



AGENDA

BOARD OF GOVERNORS — REGULAR SESSION

Thursday, June 2, 2022 — 3:15-5:00 p.m.

Online via Zoom Webinar:

<https://emilycarru.zoom.us/j/68501390847?pwd=U3ovdDd4cjFBNFZ2b2tnNlcxenlHUT09>

Webinar ID: 685 0139 0847

Passcode: 332732

Dial by phone: +1 778 907 2071

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

I. ADMINISTRATIVE BUSINESS

- | | |
|---------------------------------------|--------------------------|
| 1. Call to Order + Chair's Remarks | K. Kerrigan, Board Chair |
| 2. APPROVAL: Adoption of the Agenda | Chair |
| 3. APPROVAL: Previous Meeting Minutes | Chair |

II. BUSINESS

- | | |
|---|---|
| 1. PRESENTATION: Update on Strategic Planning | K. Mallet + T. Ting,
Co-Chairs, Strat Planning Committee |
| 2. INFORMATION / APPROVAL: Audited Financial Statements for the Year Ended March 31, 2022 | L. O'Melinn, Chair, F+A /
V. Sokha, VP, Finance + Admin. /
M. Douglas, Exec. Dir, Fin. Services |

MOTION: On the recommendation of the Board Finance + Audit Committee, the Board of Governors approves the audited Financial Statements for the Year Ended March 31, 2022 as presented.

- Attachments:

- Consolidated Financial Statements for the Year Ended March 31, 2022 (pp. 3-30)
- 2022 Year End Report for the Year Ended March 31, 2022 (pp. 31-35)

3. APPROVAL: 2022/23 All Funds Budget

L. O'Melinn /
V. Sokha / M. Douglas

MOTION: On the recommendation of the Board Finance + Audit Committee, the Board of Governors approves the 2022/23 All Funds Budget as presented.

- **Attachment:** 2022/23 Budget Presentation (pp. 36-51)

4. INFORMATION / APPROVAL: *Student Employment + Service Policy*

A. Tees, AVP, HR /
M. Morgan, Sr. HR Advisor

MOTION: On the recommendation of the Board Governance Committee, the Board of Governors approves the *Student Employment + Service Policy* as presented.

- **Attachment:** *Draft Student Employment + Service Policy* (pp. 52-54)
- **For information - attachments:**
 - *Draft Student Employment Procedures* (pp. 55-57)
 - *Draft Student University Service Procedures* (pp. 58-60)
 - *Draft Student Lived Experience Procedures* (pp. 61-63)

III. REPORTS

1. President + Vice-Chancellor's Report (pp. 64-65)

G. Siddall

- **Attachment:** *AEST Letter re: Public Post-Secondary Funding Review* (pp. 66-69)

2. Vice President, Academic + Provost's Report (pp. 70-71)

T. Kelly

3. VP, Finance + Administration (pp. 72-73)

V. Sokha

4. Vice Provost Students Report (pp. 74-75)

M. Guno

IV. **NEXT MEETING:** The next Regular Session of the Board is September 29, 2022.

V. **ADJOURNMENT**



CONSOLIDATED FINANCIAL STATEMENTS
Year ended March 31, 2022

And Independent Auditors' Report thereon

DRAFT

MANAGEMENT'S STATEMENT OF RESPONSIBILITY

To the Board of Governors of Emily Carr University of Art + Design

Management is responsible for the preparation and presentation of the accompanying consolidated financial statements, including responsibility for significant accounting judgments and estimates in compliance with the accounting requirements of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the consolidated financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of the consolidated financial statements.

The Board of Governors and Board Finance and Audit Committee are composed primarily of those who are neither management nor employees of the University. The Board is responsible for overseeing management in the performance of its financial reporting responsibilities and for approving the financial information included in the annual report. The Board Finance and Audit Committee has the responsibility of meeting with management and external auditors to discuss the financial reporting process, auditing matters, financial reporting issues, and recommends approval of the consolidated financial statements to the Board. The Committee is also responsible for recommending the appointment of the University's external auditor.

KPMG LLP, an independent firm of Chartered Professional Accountants, is appointed by the Board to audit the consolidated financial statements and report directly to them through the Board Finance and Audit Committee; their report follows. The external auditor has full and free access to, and meets periodically and separately with, both the Committee and management to discuss their audit findings.

On behalf of Emily Carr University of Art + Design:

Viktor Sokha, Vice President
Finance + Administration

Mark Douglas
Executive Director, Financial Services

Date _____

Date _____

INDEPENDENT AUDITORS' REPORT

To the Members of the Board of Governors of Emily Carr University of Art + Design, and to the Minister of Advanced Education and Skills Training, Province of British Columbia

Opinion

We have audited the consolidated financial statements of Emily Carr University of Art + Design (the "University"), which comprise:

- the consolidated statement of financial position as at March 31, 2022
- the consolidated statement of operations and accumulated surplus for the year then ended
- the consolidated statement of remeasurement gains and losses for the year then ended
- the consolidated statement of changes in net debt for the year then ended
- the consolidated statement of cash flows for the year then ended
- notes to the consolidated financial statements, including a summary of significant accounting policies

(hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements as at and for the year ended March 31, 2022 of the University are prepared, in all material respects, in accordance with the financial reporting provisions of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditors' Responsibilities for the Audit of the Financial Statements***" section of our auditors' report.

We are independent of the University in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter – Financial Reporting Framework

We draw attention to Note 1 to the financial statements, which describes the applicable financial reporting framework and the significant differences between that financial reporting framework and Canadian public sector accounting standards.

Our opinion is not modified in respect of this matter.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation of the financial statements in accordance with the financial reporting provisions of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the University's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the University or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the University's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on University's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the University to cease to continue as a going concern.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group entity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

Chartered Professional Accountants

Vancouver, Canada

Date of approval of financial statements

Emily Carr University of Art + Design

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

March 31, 2022

	2022	2021
Financial assets		
Cash and cash equivalents	\$ 13,504,967	\$ 14,363,591
Accounts receivable (note 3)	600,941	891,739
Investments (note 4)	3,633,194	4,365,262
Investment in GNW Campus Trust (note 6)	12,263,955	11,609,921
Inventories for resale	201,671	216,508
	30,204,728	31,447,021
Liabilities		
Accounts payable and accrued liabilities (note 8)	5,667,258	5,689,891
Deferred revenue	2,345,464	2,024,546
Debt (note 9)	54,867,891	56,035,038
Deferred contributions (note 11)	4,334,747	5,685,319
Deferred capital contributions (note 11)	57,431,693	58,995,677
Capital lease obligation (note 13)	727,303	928,086
	125,374,356	129,358,557
Net debt	(95,169,628)	(97,911,536)
Non-financial assets		
Tangible capital assets (note 7)	127,170,155	130,113,530
Endowment investments (note 5)	6,180,822	6,133,815
Prepaid expenses	47,143	52,375
	133,398,120	136,299,720
Accumulated surplus (note 17)	\$ 38,228,492	\$ 38,388,184

Continuing operations (note 1)
 Commitments and contingencies (note 12)

See accompanying notes to consolidated financial statements.

Approved on behalf of the Board:

 Keith Kerrigan, Chair
 Board of Governors

 Viktor Sokha,
 Vice President, Finance + Administration

Emily Carr University of Art + Design

CONSOLIDATED STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS

Year ended March 31, 2022, with comparative information for 2021

	2022 Budget (note 2(n))	2022	2021
Revenue:			
Grants:			
Province of British Columbia	\$ 22,180,401	\$ 22,180,401	\$ 25,302,757
Federal government	205,014	205,014	211,627
Tuition fees	17,922,228	18,898,915	17,590,253
Amortization and recognition of deferred contributions and deferred capital contributions	8,607,154	7,844,582	5,767,682
Income from equity accounted organizations	125,252	736,776	1,163,851
Gifts, grants and bequests	37,200	37,551	33,078
Interest	237,596	261,489	239,185
Other	940,437	1,209,662	1,435,149
	50,255,282	51,374,390	51,743,582
Expenses:			
Instruction	20,729,285	21,363,267	21,046,045
Instruction support	27,628,067	26,277,634	25,741,894
Research	3,065,684	2,353,197	2,272,084
Externally sponsored activity and trust	1,565,386	1,586,991	1,039,026
	52,988,422	51,581,089	50,099,049
Annual operating surplus (deficit)	(2,733,140)	(206,699)	1,644,533
Endowment contributions	36,600	47,007	85,529
Annual surplus (deficit)	(2,696,540)	(159,692)	1,730,062
Accumulated surplus, beginning of year	38,388,184	38,388,184	36,658,122
Accumulated surplus, end of year	\$ 35,691,644	\$ 38,228,492	\$ 38,388,184

See accompanying notes to consolidated financial statements.

