. President + Vice-Chancellor's Report (<i>pp. 3-4</i>) | G. Siddall |
| 2. Vice President, Academic + Provost's Report (<i>pp. 5-6</i>) | T. Kelly |
| 3. VP, Finance + Administration (<i>pp. 7-9</i>) | V. Sokha |
| 4. Vice Provost Students Report (<i>pp. 11-18</i>) | M. Guno |

IV. NEXT MEETING: The next Regular Session of the Board is December 1, 2022.

V. ADJOURNMENT



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

September 29, 2022

Fall Term

It has been wonderful to see so many students back on campus after two years of so much remote learning. The last two years were an enormous challenge, to say the least, for faculty, staff and students, and it is truly heartening to be resuming normal operations.

Funding Formula Review

On June 27th I, along with several members of my executive team, met with Don Wright and Rachel Franklin, to discuss the funding formula review, which was announced in March 2022. We presented the case that Emily Carr is significantly underfunded and has been dealing with a structural deficit for many years as a result. We also submitted, along with all other post-secondary institutions, a document answering a series of questions posed by Don Wright. The submissions can be accessed [here](#). Mr. Wright will present a report with key findings to the government for consideration by summer 2023.

Strategic Planning

The project teams of the advisory group met over the summer and at a meeting of the full advisory group on September 16th, shared the results of their work. The teams shared findings on contextual research, a communications plan, and engagement strategies for the consultation phase of the process, which will begin this term.

Meymey'em

In June Emily Carr hosted Meymey'em, an International Indigenous Artist Gathering. The gathering brought together Indigenous artists from Canada, Hawaii, and New Zealand, and included a public open house where visitors could see the artists at work. Many thanks to Brenda Crabtree and the team at the Aboriginal Gathering place for all the hard work they did to plan and lead this significant gathering.

All Employee Meeting

I and members of my team provided updates to the Emily Carr community on a range of activities and projects for the year, including strategic planning and our financial situation.

PSEA

PSEA (Post-Secondary Employers' Association) held its AGM on September 14th. At this meeting I was elected to the PSEA board of directors for a two-year term.

Universities Canada

I have been re-elected for a second two-year term on the board of directors at Universities Canada, and continue to serve on the Governance Committee as well.

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

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

Return to Classes – Fall 2022

As both a physical and virtual exhibition, the [Foundation Show](#) (representing work from last year's foundation students) ushered in the new academic year, providing a touch point and exciting backdrop for new student orientation. This year we have welcomed 500 new first-year students, and 48 graduate students in both the MFA and MDes programs. Out of approximately 400 courses scheduled for the Fall Term, 25% are running online, to provide options for students who want to continue in a virtual learning space or to support those unable to return to Vancouver due to visa delays or pandemic-related concerns. Faculty, technicians, and staff are supporting students through virtual labs and digital resourcing, by continuing to embrace new modalities of teaching, and by making the curriculum exceedingly inclusive and accessible.

This term also marks the first manifestation of the Indigenous Presence course, intended to introduce students to Indigenous ways of knowing through the lens of contemporary artists and their cultural expressions. The course emphasizes the now-ness of Indigenous presence and creativity and its influence on contemporary society. Delivered by the Faculty of Community and Culture, the Indigenous-led course is open to all ECU undergrad students as an elective in the Fall 2022 semester. Three sections are being taught respectively by curriculum planner Mimi Gellman (Anishinaabe Métis), by designer and architect [Pat Vera](#) (LatinX Mestiza), and artist and designer [Leo Vicenti](#) (Jicarilla Apache).

Director/Curator, Gallery

The search for a new Director + Curator, Gallery + Exhibitions has concluded after a rigorous international process, with artist, curator, and 2022 Emily Award recipient, Vanessa Kwan starting in the role in mid-October. If you have not had a chance to read our story on Vanessa from earlier this year, please click [here](#).