Emily Carr University of Art + Design
CONSOLIDATED STATEMENT OF REMEASUREMENT GAINS AND LOSSES

Year ended March 31, 2022, with comparative information for 2021

	2022	2021
Accumulated remeasurement gains, beginning of year	\$ -	\$ 1,962
Unrealized losses attributable to designated fair value financial instruments	-	(1,002)
Amounts reclassified to the statement of operations for designated fair value financial instruments	-	(960)
Accumulated remeasurement gains, end of year	\$ -	\$ -

See accompanying notes to financial statements

Emily Carr University of Art + Design

CONSOLIDATED STATEMENT OF CHANGES IN NET DEBT

Year ended March 31, 2022, with comparative information for 2021

	2022 Budget (note 2(n))	2022	2021
Annual surplus (deficit)	\$ (2,696,540)	\$ (159,692)	\$ 1,730,062
Acquisition of tangible capital assets	(1,088,679)	(1,188,769)	(1,135,089)
Amortization of tangible capital assets	4,005,041	4,132,144	4,427,420
	2,916,362	2,943,375	3,292,331
Acquisition of prepaid expense	-	(5,325)	(3,489)
Use of prepaid expense	10,557	10,557	241,186
	10,557	5,232	237,697
Increase in endowment investments	(36,600)	(47,007)	(86,438)
Effect of remeasurement losses	-	-	(1,962)
	(36,600)	(47,007)	(88,400)
Decrease in net debt	193,779	2,741,908	5,171,690
Net debt, beginning of year	(97,911,536)	(97,911,536)	(103,083,226)
Net debt, end of year	\$ (97,717,757)	\$ (95,169,628)	\$ (97,911,536)

See accompanying notes to consolidated financial statements.

Emily Carr University of Art + Design

CONSOLIDATED STATEMENT OF CASH FLOWS

Year ended March 31, 2022, with comparative information for 2021

	2022	2021
Cash flows from operating activities:		
Annual surplus (deficit)	\$ (159,692)	\$ 1,730,062
Adjustments to reconcile net cash provided by operating activities		
Income from equity accounted organizations	(736,776)	(1,163,851)
Amortization of tangible capital assets	4,132,144	4,427,420
Amortization of deferred capital contributions	(2,272,271)	(2,610,698)
Change in non-cash working capital:		
Deferred contributions	(1,350,572)	653,267
Accounts receivable	373,540	542,556
Inventories for resale	14,837	(52,581)
Prepaid expenses	5,232	237,697
Accounts payable and accrued liabilities	(22,633)	1,666,662
Deferred revenue	320,918	27,897
	304,727	5,458,431
Cash flows from capital activities:		
Purchase of tangible capital assets	(755,789)	(507,366)
Cash flows from financing activities:		
Payments on capital lease obligations	(633,763)	(566,554)
Payments on debt	(1,167,147)	(1,115,958)
Deferred capital contributions received	708,287	561,616
	(1,092,623)	(1,120,896)
Cash flows from investing activities:		
Contribution to GNW	-	(279,967)
Disposal of investments	685,061	1,015,010
	685,061	735,043
Increase (decrease) in cash and cash equivalents during the year	(858,624)	4,565,212
Cash and cash equivalents, beginning of year	14,363,591	9,798,379
Cash and cash equivalents, end of year	\$ 13,504,967	\$ 14,363,591
Cash and cash equivalents is comprised of:		
Unrestricted cash	\$ 12,806,829	\$ 13,815,568
Restricted cash	698,138	548,023
	\$ 13,504,967	\$ 14,363,591
Supplementary information:		
Non-cash transactions:		
Acquisition of tangible capital assets through capital lease	\$ 432,980	\$ 627,723
Distribution declared by GNWCT and unpaid and included in accounts receivable at year end	82,742	170,265

See accompanying notes to consolidated financial statements.

Emily Carr University of Art + Design

Notes to Consolidated Financial Statements

Year ended March 31, 2022

1. Purpose of the organization and continuing operations:

Founded as the Vancouver School of Decorative and Applied Arts in 1925, Emily Carr University of Art + Design (the "University") is one of the oldest post-secondary institutions in British Columbia and the only institution in the province dedicated solely to professional education and learning in Visual Arts, Media Arts and Design. The University has been named one of the top universities in the world for art and design, ranked 24th in the world in 2022 and the only Canadian university to be included among the world's top 50. The University has more than 1,800 students enrolled in graduate and undergraduate programs, with thousands more taking workshops, certificate programs and individual courses. The faculty, staff and alumni are internationally recognized as award-winning creators and thought leaders whose work consistently advances the resilience and potential of both cultural sectors and the economy.

The University is a special purpose teaching University that operates under the authority of the University Act (Bill 34, enacted September 1, 2008) and receives significant funding from the British Columbia Provincial Government. The University is exempt from income taxation under Section 149 of the Income Tax Act.

In fiscal 2021/2022, the University is reporting an annual deficit of \$159,692 due to continuing cost pressures. For fiscal 2022/2023 the University is budgeting a significant deficit which will be funded using accumulated surplus and a one-time additional funding received from the British Columbia Ministry of Advanced Education and Skills Training (the "Ministry"). Management has taken reduced budgetary measures in response including deferring personnel hiring and freezing budget for non-contractual expenditures.

The University will continue to monitor the on-going cost pressures and their impact on its cash and budget forecasts and will adjust its operations, including actively reviewing potential sources of revenue and working to reduce costs, to ensure it fulfills its obligations and continues its operations. To continue as a going concern in the normal course of operations will depend upon a number of factors including the University's ability to meet budgeted student registration levels, realize on the savings from the cost mitigating measures, and receive the continued financial support from the Ministry, as required, to fund any budget shortfalls and cashflow requirements.

The ongoing COVID-19 pandemic continues to present an additional level of uncertainty over future cash flows. The ultimate duration and magnitude of the pandemic could affect future student registration and the University's ability to achieve budgeted registration targets. However, through fiscal 2022 the pandemic has not been a significant factor in the University's financial pressures. Student registration remained strong over the previous two academic years and the University experienced reduced expenditures related to the operation of the campus. The University will continue to monitor the effects of the pandemic and its financial impact on the University's operations.

Emily Carr University of Art + Design

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

2. Significant accounting policies:

(a) Basis of presentation:

These consolidated financial statements have been prepared in accordance with Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia supplemented by Regulations 257/2010 and 198/2011 issued by the Province of British Columbia Treasury Board.

The Budget Transparency and Accountability Act requires that the consolidated financial statements be prepared in accordance with the set of standards and guidelines that comprise generally accepted accounting principles for senior governments in Canada, or if the Treasury Board makes a regulation, the set of standards and guidelines that comprise generally accepted accounting principles for senior governments in Canada, as modified by the alternate standard or guideline or part thereof adopted in the regulation.

Regulation 257/2010 requires all tax-payer supported organizations in the Schools, Universities, Colleges and Hospitals sectors to adopt Canadian public sector accounting standards without any PS4200 elections effective their first fiscal year commencing after January 1, 2012.

Regulation 198/2011 requires that restricted contributions received or receivable for acquiring or developing a depreciable tangible capital asset or contributions in the form of a depreciable tangible capital asset are to be deferred and recognized in revenue at the same rate that amortization of the related tangible capital asset is recorded.

For British Columbia tax-payer supported organizations, these contributions include government transfers and externally restricted contributions.

The accounting policy requirements under Regulation 198/2011 are significantly different from the requirements of Canadian public sector accounting standards which requires government transfers, which do not contain a stipulation that creates a liability, be recognized as revenue by the recipient when approved by the transferor and the eligibility criteria have been met in accordance with public sector accounting standard PS3410. As a result, revenue recognized in the statement of operations and certain related deferred capital contributions would be recorded differently under Canadian Public Sector Accounting Standards.

(b) Controlled entity:

The University controls the Emily Carr Foundation by virtue of its ability to appoint a majority of the Foundation's Board of Directors. The Foundation's net assets and operating activity as at and for the years ended March 31, 2022 and 2021 were insignificant.

Emily Carr University of Art + Design

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

2. Significant accounting policies (continued):

(c) Investments in Government Business Enterprises:

Great Northern Way Campus Trust ("GNW Campus Trust"):

The University participates as an equal beneficiary in a Joint Venture with British Columbia Institute of Technology, University of British Columbia and Simon Fraser University. Joint Venture members participate equally in the control of the GNW Campus Trust. The GNW Campus Trust, is a trust established for the four institutions (the "Owners"), each of whom is an equal shareholder in Great Northern Way Campus Ltd. and each of whom appoints one director to its Board of Directors.

The Trust holds the legal and beneficial interest in the lands and premises located at 555 and 577 Great Northern Way and 375 East 1st Avenue, Vancouver, British Columbia, which were acquired by way of donation from Finning International Inc.

The Trust is considered to be a government business enterprise ("GBE"), which is accounted for by the modified equity method. Under this method, the University's investment in the GNW Campus Trust business enterprise and its net income and other changes in equity are recorded using the modified equity method. No adjustment is made to conform the accounting policies of the government business enterprise to those of the University. Inter-organizational transactions and balances have not been eliminated, except for any profit or loss on transactions between entities of assets that remain within the entities controlled by the University. Any dividends the University receives from GNW Campus Trust are reflected as a reduction in the investment asset account.

The Trust has a December 31st fiscal year-end, which is used to record the equity income. Any material transactions between December 31st and the fiscal year-end of the University, are recognized in these consolidated financial statements.

The University monitors the recoverability of revenue generating long-lived assets within the GNW Campus Trust, based on estimates using factors such as expected future asset utilization, economic outlook and future cash flows expected to result from the use of the related assets or be realized on sale. The University recognizes an impairment loss if the projected undiscounted aggregate cash flows are less than the carrying amount. The amount of impairment charge, if any, is defined as the excess of carrying value over its fair value.

On an annual basis, the University reviews the GNW Campus Trust's continuance as a going concern and classification as a GBE, which is dependent upon continued positive earnings. If the going concern basis is not appropriate, adjustments may be necessary in the carrying amounts of the GNW Campus Trust Fund assets, liabilities and expenses in these consolidated financial statements and the adjustments could be material.

(d) Cash and cash equivalents:

Cash and cash equivalents include highly liquid investments with a term to maturity of three months or less at the date of purchase.

Emily Carr University of Art + Design

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

2. Significant accounting policies (continued):

(e) Revenue recognition:

Tuition and student fees and sales of goods and services are reported as revenue at the time the services are provided or the products are delivered, and collection is reasonably assured.

Unrestricted donations, grants and contributions are recorded as revenue when receivable if the amounts can be estimated and collection is reasonably assured.

Restricted donations, grants and contributions are reported as revenue depending on the nature of the restrictions on the use of the funds by the contributors as follows:

- (i) Contributions for the purpose of acquiring or developing a depreciable tangible capital asset or contributions in the form of a depreciable tangible capital asset are recorded in accordance with Regulation 198/2011 which requires that they be recorded and referred to as deferred capital contributions and recognized in revenue at the same rate that amortization of the related tangible capital asset is recorded. The reduction of the deferred capital contributions and the recognition of the revenue are accounted for in the fiscal period during which the tangible capital asset is used to provide services.
- (ii) Contributions restricted for specific purposes other than those for the acquisition or development of a depreciable tangible capital asset are recorded as deferred contributions and recognized in revenue in the year in which the stipulation or restriction on the contributions have been met.
- (iii) Endowment contributions are recognized as revenue when received. Any related investment income earned thereon is deferred when earned in accordance with the stipulations in the endowment agreements. The income is recognized as revenue when it is spent on the purpose specified.
- (iv) Donations of capital assets that would otherwise be purchased are accounted for at fair value when a fair value can be reasonably estimated.

The GNW Campus Trust retains control of ownership of its revenue-producing properties and, therefore, accounts for leases with its tenants as operating leases. Rental revenues from property management and operating cost recoveries are recorded on a straight-line basis over the term of the lease, except for contingent rental income which is recognized when tenants are obligated to pay such rent under the terms of the related lease agreements.

(f) Supplies and services contributions:

Contributions of supplies and services received that would otherwise have been purchased are not recognized in these consolidated financial statements.

Emily Carr University of Art + Design

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

2. Significant accounting policies (continued):

(g) Inventories for resale:

Inventories for resale are recorded at the lower of cost or net realizable value. Cost is comprised of the purchase price, freight and handling costs, net taxes and any other costs directly attributable to bringing inventories to their present location, and is determined on a specific items basis. Inventories are written down to net realizable value when the cost of inventories is not estimated to be recoverable due to declining selling prices.

(h) Financial instruments:

Financial instruments are initially classified upon initial recognition as a fair value or amortized cost instrument. Transaction costs are added to the amortized cost or expensed if they relate to instruments recorded on a fair value basis. The effective interest rate method is used to recognize interest. Unrealized gains and losses from changes in the fair value of financial instruments are recognized in the statement of remeasurement gains and losses until such time that the financial asset is derecognized due to disposal or impairment. At the time of derecognition, the related realized gains and losses are recognized in the statement of operations and accumulated surplus and related balances reversed from the statement of remeasurement gains and losses. Restricted endowment interest is recognized as a direct increase to deferred contributions until distributed for the specified purpose. Interest and dividends attributable to financial instruments are reported in the statement of operations.

Endowment investments are held in perpetuity and presented as non-financial assets as they are not available for consumption or to discharge liabilities. The investments consisting of guaranteed investment certificates are recorded at amortized cost.

The University's financial instruments are comprised of and measured as follows:

- Accounts receivable, investments and accounts payable and accrual liabilities are measured at amortized cost using the effective interest method.

(i) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

(i) Tangible capital assets:

Tangible capital assets are recorded at cost, which includes amounts that are directly attributable to acquisition, construction, development, or betterment of the asset and overhead directly attributable to construction and development. Interest is capitalized over the development period whenever external debt is issued to finance the construction and development of tangible capital assets.

Emily Carr University of Art + Design

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

2. Significant accounting policies (continued):

(i) Non-financial assets (continued):

(i) Tangible capital assets (continued):

The cost, less residual value, of the tangible capital assets, excluding land, is amortized on a straight-line basis over their estimated useful lives as follows:

Asset	Period
Buildings	60 years
Equipment	5 years
Computer equipment	3 to 4 years
Library collection	10 years

Assets under development or construction are not amortized until the asset is available for productive use.

(ii) Leased tangible capital assets:

Leases, which transfer substantially all of the benefits and risks incidental to ownership of property, are accounted for as leased tangible capital assets. All other leases are accounted for as operating leases and the related payments are charged to expenses as incurred.

(iii) Impairment of tangible capital assets:

Tangible capital assets are written down when conditions indicate that they no longer contribute to the University's ability to provide goods and services, or when the value of future economic benefits associated with the tangible capital assets are less than their net book value.

(iv) Prepaid expenses:

Prepaid expenses are non-financial assets, which are expensed over the periods expected to benefit from them.

(j) Employee future benefits:

(i) Multi-employer plans:

The University and its employees make contributions to the College Pension and Municipal Pension Plans (the "Plans") which are multi-employer joint trustee plans. These plans are defined benefit plans, providing a pension on retirement based on the member's age at retirement, length of service and highest earnings averaged over five years. Inflation adjustments are contingent upon available funding. As the assets and liabilities of the plans are not segregated by institution, the plans are accounted for as a defined contribution plan and any contributions of the University to the plans are expensed as incurred.

Emily Carr University of Art + Design

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

2. Significant accounting policies (continued)

(j) Non-financial assets (continued):

(ii) Employee leave benefits:

The University allows employees to accumulate unused vacation days and gratuity days for future use. Any unused vacation or gratuity days are recorded as a liability when earned. The University does not allow employees to carryforward and utilize any unused sick days.

(k) Foreign currency transactions:

The University's functional currency is the Canadian dollar. Transactions in foreign currencies are translated into Canadian dollars at the exchange rate in effect on the transaction date. Monetary assets and liabilities denominated in foreign currencies and non-monetary assets and liabilities, which were designated in the fair value category under the financial instrument standard, are reflected in the consolidated financial statements in equivalent Canadian dollars at the exchange rate in effect on the statement of financial position date. Any gain or loss resulting from a change in rates between the transaction date and the settlement date or the statement of financial position date is recognized in the statement of remeasurement gains and losses. In the period of settlement, the related cumulative remeasurement gain/loss is reversed in the statement of remeasurement gains and losses and the exchange gain or loss in relation to the exchange rate at the date of the item's initial recognition is recognized in the statement of operations.

(l) Capitalization of public-private partnership projects:

Public-private partnership ("P3") projects are delivered by private sector partners selected to design, build, finance, and maintain the assets. The cost of the assets under construction is estimated at fair value, based on construction progress billings verified by an independent certifier, and also includes other costs incurred directly by the University.

The asset cost includes development and financing fees estimated at fair value, which require the extraction of cost information from the financial model embedded in the project agreement. Interest during construction is also included in the asset cost and is calculated on the P3 asset value, less contributions received and amounts repaid, during the construction term. The interest rate used is the project internal rate of return.

When available for operations, the Project's assets are amortized over their estimated useful lives.

Correspondingly, an obligation for the cost of capital and financing received to date, net of the contributions received, is recorded as a liability and included as debt on the statement of financial position.

Upon substantial completion, the private sector partner receives monthly payments to cover the partner's operating costs, financing costs and a return of their capital over the term of their project agreement. These monthly payments are expensed by the University as incurred.

Emily Carr University of Art + Design

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

2. Significant accounting policies (continued):

(m) Use of estimates:

The preparation of these consolidated financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions. These estimates and assumptions affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the consolidated financial statements, and revenue and expenses for the periods reported. Areas requiring the use of management's estimates relate to the useful lives of tangible capital assets for the purposes of amortization, valuation of revenue-producing properties and property under development held by the GNW Campus Trust, net realizable value of inventories for resale, collectability of accounts receivable, provisions for employee benefit obligations, and provisions for contingent liabilities. Where actual results differ from these estimates and assumptions, the impact will be recorded in future periods when the difference becomes known.

(n) Budget information:

Budget information has been provided for comparative purposes and have been derived from the 2021/2022 Budget, approved by the Board of Governors of the University on July 29, 2021.