Reporting to the Vice-President, Academic + Provost and consulting with the Gallery Advisory Committee, the position is responsible for gallery exhibitions and programming at the [Libby Leshgold Gallery](#), and provides leadership and management of other university exhibition spaces and venues, including READ Books, ECU Press, the ECU Art Collection and the university's outdoor screen. It is a crucial role that is both central to the internal community, leading out on exhibition and professional development opportunities for students, and public-facing, working with external partners, emergent and establish artists, and community organizations.

Coming to ECU from their role as Program Director at the grunt gallery, Vanessa is a distinguished member of the BC arts community, working with organizations such as the Vancouver Art Gallery, Other Sights for Artists' Projects, Access Gallery, Powell Street Festival, and the Vancouver Queer Film Festival. They are an accomplished writer and serial collaborator, facilitating residency projects across the Pacific Rim (including Vancouver, Seoul, Melbourne and Sydney) exploring artist-led creative exchange, and producing significant public artworks

including *Geyser for Hillcrest Park* (with Erica Stocking), *Speaker A*, a permanent sound installation co-created with Theatre Replacement and an in-process installation/performance work titled *Curtains* (with Justine A Chambers and Maiko Yamamoto).

QAPA – Quality Assurance Process Audit

Beginning in May 2022, Emily Carr has been undergoing a Quality Assurance Process Audit as mandated by the Ministry of Advanced Education (AVED) and the Degree Quality Assessment Board (DQAB). This is a new process for BC post-secondary institutions designed to ensure that all institutions have robust processes for reviewing the quality of the programs we offer.

The first stage of this process is conducting an internal audit of our existing quality assurance processes (largely focused on Academic Program Review), summarizing the results of that audit in an institutional report, and developing an action plan to address any gaps or problems with our current procedures that we are committing to examining. The resulting institutional report will be framed by community consultation and analysis of past practices. DQAB will assign external reviewers to examine our institutional report and conduct a site visit. This will take place in early January. In April, ECU will receive a final report, and be responsible for regular progress updates to AVED until our next scheduled review in 2027.

Additional Updates:

- EDI Course Release Project – Academic Affairs, under the direction of the Senate, has recently launched a program to provide more time for faculty to address the core commitments in the EDI action plan, specifically in terms of revising the curriculum. The aim is to decenter whiteness, decolonize both content and methodologies, further anti-racist initiatives, and ensure a more inclusive, dynamic and representative curriculum.
- Broadway Subway Project – Currently, we are in the final stages of discussion with the Broadway Subway Project team to present an exhibition of student works on the 2nd Avenue hoarding. At the moment, we are finalizing materials, scale, and timeline, taking into consideration the multiple stakeholders and contractors involved in the project. We will be ready to circulate a call for submissions for student work shortly, with an anticipated launch of the project early in the new year.
- Instructional Skills Workshops – Over the past year, the Teaching and Learning Centre has been building capacity to be able to offer Instructional Skills Workshops in-house at Emily Carr. ISWs are a long-established model of faculty development and support that started in BC in the 1970s. They are offered at most BC public post-secondary institutions, and also make up a component of the Provincial Instruction Diploma Program. They are also offered and recognized worldwide. After certifying our first group of facilitators in May 2022, ECU began offering sessions to the community, “graduating” our first two cohorts from the program in June and July 2022. We currently plan to offer 5-6 sessions per year and will be certifying more facilitators as the demand grows.

Vice President Finance & Administration Report to Board of Governors Meeting – Sep 29, 2022

1. Financial Review for the five months ended August 31, 2022

For the five months ended August 31, 2022, the University is reporting the following:

Tuition Revenue:

That tuition revenue is approximately \$245,000 above budget for the Summer (\$125K) and Fall (\$120K) Terms, see figure 1. Students had the ability to adjust their Fall course load until September 13 and final registration levels will be known mid-September; however, prior years has shown that these adjustments are likely to be immaterial.