(o) Contaminated sites:

A liability for contaminated sites is recognized when a site is not in productive use and the following criteria are met:

- (i) An environmental standard exists;
- (ii) Contamination exceeds the environmental standard;
- (iii) The University is directly responsible or accepts responsibility;
- (iv) It is expected that future economic benefits will be given up; and
- (v) A reasonable estimate of the amount can be made.

The liability is recognized as management's estimate of the cost of post-remediation including operation, maintenance and monitoring that are an integral part of the remediation strategy for a contaminated site. The University has determined that there was no contaminated sites liability to be recognized at March 31, 2022.

3. Accounts receivable:

	2022	2021
Tuition and trade receivables	\$ 403,370	\$ 519,191
Sales tax rebates receivable	46,839	100,358
Dividend receivable	82,742	170,265
Other	67,990	101,925
	<u>\$ 600,941</u>	<u>\$ 891,739</u>

Emily Carr University of Art + Design

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

4. Investments:

Investments and endowment investments recorded at amortized cost are comprised of fixed income securities which have maturities greater than three months at time of purchase.

All fixed income securities, held at March 31, 2022, mature at various dates to February 2027 (2021 - various dates to March 2026) and bear interest at rates ranging from 1.05% to 3.60% (2021 - 1.05% to 3.60%) per annum.

5. Endowment investments:

Endowment investments represent the portion of endowment funds that are to be held in perpetuity by the University and are not available for use for operations or capital purchases. Only the income from the investments is available to the University, and in some cases only a part of the income. The balance must be reinvested to maintain the capital.

Capitalization on investments is 10% of the income earned on the endowment. The uncaptured portion of income earned is available for disbursement to students in the form of scholarships, bursaries and awards.

In accordance with University policy, endowment funds are invested in highly liquid securities that are not rated lower than A by Canadian Bond Rating Service at the time of investment. Permitted securities include government bonds, commercial paper, term deposits, guaranteed investment certificates, banker's acceptances and corporate bonds.

	2021	Contributed / earned	Transfer	Amounts received / spent	2022
Trust fund endowment:					
Principal contribution	\$ 6,133,815	\$ 47,007	\$ -	\$ -	\$ 6,180,822
Investment income earned	103,585	123,152	-	(137,686)	89,051
Total	\$ 6,237,400	\$ 170,159	\$ -	\$ (137,686)	\$ 6,269,873

6. Investment in GNW Campus Trust:

The University has a 25% share of the GNW Campus Trust.

	2022	2021
Investment, at beginning of year	\$ 11,609,921	\$ 10,336,368
Distributions declared	(82,742)	(170,265)
Contributions from Emily Carr	-	279,967
Net earnings (loss)	736,776	1,163,851
Investment, at end of year	\$ 12,263,955	\$ 11,609,921

Emily Carr University of Art + Design

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

6. Investment in GNW Campus Trust (continued):

The University's 25% share of the GNW Campus Trust is of the following:

	2022	2021
Financial assets	\$ 10,471,550	\$ 9,565,007
Liabilities	3,890,074	3,884,517
Net assets	6,581,476	5,680,490
Non-financial assets	5,682,479	5,929,431
Accumulated surplus	\$ 12,263,955	\$ 11,609,921
	2022	2021
Revenue	\$ 2,197,754	\$ 2,709,905
Expenses	(1,460,978)	(1,546,054)
Surplus, at end of year	\$ 736,776	\$ 1,163,851

Under the provision of the Trust Deed, Great Northern Way Campus Ltd. in its capacity as trustee of the GNW Campus Trust, and at its sole discretion, is required to distribute all net income of the GNW Campus Trust to the beneficiaries. A distribution of \$330,970 was declared in fiscal 2022 (2021 - \$681,060) with \$82,742 (2021 - \$170,265) as the University's 25% share.

7. Tangible capital assets:

Cost	2021	Additions	Disposals	2022
Land (a)	\$ 14,400,000	\$ -	\$ -	\$ 14,400,000
Buildings	118,920,199	276,343	-	119,196,542
Equipment - general	4,261,070	261,712	(136,879)	4,385,903
Equipment - computer	4,184,621	163,316	(2,751,303)	1,596,634
Library collection	500,001	54,418	(52,943)	501,476
Leases - digital equipment	2,229,995	432,980	(221,982)	2,440,993
Total	\$ 144,495,886	\$ 1,188,769	\$ (3,163,107)	\$ 142,521,548
Accumulated amortization	2021	Disposals	Amortization expense	2022
Land	\$ -	\$ -	\$ -	\$ -
Building	7,244,393	-	1,984,814	9,229,207
Equipment - general	2,747,332	(136,879)	862,336	3,472,789
Equipment - computer	3,108,344	(2,751,303)	639,391	996,432
Library collection	255,281	(52,943)	50,074	252,412
Leases - digital equipment	1,027,006	(221,982)	595,529	1,400,553
Total	\$ 14,382,356	\$ (3,163,107)	\$ 4,132,144	\$ 15,351,393

Emily Carr University of Art + Design

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

7. Tangible capital assets (continued):

	2022	2021
	Net book Value	Net book value
Land	\$ 14,400,000	\$ 14,400,000
Buildings	109,967,335	111,675,806
Equipment - general	913,114	1,513,738
Equipment - computer	600,202	1,076,277
Library collection	249,064	244,720
Leases - digital equipment	1,040,440	1,202,989
Total	\$ 127,170,155	\$ 130,113,530

(a) Land acquisition:

In 2017, the University purchased from Great Northern Way Campus Ltd. the lands described as Lot Q situated on the Great Northern Way Campus site, Vancouver, British Columbia for \$14.4 million. On May 12, 2017, Great Northern Way Campus Ltd. declared a capital dividend of \$14.4 million to each of its shareholders and correspondingly, issued promissory notes payable to each shareholder. The promissory note payable to the University was fully settled by transfer of the lands pursuant to the terms of the land purchase agreement.

(b) Works of art and historical treasures:

The University manages and controls various works of art including paintings, drawings, prints, lithographs and etchings located on site in public display areas. These assets have an appraised value at the time of acquisition of \$3,163,236 (2021 - \$3,163,236), but are not recorded as tangible capital assets on these consolidated financial statements.

8. Accounts payable and accrued liabilities:

	2022	2021
Trade accounts payable and accrued liabilities	\$ 3,149,998	\$ 3,118,086
Accrued payroll benefits:		
Vacation pay	2,163,082	2,264,905
Banked overtime	12,568	16,820
Gratuity days	314,327	250,489
Early retirement incentives	27,283	39,591
	\$ 5,667,258	\$ 5,689,891

Emily Carr University of Art + Design

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

9. Debt:

	2022	2021
Concessionaire payable - Great Northern Way Campus Project with AAP Partnership, payable in monthly payments commencing August 4, 2017 including annual interest of 4.59%, in accordance with the project agreement terms. Required principal repayments on P3 debt for the years ending March 31, 2047.	\$ 54,867,891	\$ 56,035,038

Principal and interest payments for the next five years and thereafter are as follows:

	Principal	Interest	Total payments
2023	\$ 1,220,682	\$ 2,516,346	\$ 3,737,028
2024	1,276,673	2,460,355	3,737,028
2025	1,335,233	2,401,795	3,737,028
2026	1,396,479	2,340,549	3,737,028
2027	1,460,534	2,276,494	3,737,028
Thereafter	48,178,290	26,373,627	74,551,917
	\$ 54,867,891	\$ 38,369,166	\$ 93,237,057

The debt related payments as well as the facility maintenance and lifecycle costs under the P3 contracts (note 12(c)) are funded by the Ministry of Advanced Education and Skills Training (the "Ministry").

10. Employee future benefits:

The University and its employees contribute to the College Pension Plan and Municipal Pension Plan, jointly trustee pension plans. The boards of trustees for these plans, representing plan members and employers, are responsible for administering the pension plans, including investing assets and administering benefits. The plans are multi-employer defined benefit pension plans. Basic pension benefits are based on a formula. As at August 31, 2021, the College Pension Plan has about 16,500 active members, and approximately 9,500 retired members. As at December 31, 2020, the Municipal Pension Plan has about 220,000 active members, including approximately 7,000 from colleges.

Every three years, an actuarial valuation is performed to assess the financial position of the plans and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plans. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plans. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

Emily Carr University of Art + Design

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

10. Employee future benefits (continued):

The most recent actuarial valuation for the College Pension Plan as at August 31, 2018, indicated a \$303 million surplus for basic pension benefits on a going concern basis.

The most recent valuation for the Municipal Pension Plan as at December 31, 2018, indicated a \$2,866 million funding surplus for basic pension benefits on a going concern basis.

The University paid \$2,470,533 (2021 - \$2,337,350) for employer contributions to the plans in fiscal 2022.

The next valuation for the College Pension Plan will be as at August 31, 2021, with results available in 2022. The next valuation for the Municipal Pension Plan will be December 31, 2021, with results available in 2022.

Employers participating in the plans record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plans record accrued liabilities and accrued assets for each plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plans.