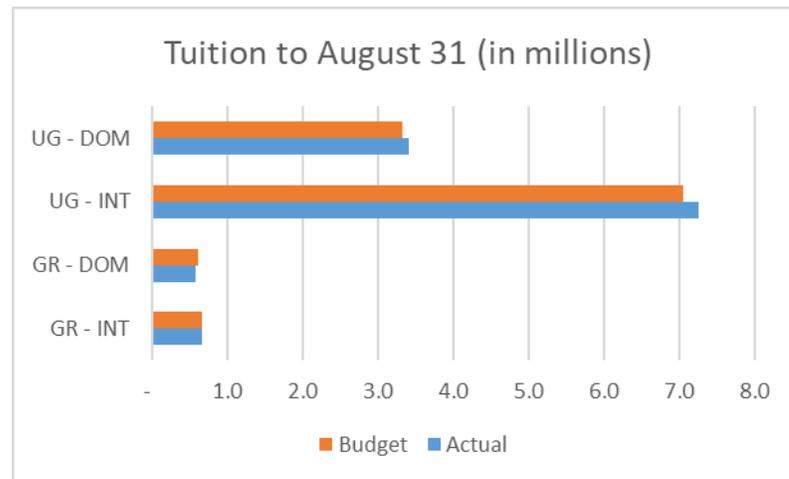


Figure 1: Tuition to August 31, 2022

Undergraduate registration for both domestic and international students is healthy and accounts for an increase of almost \$290,000, or an improvement of over 2.75% for each.

Comparatively, our graduate programs are down eight students below budget, accounting for registration 3.4% lower than expected, or almost \$44,000 over the first two terms. As there is no Spring intake of graduate students, projections to March 31 show a shortfall of approximately \$100,000 from our graduate programs in 2022/23.

Salary Expenses:

Hiring lags for position vacancies has resulted in a savings of approximately \$175,000. Positions budgeted to be filled in June or July remain vacant particularly in ITS and Communications.

Non-salary Expenses:

There are no significant non-salary variances to report.

2. Cashflow Projection

In April 2022 ECU received one-time funding and the full allocation of its annual service payments and parking grant from the Ministry for 2022/23. This amounted to approximately \$10M, a portion of which was deposited directly to the Central Deposit Program to earn interest.

On the University's request, the Ministry also provided advances to our base grant through the summer months, depositing three months grant allocation in July and two months allocation in August. These advances will be offset later in the year, but enabled ECU to meet its obligations through the summer months when tuition revenue is at its lowest.

Most recent projections show a slight improvement to tuition revenue and a savings on delayed hiring. These improvements will better our cashflow and the University is confident that it can meet its obligations as expected through the current fiscal year (see figure 2).

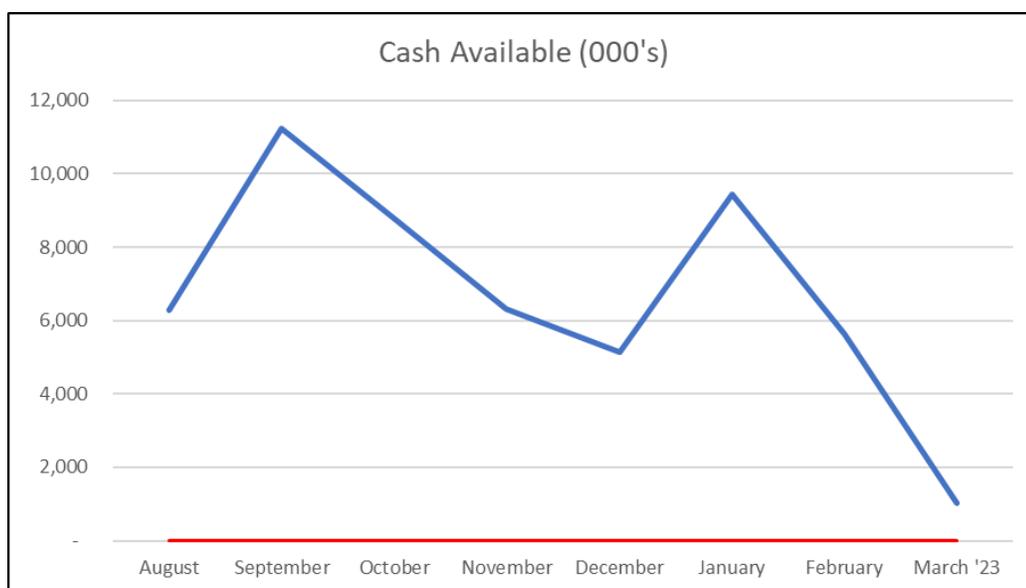


Figure 2: Cashflow projection to March 2023

Notes:

- a. Cashflow is based on preliminary projections made from activity to August 31, 2022.
- b. Cash available includes utilization of savings and contingency reserves, as per the approved 2022/23 budget.
- c. ECU is in regular contact with the Ministry to discuss the availability of one-time funding and will request advances to grants in 2023/24 similar to the current year.

3. Risk Management Framework

Emily Carr has adopted the *Risk Management Guideline for the BC Public Sector* as prepared by the Chief Risk Office of the Risk Management Branch and Government Security Office of the Ministry of Finance. These guidelines represent the international standard for risk management as set out in ISO 31000:2018.

ECU's Draft Risk Management Framework has been adapted by the University to help establish an effective risk management program. It identifies objectives and principles to guide the University, and roles and responsibilities to ensure the effective application of risk management throughout ECU.

The Draft Risk Management Framework introduces risk analysis, the process of calculating the likelihood of an event and the consequence if it were to occur. It illustrates this through the creation of

a Risk Rating Matrix (or heat map) as seen in figure 3. Once implemented, this process will help identify critical areas of risk faced by the University and act as a guide to prioritize mitigation efforts.

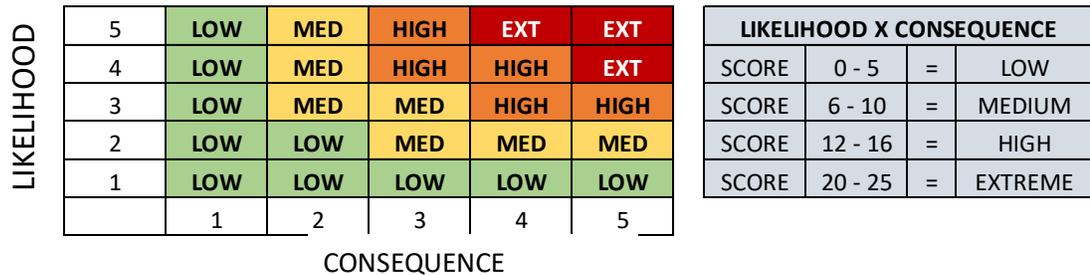


Figure 3: Risk Rating Matrix (heat map)

Through implementation of the Risk Management Framework, the University aims to have a risk register available for Board review by the end of the current fiscal year. This will occur with appropriate communication and consultation with the University community.

4. Broadway Subway Project (BSP)

High level activity schedule provided by BSP as follows:

Summer 2022

- Tunnel boring machines are currently being assembled on site

2022-2025

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

5. COVID-19 Response

ECU is following Public Health Guidance from the BCCDC as follows:

- COVID-19 continues to be managed more like other vaccine-preventable respiratory illnesses.
- Staying Home When Sick
- Getting Tested When Recommended
- Performing Hand Hygiene regularly
- Vaccines are the most effective way to reduce the risk of serious illness from COVID-19

ECU continues to take advantage of the free PPE including Masks, Gloves, Rapid Antigen Test Kits and sanitizer that is being made to Post-Secondary institutions by the Province.

6. Facility Operations

Maintenance Activity

- 88 scheduled preventive maintenance activities were completed this period. Highlights of this work consist of monthly service to HVAC equipment, Fire and Life Safety equipment, lighting, furniture, and access control systems and elevators.

- 75 service requests were responded to and addressed in this period. Highlights of this work consist of requests for service related to Housekeeping, door hardware, Security, waste management and recycling.