11. Deferred contributions and deferred capital contributions:

	2021	Amounts received	Amortized as revenue	2022
Provincial Operating	\$ 2,679,816	\$ 864,950	\$ (2,703,017)	\$ 841,749
Federal Operating	1,059,216	1,428,395	(1,208,655)	1,278,956
Other Operating	1,946,287	1,928,394	(1,660,639)	2,214,042
Deferred contributions	5,685,319	4,221,739	(5,572,311)	4,334,747
Provincial Capital	41,540,051	200,000	(1,094,008)	40,646,043
Other Capital	17,455,626	508,287	(1,178,263)	16,785,650
Deferred capital contributions	58,995,677	708,287	(2,272,271)	57,431,693
Total	\$ 64,680,996	\$ 4,930,026	\$ (7,844,582)	\$ 61,766,440

Included in deferred capital contributions are unspent funds of \$2,155,863 (2021 - \$2,152,166).

Emily Carr University of Art + Design

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

12. Commitments and contingencies:

(a) Operating and building leases:

At March 31, 2022, the University is obligated to make the following minimum lease payments with respect to leased studio space in each of the next five fiscal years ending March 31:

2023	\$	137,566
2024		142,724
2025		148,077
2026		153,629
	\$	581,996

(b) GNW Campus Trust commitments:

(i) The GNW site is currently zoned pursuant to CD-1 (402) Comprehensive Development Zone. A condition of the CD-1 zoning is related to servicing and engineering commitments both on and off the site. When the site was partially gifted, these commitments were assumed by GNW when it and the partner institutions entered into an Assignment and Assumptions Agreement with the City of Vancouver in 2002. This agreement pertains to the entire land area under the CD-1 (402) zoning, including land not owned by GNW. This agreement obligates GNW to reimburse the City of Vancouver for certain costs in addition to carrying out certain on-site and off-site servicing works. The timing of payments is largely contingent on activities that may be performed by GNW in the coming years as part of its site development plan.

(ii) Effective September 1, 2010, GNW entered into a Management Services Agreement with SFU whereby SFU will provide certain budget and financial services, student services, and academic and administrative services relating to the Master of Digital Media (“MDM”) Program. The agreement was amended on December 2, 2014 to include an allocation of space in buildings 685 and 577 for the MDM Program, and the appointment of a principal contact by SFU to oversee the terms of the agreement. GNW agrees to pay SFU six percent (6%) of the gross tuition and mandatory fees in return for these services.

A new agreement was negotiated with SFU in 2020 and was executed effective January 1, 2021. With an increase in services that SFU will provide to MDM students, GNW agrees to pay SFU eight percent (“8%”) of the gross tuition and mandatory fees.

Emily Carr University of Art + Design

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

12. Commitments and contingencies (continued):

(c) Public-private partnership commitments:

The University entered into multiple-year P3 contracts to design, build, finance, and maintain the Great Northern Way Campus. The information presented below shows the anticipated cash outflow for future obligations under these contracts for the facility maintenance and the lifecycle costs. Facilities maintenance and life cycle payments to the private partner are contingent on specified performance criteria and include an estimation of inflation where applicable and payable to March 31, 2047.

2023	\$	2,875,164
2024		2,764,055
2025		3,192,813
2026		3,128,012
2027		3,287,505
Thereafter		87,431,343
	\$	102,678,892

13. Capital lease obligation:

The University has entered into capital leases with respect to computer equipment. The principal and interest payments are as follows:

	2022	2021
2022	\$ -	\$ 565,374
2023	387,473	269,782
2024	285,388	167,697
2025	117,690	-
Total minimum lease payments	790,551	1,002,853
Amount representing interest at rates ranging from 3.00% to 7.05%	(63,248)	(74,767)
Capital lease obligations	\$ 727,303	\$ 928,086

Emily Carr University of Art + Design

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

14. Expenses by object:

The following is a summary of expenses by object:

	2022	2021
Salaries and benefits	\$ 34,564,973	\$ 33,660,373
HR programs and professional development	704,013	747,073
Library services	215,413	213,255
Scholarships, bursaries and awards	921,836	1,133,892
Student recruitment and development	195,774	361,551
Counselling and interpreting	86,567	41,449
Communications	240,996	297,697
Advertising and promotions	399,954	285,198
University memberships	98,983	112,636
Information technology	1,225,513	1,200,595
Facility services	3,459,960	2,381,538
Leases and rentals	88,930	130,841
Guest artists and speakers	399,585	347,617
Professional services	668,727	789,719
Supplies	499,267	389,387
Repairs and maintenance	65,228	64,692
Utilities	494,145	444,972
Interest	2,623,869	2,678,083
Cost of goods sold	33,679	10,517
Amortization	4,132,144	4,427,420
Other	461,533	380,544
	<u>\$ 51,581,089</u>	<u>\$ 50,099,049</u>

15. Funds held by Vancouver Foundation:

The University has endowment funds of \$1,083,337 (2021 - \$942,395) with the Vancouver Foundation. These are permanent funds with the Foundation and provide income for scholarships, bursaries and other student aid at the University. The funds are not under University ownership or control. The University has recorded its contributions to the funds as donation expenses. The University received amounts totaling \$7,350 (2021 - \$25,859) as income from the funds during the year.

16. Financial risk management:

The University is exposed to risks of varying degrees of significance from its use of financial instruments, which could affect its ability to achieve its strategic objectives. The Board of Governors ensures that the University has identified its major risks and ensures that management monitors and controls them.

Emily Carr University of Art + Design

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

16. Financial risk management (continued):

(a) Fair values:

Fair value of a financial instrument is the amount at which the instrument could be exchanged in a current transaction between willing parties. The carrying values of cash and cash equivalents, investments, accounts receivable and accounts payable approximate their fair value due to the relatively short periods to maturity of these items or because they are receivable or payable on demand.

All of the University's financial instruments are measured at fair value based on the Level 2 method, using inputs other than quoted prices that are observable for the asset or liability, either directly (i.e., as prices) or indirectly (i.e., derived from prices).

(b) Liquidity risk:

Liquidity risk is the risk that the University is not able to meet its financial obligations as they become due, or can only do so at excessive costs. The University establishes budgets and cash flow projections to ensure it has the necessary funds, including access to a bank operating line of credit to fulfill its obligations when due.

(c) Market risk:

Market risk is the risk that changes in market prices, such as interest rates, will affect the University's income. The objective of market risk management is to control market risk exposures within acceptable parameters while optimizing the return on risk.

Fixed interest rate instruments are subject to fair value risk. The University is exposed to this risk with respect to the P3 debt as disclosed in note 9.

(d) Credit risk:

Credit risk is the risk of financial loss to the University if a student or counterparty to a financial instrument fails to meet its contractual obligations. Such risks arise principally from certain financial assets held by the University consisting of cash and cash equivalents, amounts receivable and investments. The risk is mitigated by ensuring the majority of receivables are collected prior to delivery of programs.

The University's exposure to credit risk is influenced mainly by the individual characteristics of each student and hence is not subject to concentration of credit risk. The University is exposed to credit risk in the event of non-payment of billings. This risk is mitigated by the University's prompt collection process and ability to withhold transcripts.

The University accounts for a specific bad debt provision when management considers that the expected recovery is less than the account receivable.

There have been no significant changes to the risk exposures from 2021.

Emily Carr University of Art + Design

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

17. Accumulated surplus:

Accumulated surplus is comprised of the following:

	2022	2021
Equity of GNW Campus Trust	\$ 12,263,955	\$ 11,609,921
Capital fund	16,158,046	16,147,432
Internally restricted for special projects	578,241	1,404,504
Internally restricted for student awards	336,100	331,210
Endowments	6,180,822	6,133,815
Unappropriated surplus	2,711,328	2,761,302
	<hr/> \$ 38,228,492	<hr/> \$ 38,388,184

18. Comparative Information:

Certain comparative information has been reclassified to conform to this year's current financial statement presentation. There was no impact on the prior year operating surplus, net financial assets (debt) or accumulated surplus.