Waste Diversion

- The average waste diversion rate for the rolling 12-month period is 62.5%. Meaning that of all materials removed from campus, 62.5% of the volume is diverted from the landfill.

Energy

- Campus energy use is tracking at 100.6% of target for the rolling 12-month period.

**Student Services Board Report
September 2022**

Student Services Events - Foundation Orientation

Student Services collaborated with the Foundation staff to support new student orientation on August 29, 30 + 31. 300 FDTN students signed up to visit information tables from a number of departments in the University. Students were provided campus tours it was a well-attended, fun event!



Student Services Initiatives:

Chosen Name/Preferred Name/Cultural Name – student choice on Campus ID (One Card).

We are working to provide students the option to have a Chosen Name(s) on One Cards. In upcoming weeks, we will begin our campus wide, collaborative work to ensure respectful consultation and collaboration that includes student input. Our goal is to complete this work this winter and have implementation by January 2023.

Replacement One Card and Transcript Fees

We are working with Finance, Continuing Studies, and IT to reimplement transcript fees and a cost for replacement One Cards. We are currently operating replacement One Cards at a financial loss to ECU. The first ID/One Card provided to an ECU student will continue to be at no cost; however, replacement cards will be charged a replacement fee. ECU Student ID cards (One Cards) are unique in comparison to other universities, because our cards are access cards and are costly to produce (\$15 per card). The fees charged are comparable to other universities.

Direct Entry

Direct entry planning continues in collaboration with academic faculty, finance and student services. The Academic team has updated the portfolio requirements and our website is updated with this information. Direct Entry is now in market and students are now applying via a direct entry process.

Enhancing Institutional Partnerships

This Summer, representatives of ECU, travelled to Coast Mountain College in Terrace BC, to explore opportunities of ongoing collaboration with the Freda Diesing School of Northwest Coast Art. We had a full day of meetings, campus tour and walking tour of the public murals. It was a very positive day, and we look forward to ongoing meetings to plan future opportunities between our institutions.

Registrar Report

BC Registrar's Association have been meeting to discuss the Anti-Racism Data Act that is being developed by the Ministry of Citizens' Services, BC Public Service. Our discussion focused on the possible best practice for collection of this data at the point of applications to our universities. Briefing document attached.

Conferences attended:

- BCCIE, British Columbia International Education Week, including attending the Launch of the BC Government International Education Framework seminar.

Admissions/Recruitment/International

Our Fall 2022 undergraduate enrolment numbers have remained strong, as of September 14, 2022, our overall headcount is 1969 compared to the same time last year, which was 1827, an increase of 7.7 %.

We have been facing some challenges holding our first-year international enrollments together because the application for international student study permits has been delayed due to a processing back log at IRCC (Immigration, Refugees and Citizenship Canada). This has caused some of our students to defer their admission to Spring 2023. However, overall undergraduate international enrollments have remained strong, as of September 14, 2022, our overall headcount is 610 compared to the same time last year, which was 573, an increase of 6.4 %.

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

International

After a few challenging years with Covid we see students pursuing mobility again.

In Spring 2022 we had 13 students' study with us from partnering institutions. For the 2022/23 year we had 57 ECU students apply for nominations. 50 were eligible. Fall 2022 We currently have 6 out (4 countries) and 15 in for the semester (from 9 countries/12 host schools)

Spring 2023 We have 35 students applying to host schools across 17 countries. Predicted approx. 20-25 will be successful.

The internal application for 2023/2024 year will open mid-October.

Records + Registration

Records + Registration team helped provide to support to a record number of new first year students this semester. We are observing a steady increase in student support requests as more students are fully returning to campus.

Financial Aid + Awards

In May, Financial Aid and Awards vetted 394 scholarship applications and awarded 115 scholarships totalling \$187,925. All students have sent thank you notes to their donors and the scholarships have been applied towards their tuition fees for the 2022/2023 academic year.

In June we withdrew from the US Department of Education's Title IV program and secured deferment status only. We have provided an alternate source of funding for US students through a private US lender and 11 students have accessed this option for the 2022/23 year.

To date for the 2022/23 year, we have received government funding applications from 289 students; 206 through BC and 83 through other provinces.

This year we have 6 students approved for the Provincial Tuition Waiver for former youth in care and we are actively working with the Ministry on 2 more that are currently pending review or are under appeal.

Program Manager Violence Reduction + Incident Response Direct Service to Students

Statistics May 1st – September 15th, 2022

Reports Reviewed	Within Scope TAT/Active	Within Scope TAT / Inactive pending assessment	Not within scope of TAT – alternate policy or informal measures response offered	Consult Support Only
7	2	5	7	4
Total Files reviewed: 25	The program Manager Violence Reduction + Incident Response has received a total of 25 concerns that required varied levels of support: from consultation, informal intervention to Threat Assessment intervention / investigation.			

Dealing with Threatening Behaviors Policy (6.10) Update

A request was submitted in May 2022 to the University Secretary requesting that the process to review and revise Threat Assessment Policy be approved. This policy has not been updated since 2012. Sections of the policy and procedures that require updating are:

- TAT Membership
- Privacy, Confidentiality and Retention of Records
- Conflict of Interest Section
- Weapons on Campus
- Policy 3.6 and 6.10. inform each other this relationship needs to be clear – especially in relation to anonymous and third-party reporting.
- Finalize and approve Terms of Reference for TAT
- TAT’s intersection with Emergency Response Policy and planning

Recommended Process for Revision:

- Program Manager VR + IR meet with Policy Officer (VP Finance +Administration) to discuss needed revisions and consultation process
- TAT can create draft revisions to be shared with Policy Officer and those invited to consultation process
- Approval body for revisions is Executive Committee

Threat Assessment Team has started preliminary discussions with the Emergency Response Planning Committee that has been created to review and update Emergency Procedures, TAT will have an active presence on the committee, and will be represented by Program Manager VR+IR.

Sexual and Gender Based Violence and Misconduct (Policy 3.6) Update

Program Manager VR+IR has not received any updates on the legal review process for the policy that were raised at May 2022 board meeting. Changes to procedures has been on hold until the updated policy recommendations are received.

Ministry Requirement for Anonymous Reporting

Student Services has investigated and have submitted a review to Policy Officer and Senior Administrators requesting input on a partnership with a reputable non-profit company to provide this service. REES Canada, a simple and secure online platform for reporting sexual violence. The platform allows for anonymous disclosures and formal reporting that is compliant with Canadian privacy standards and with ECU Policy 3.6. The reporting platform can be used for students and employees. REES is currently being used by many community agencies and post-secondary institutions throughout Canada. This review also requires a budget review as there is an annual cost for a maintenance contract for this service.

The plain language information and support pages for students, faculty and staff on were to obtain support, and how to report or disclose sexual and gender-based violence are complete, with the exception of updated policy/procedures. Once these have been completed the site can go live.

SGBV Information and Education

Online training modules for students and employees around sexual violence and consent have been provided by Campus and have been revised to incorporate ECU specific supports and content, they are also waiting for the addition of updated policy and procedure and then can be launched as part of our policy expectations to provide prevention education.

September 19-23 is consent awareness week – ECU will be participating and providing information and resources to students throughout the week.

The SGBVM Advisory is actively recruiting new students to participate in the committee this year.

NSERC- EDI Grant.

Student Services has started preliminary discussions around the submission of a grant proposal that aims to address students concerns around the need for anti-racism strategy and/or policy.

This project hopes to focus exclusively on student experiences, creating opportunities for meaningful student involvement around the development of an anti-racism strategy and other potential structural changes, including policy development. Specifically, this project will focus on Objective (1) of NSERC EDI Grant. System/Policy Change: Develop EDI infrastructure and

associated processes that will enhance our understanding of systemic barriers and support meaningful policy change.

Next step priorities for this process are to meet with student representatives to receive input and feedback on project.