520 EAST 1ST AVENUE
VANCOUVER, BC, CANADA V5T 0H2

**2022 Year End Report
Year Ending
March 31, 2022**

**Presentation to the
Finance + Audit Committee
May 19, 2022**



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Operating Fund Detail

for the year ended March 31, 2022

	2021/22 Actuals	2021/22 Budget	Difference
REVENUE			
Grants			
Provincial grant	\$ 17,857,829	\$ 17,879,251	\$ (21,422)
Research Support Fund	205,014	205,014	-
Total Grants	18,062,843	18,084,265	(21,422)
Tuition Fees			
Domestic - undergraduate	4,861,006	4,802,088	58,918
International - undergraduate	9,976,444	9,177,458	798,986
Graduate Programs	1,622,230	1,667,884	(45,654)
Other Fees (application / learning access / LinkedIn Learning)	724,742	680,235	44,507
Continuing Studies	1,714,493	1,594,564	119,929
Total Tuition	18,898,915	17,922,229	976,686
Deferred Contributions	1,779,566	1,872,715	(93,149)
Other	1,264,429	1,060,752	203,677
Total Revenue	\$ 40,005,753	\$ 38,939,961	\$ 1,065,792
EXPENDITURES			
Salaries			
Faculty - Credit Program	\$ 10,245,687	\$ 10,110,867	\$ 134,820
Faculty - Continuing Studies	582,197	615,724	(33,527)
Support	7,998,773	8,241,207	(242,434)
Excluded	7,879,991	7,581,359	298,632
Hourly Support	314,401	318,755	(4,354)
Benefits	5,941,717	5,652,164	289,553
Total Salaries	32,962,766	32,520,076	442,690
Other Expenditures			
Other Expenses	7,923,584	9,189,655	(1,266,071)
Total Expenditures	\$ 40,886,350	\$ 41,709,731	\$ (823,381)
Deficit	\$ (880,597)	\$ (2,769,770)	\$ 1,889,173

Revenue and Expense Variance Analysis

Revenue • variance of actual to prorated budget		\$ 1,065,792
<i>Main contributing factors are:</i>		
• Tuition:		
Domestic Tuition	\$	58,918
International Tuition		798,986
Continuing Studies Tuition		119,929
• Other income		
Deposit Forfeitures		99,855
Investment Interest		23,557
Parking Fees		(22,755)
Locker Fees		(17,060)
External Rental & Events		(54,817)
• Net Miscellaneous		59,179

Salary Expenses • variance of actual to prorated budget		\$ (442,690)
<i>Main contributing factors are:</i>		
• Staff hiring lags	\$	419,272
• Faculty - increased section count and changes to Regular/Non-regular mix		(272,840)
• Retirement and severance agreements		(456,122)
• Benefits		(289,553)
• Net Miscellaneous		156,552

Other Expenses • variance of actual to prorated budget		\$ 1,266,071
<i>Main contributing factors are:</i>		
• Student Quarantine Accommodation	\$	66,372
• Conference Fees, General Travel + Events		97,033
• International Student Development + Student Recruitment		90,787
• Printing, Photocopying, Postage		38,380
• Instructional + General Supplies		148,872
• Software licenses		108,589
• Professional Development		112,455
• Credit Card Merchant Fees		41,529
• Professional Fees - Consulting + Interpreting		191,296
• Expense reallocation from Operating to external grants		187,332
• Net Miscellaneous		183,426

Proposed Motion

- i) Audited Financial Statements

Motion: That the Finance + Audit Committee recommends the Board of Governors receives the 2021/22 Audit Findings Report and approves the Audited Financial Statements for the Year Ended March 31, 2022 as presented.



**EMILY
CARR**
UNIVERSITY
of ART+DESIGN

520 EAST 1ST AVENUE
VANCOUVER, BC, CANADA V5T 0H2

**2022/23 Budget Presentation
Presented to the Board
June 2, 2022**



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Preamble

For fiscal 2022/23 the University again is faced with a significant budget deficit. Preliminary projections, based on a roll forward expense budget, resulted in a deficit of approximately \$5.1M. In late March the University received confirmation from the Ministry of \$3M in year-end one-time funding to assist with our structural deficit and ongoing cost pressures. While this is good news, it means \$2.1M needed to be found internally.

Improvements to our budgeted deficit in 2021/22 has resulted in increases to the accumulated savings initially expected to be available for 2022/23. Along with contingency reserves, these improvements enable us to offset our deficit in the upcoming year.

Projected deficit	\$ (5,125,061)
One-time funding	3,000,000
Accumulated surplus	1,130,061
Contingency reserves	995,000
	\$ -

While it is possible to balance our deficit using savings, it means applying most of our discretionary funds to support a status quo budget. This means no funds have been allocated to address many operational concerns, including:

- Addressing many of the recommendations made by Peter Lockie
- Improving deficiencies in staffing levels, including in areas of EDI and operational health and safety
- Adjusting faculty teaching load

However, for 2022/23 the University has added some essential positions and allocated budget for significant projects, primarily in areas key to revenue generation, including Continuing Studies programming, fundraising, strategic enrolment management and course evaluation, as well as in wellness and accessibility support. It is expected that through these investments the University will be in a better position to generate revenue moving forward.

There is significant work ahead required for the University to improve its financial posture. Much of the work being performed is focused on revenue generation and cost savings through academic programming (credit and non-credit) and strategic enrolment management. While many of these strategies will take time, the University continues to look at approaches for deficit mitigation, both in the short-term and long-term.

Emily Carr University of Art + Design
Operating Budget Detail
Year Ending March 31, 2023

REVENUE	2022/23 Budget	% of budget	2021/22 Actuals	% of budget	Difference
Grants					
Provincial annual block funding	\$ 15,248,556		\$ 15,249,483		\$ (927)
Add: special allocation funding	2,970,000		-		2,970,000
Add: annual service payment funding	2,986,211		2,501,142		485,069
Add: BC Tech Funding	400,000		400,000		-
Add: parking grant	289,264		289,264		-
Less: capital allocation	(44,964)		-		(44,964)
Less: capital lease allocation	(531,931)		(542,060)		10,129
Less: special purpose allocation	(40,000)		(40,000)		-
Subtotal Provincial Grants	21,277,136		17,857,829		3,419,307
Other					
Research Support Fund	192,600		205,014		(12,414)
Subtotal Other Grants	192,600		205,014		(12,414)
Total Grants	21,469,736	51%	18,062,843	45%	3,406,893
Tuition + Fees					
Domestic	5,091,789		4,861,006		230,783
International	10,655,897		9,976,444		679,453
Graduate Studies - MFA	433,032		465,851		(32,819)
Graduate Studies - MDSI	512,076		579,389		(67,313)
Graduate Studies - MDSX	378,762		250,175		128,587
Graduate Studies - Low Residency	442,266		326,816		115,450
Other Fees (application / masters studio fee / learning access / LinkedIn Learning)	734,565		724,741		9,824
Continuing Studies	1,821,103		1,714,493		106,610
Total Tuition	20,069,491	47%	18,898,915	47%	1,170,576
Deferred Contributions	30,000	0%	1,779,566	4%	(1,749,566)
Other	868,706	2%	1,264,429	3%	(395,723)
Total Revenue	\$ 42,437,933	100%	\$ 40,005,753	100%	\$ 2,432,180
EXPENDITURES					
Salaries					
Faculty - Credit Program	\$ 10,440,514		\$ 10,245,687		\$ 194,827
Faculty - Continuing Studies	741,658		590,837		150,821
Support	8,484,610		7,998,773		485,837
Administration	8,107,527		7,879,991		227,536
Hourly Support	373,970		305,761		68,209
Benefits	6,479,551		5,941,717		537,834
Total Salaries	34,627,830	78%	32,962,766	81%	1,665,064
Other Expenditures					
Other expenses	6,945,469		5,282,271		1,663,198
Annual service payment	2,989,695		2,641,313		348,382
Total Other Expenditures	9,935,164	22%	7,923,584	19%	2,011,580
Total Expenditures	\$ 44,562,994	100%	\$ 40,886,350	100%	\$ 3,676,644
Deficit	\$ (2,125,061)		\$ (880,597)		\$ (1,244,464)
Deficit Funding - accumulated savings	2,125,061		880,597		1,244,464
Adjusted Balance	\$ -		\$ -		\$ -

Emily Carr University of Art + Design
2022/23 Budget Assumptions

REVENUE

Grants

- Provincial base funding remains \$15,672,331 (2022 – \$15,672,331).
- Provincial one-time funding is confirmed at \$3M, consisting of \$2.97M new funding, plus \$30,000 in repurposed Ministry funds awarded in 2021/22 (2022 - \$nil).
- Total Provincial funding is allocated to the Operating and Capital Funds and is comprised of the following:

	2022/23	2021/22	Increase (Decrease)
Base Funding	15,672,331	15,672,331	-
One-time Funding	2,970,000	-	2,970,000
Annual Service Payments – Operating	2,986,211	2,501,142	485,069
Annual Service Payments – Capital	3,740,512	3,740,512	-
Parking	289,264	289,264	-
PSEA Membership	(23,775)	(22,848)	(927)
Total Provincial Funding	25,634,543	22,180,401	3,454,142

FTE Delivery / Tuition

- The Pathways program has decreased by 3 students (2023 – 25 students; 2022 – 28 students)
- Undergraduate FTE target will increase by 6 FTE in line with the Tech-Programming Expansion (2023 – 1,391; 2022 – 1,385)
- Total Undergraduate FTE’s have increased by 55.4:
 - Domestic – 1,176.2 FTE (2022 – 1,140.0)
 - International – 569.4 FTE (2022 – 550.2)
- The domestic/international credit ratio is 67.4/32.6
- Total Graduate Studies FTE’s have increased by 5.7 (includes both domestic and international):
 - MFA Program – 27.2 FTE (2022 – 30.7)
 - MFA Low-Res Program – 27.9 FTE (2022 – 21.5)
 - MDSI Program – 26.6 FTE (2022 – 29.6)
 - MDSX Program – 19.2 FTE (2022 – 13.4)
- Tuition fees (approved by the Board February 17, 2022):
 - 2% increase to domestic tuition fees: increases to \$4,351.80 per FTE
 - 6% increase to international tuition fees: increases to \$18,304.50 per FTE
 - 0% increase to Masters Programs’ domestic and returning international tuition fees:
 - 2-year MFA Program tuition remains at \$30,416.40 for domestic students and \$34,416.60 for returning international students
 - 2-year MDES Program tuition remains at \$35,995.80 for domestic students and \$39,996.00 for returning international students
 - 6% increase to Masters Programs’ tuition fees for incoming international students:
 - 2-year MFA Program tuition increases to \$36,481.80
 - 2-year MDES Program tuition increases to \$42,396.00

EXPENDITURES

The budget was prepared primarily on a roll forward expense basis; however, requests for additional budget were considered with a focus on revenue generation. Management has budgeted a portion of its contingency reserves for the addition of essential positions and projects that show a high likelihood of producing a return on investment. It is felt that through the addition of these costs ECU will see improvements to revenue generation in the future.