Career Development + WIL

RECENT KEY EVENTS:

A Night with Creative Industry | May 18, 2022

This event was conceived by the CD + WIL Office to connect graduating students with professionals for critique and portfolio review followed by a networking event to increase their opportunities for employment.

Industry from:

Atomic Cartoons, DNEG, Sony Pictures Imageworks, Red Hook Studios, Herschel Supply Company, Moving Images Distribution, Critical Mass, A Thinking Ape, Waterproof Studios, Wildbrain (formerly DHX), Fox Factory, Skybox Labs, Mainframe, East Side Games

200 attendees: (Industry/curators reviewers, Industry attendees, Students)



Walt Disney Animation Studios Presentation + Mixer | Aug 4, 2022

The CD + WIL Office organised this informative info session in conversation with Faculty member, Martin Rose for students, mid-summer to connect with opportunities in Disney's recently opened Vancouver animation studios. Artistic Director, Malcon Pierce; Sr. Recruiter,

Mo Tahir; Recruiter, Jenny Lee; and Associate Manager of School Relations, Nicole Dial from Disney offered a panel presentation in the Reliance Theatre about the work they do, providing tips on working in the industry and what they are looking for in successful candidates. The panel presentation was followed by a well-attended networking mixer.

200 students attended

OTHER HIGHLIGHTS:

- August 29, 30, + 31, 2022 - CD + WIL provided and information table to connect with new students as a part of orientation, along with their colleagues from Student Services.
- September 12, 2022 - CD + WIL presented in the Embedded Practices class, providing the class with an overview on resumes, cover letters, search strategies, networking, and interview prep.

UPCOMING PROGRAMMING | Fall 2022:

INDUSTRY EVENTS:

Thinkingbox + AntiSocial Info Session | Thursday, October 6 - *hosted at Thinkingbox Studios*
Global creative agency, Thinkingbox/AntiSocial will be hosting ECU students in their downtown offices for a panel discussion/Q & A, followed by a networking mixer to connect with their team, learn tips on portfolio preparation and discover more about available opportunities. Registration link will be sent out via email to students and recent alumni.

Arc'teryx Zoom Info Sessions | Tuesday, October 18 + Wednesday, October 19
Interested in a co-op opportunity with Arc'teryx? If you are majoring in INDD, COMD, or INTD join us for this online session to find out more. Check your email for registration information.

Lululemon Info Session | Thursday, October 27
Lululemon will be presenting to students on opportunities available at their global company and providing tips on skills they are looking for and how to create a successful application/portfolio.

Creative Pathways at Creative BC | Tuesday, November 1
Join us for this info session to find out more about creative opportunities in the BC film industry, including roles for visual artists, digital creatives, technicians, designers and more. Explore Creative BC's new BC Film career hub at: creativepathways.com

CAREER DEVELOPMENT PROGRAMMING:

How to Apply to Grad School | Monday, October 3
Thinking about Grad School? Join us to learn tools and strategies for researching and applying for different graduate programs. In addition, this session will provide an overview of Emily Carr's graduate programs and admission requirements.

Work Integrated Learning/Co-op Info Sessions | Thursday, October 6 + Thursday, November 3
Come to an info session to find out how you can explore career paths while earning credits towards your degree, gain valuable experience prior to graduation, and increase your employability.

Resumes + Cover Letters 101 | Thursday, October 20
Join us to learn the fundamentals of putting together a strong application package. We cover best practices and offer tips and tricks to help you use your resume and cover letter to increase your chances of getting shortlisted.

Search Strategies for Finding Work/Summer Internships | Thursday, November 17
This session provides strategies for finding, applying, and securing meaningful employment, (particularly for summer) including; internships, co-ops/work integrated learning, and other types of employment. It's never too early to start planning.

Interview Prep 101 | Wednesday, November 30
Securing an interview is a major win on the path to employment, but now what? Come and find out how to prepare, what to say, and how to answer the tough questions to ensure you maximise your chances for success.