Salary Expenses

- Faculty
 - There are 4 hires budgeted for new or replacement faculty positions.
 - There is no general wage increase budgeted. It is expected that a general wage increase through bargaining will be funded by the province.

- CUPE
 - There is one new position request: Strategic Projects + Analysis support
 - New requests amount to increased salary costs of approximately \$32,000 in the current year, annualized at \$54,000.
 - There is no general wage increase budgeted. It is expected that a general wage increase through bargaining will be funded by the province.

- Excluded
 - There are three new position requests: HR Advisor, Wellness + Accessibility; CS Coordinator, Full-time Programming; and, Manager, Sponsorships, Events + Alumni.
 - New requests amount to increased salary costs of approximately \$169,000 in the current year, annualized at \$256,000.
 - Salary increases are budgeted at 2%. Increases are not funded by the Province.

- Benefits
 - ECU is expecting a 15% increase to Extended Health premiums.

Non-Salary Expenditures

- The 2022/23 budget is prepared primarily on a roll forward expense basis, with no increases for most non-salary, non-contractual budgets.
 - There are three projects included which require additional budget: strategic planning, implementation of a Customer Relationship Management (CRM) solution, and replacement of the University's course evaluation system. Total budget added in relation to these projects is approximately \$302,000.

Emily Carr University of Art + Design
Budget Summary - All Funds
Year Ending March 31, 2023

	2022/23 Budget	2021/22 Actuals	Difference
REVENUE			
Grants	\$ 25,827,143	\$ 22,385,415	\$ 3,441,728
Tuition	20,069,491	18,898,915	1,170,576
Amortization of deferred contributions	5,758,190	7,844,582	(2,086,392)
Income from equity accounted organizations	188,083	736,776	(548,693)
Other	1,080,406	1,508,702	(428,296)
Total revenue	\$ 52,923,313	\$ 51,374,390	\$ 1,548,923
EXPENDITURES			
Instruction	\$ 21,659,404	\$ 21,363,267	\$ 296,137
Instruction support	28,914,235	26,277,634	2,636,601
Research	2,795,229	2,353,197	442,032
Externally sponsored activity and trust	1,382,735	1,586,991	(204,256)
Total expenditures	\$ 54,751,603	\$ 51,581,089	\$ 3,170,514
Projected annual operating deficit	(1,828,290)	(206,699)	(1,621,591)
Endowment contributions	41,000	47,007	(6,007)
Projected annual deficit	\$ (1,787,290)	\$ (159,692)	\$ (1,627,598)

Emily Carr University of Art + Design
 Budget Detail - All Funds
 Year Ending March 31, 2023

	Operating	Special Purpose	Contingency	Capital	Trust	GNW Campus Trust	Total Budget
REVENUE							
Grants							
Provincial							
Base funding	\$ 15,320,925			\$ 616,895			\$ 15,937,820
One-time funding	2,970,000						2,970,000
Annual service payments	2,986,211			3,740,512			6,726,723
Other	192,600						192,600
Tuition	20,069,491						20,069,491
Amortization of deferred contributions	30,000	\$ 3,614,588		1,702,130	\$ 411,472		5,758,190
Income from equity accounted organizations						\$ 188,083	188,083
Gifts, grants and bequests		2,250			35,950		38,200
Interest	204,000	6,300		4,000	7,000		221,300
Other	664,706	90,250		65,950			820,906
Total revenue	\$ 42,437,933	\$ 3,713,388	\$ -	\$ 6,129,487	\$ 454,422	\$ 188,083	\$ 52,923,313
EXPENDITURES							
Instruction	\$ 19,047,082			\$ 2,612,322			\$ 21,659,404
Instruction support	25,515,912			3,398,323			28,914,235
Research		\$ 2,795,229					2,795,229
Externally sponsored activity and trust		933,263			\$ 449,472		1,382,735
Total expenditures	\$ 44,562,994	\$ 3,728,492	\$ -	\$ 6,010,645	\$ 449,472	\$ -	\$ 54,751,603
Projected annual operating surplus (deficit)	(2,125,061)	(15,104)	-	118,842	4,950	188,083	(1,828,290)
Endowment contributions					41,000		41,000
Projected annual surplus (deficit)	\$ (2,125,061)	\$ (15,104)	\$ -	\$ 118,842	\$ 45,950	\$ 188,083	\$ (1,787,290)

Emily Carr University of Art + Design
Contingency Fund
Year Ending March 31, 2023

CONTRIBUTIONS

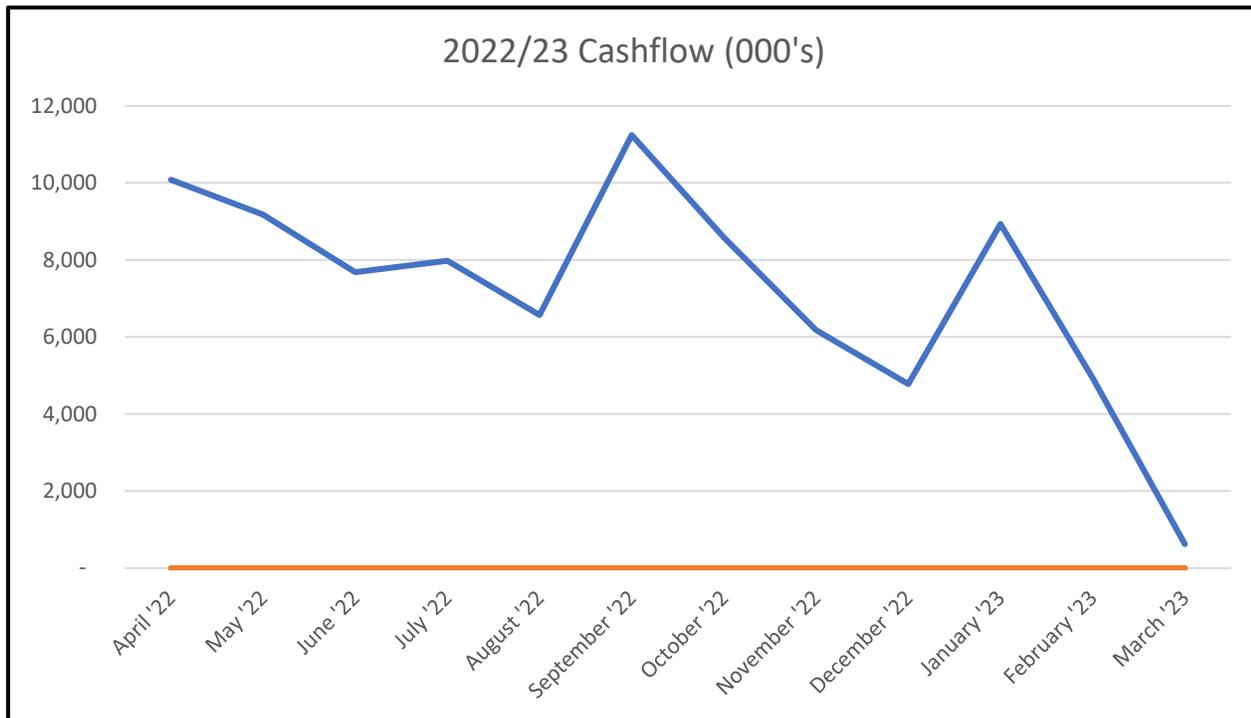
2004-05	\$	409,522
2006-07		100,000
2007-08		250,000
2008-09		288,438
2014-15		700,000
Total Contributions	\$	1,747,960

APPLICATIONS

2009-10 Operating Deficit	\$	(170,000)
2022-23 Operating Deficit		(995,000)
Total Applications	\$	(1,165,000)
Projected Balance	\$	582,960

Cashflow Projections

April 2022 to March 2023



Notes:

1. Cashflow is based on final budget projections for 2022/23.
2. In April 2022 the University received the full allocation of annual service payments, one-time funding and parking grant for fiscal 2022/23, advances totalling almost \$10M.
3. The Ministry will provide advances to base grant funding in months when the University has lower cash intake: July, August and December. These advances will be offset in months when the University can rely on tuition receipts and advances received earlier in the year: September, January, February and March.
4. Cash available for 2022/23 includes \$2.7M accumulated surplus:

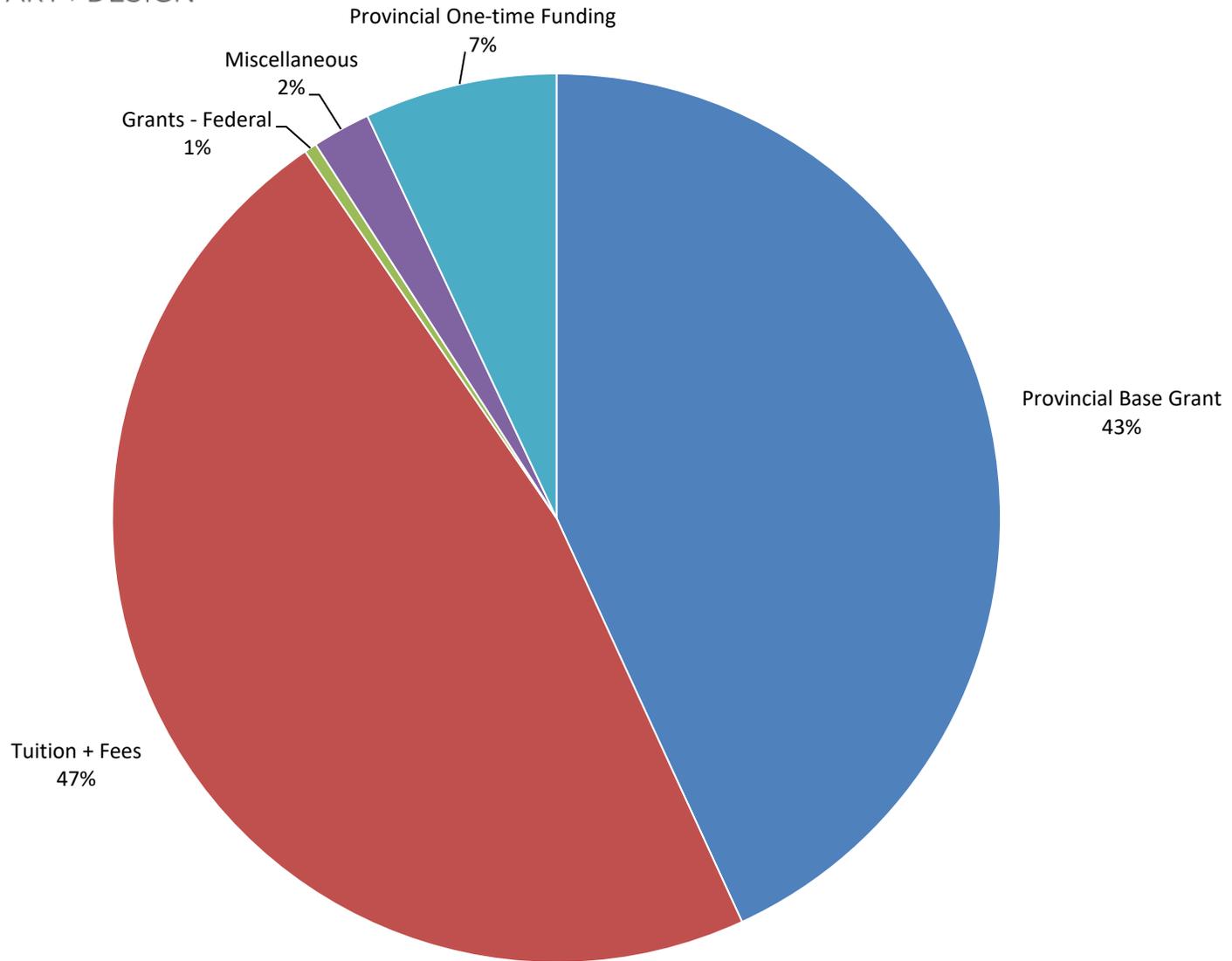
Operating surplus	\$	1,133,368
Contingency reserve		1,577,960
Total	\$	2,711,328

5. Under these assumptions, management concludes that the University has sufficient resources to meet its financial obligations to the end of fiscal 2022/23, at which point it will have approximately \$580K remaining in its contingency reserve.

Emily Carr University of Art + Design
FTE Projections
 Year Ending March 31, 2023

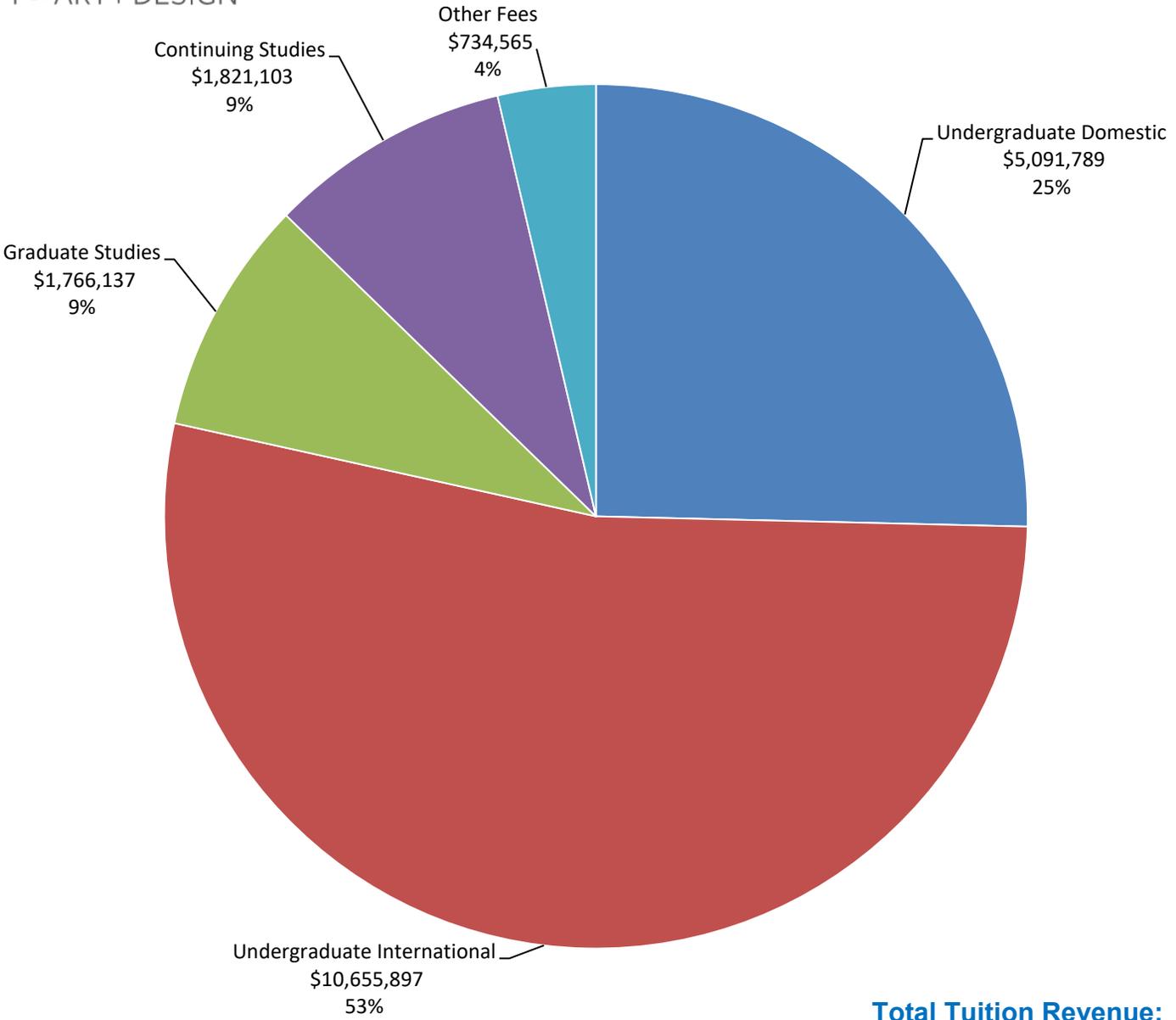
	2022/23 Projections			2021/22 Actuals			Difference
	DOM	INT	Total	DOM	INT	Total	
Undergraduate Domestic	1,176	-	1,176	1,140	-	1,140	36
Undergraduate International	-	570	570	-	550	550	20
Graduate Studies:							
MFA	19	8	27	19	11	30	(3)
MDSI	12	15	27	10	19	29	(2)
MDSX	3	16	19	3	11	14	5
Low Residency	20	8	28	15	7	22	6
Continuing Studies	160	-	160	160	11	171	(11)
Total FTE	1,390	617	2,007	1,347	609	1,956	51
Ministry Target	1,391	-		1,385	-		6
Percent of Target	99.9%			97.3%			2.7%

2022/23 Operating Revenue



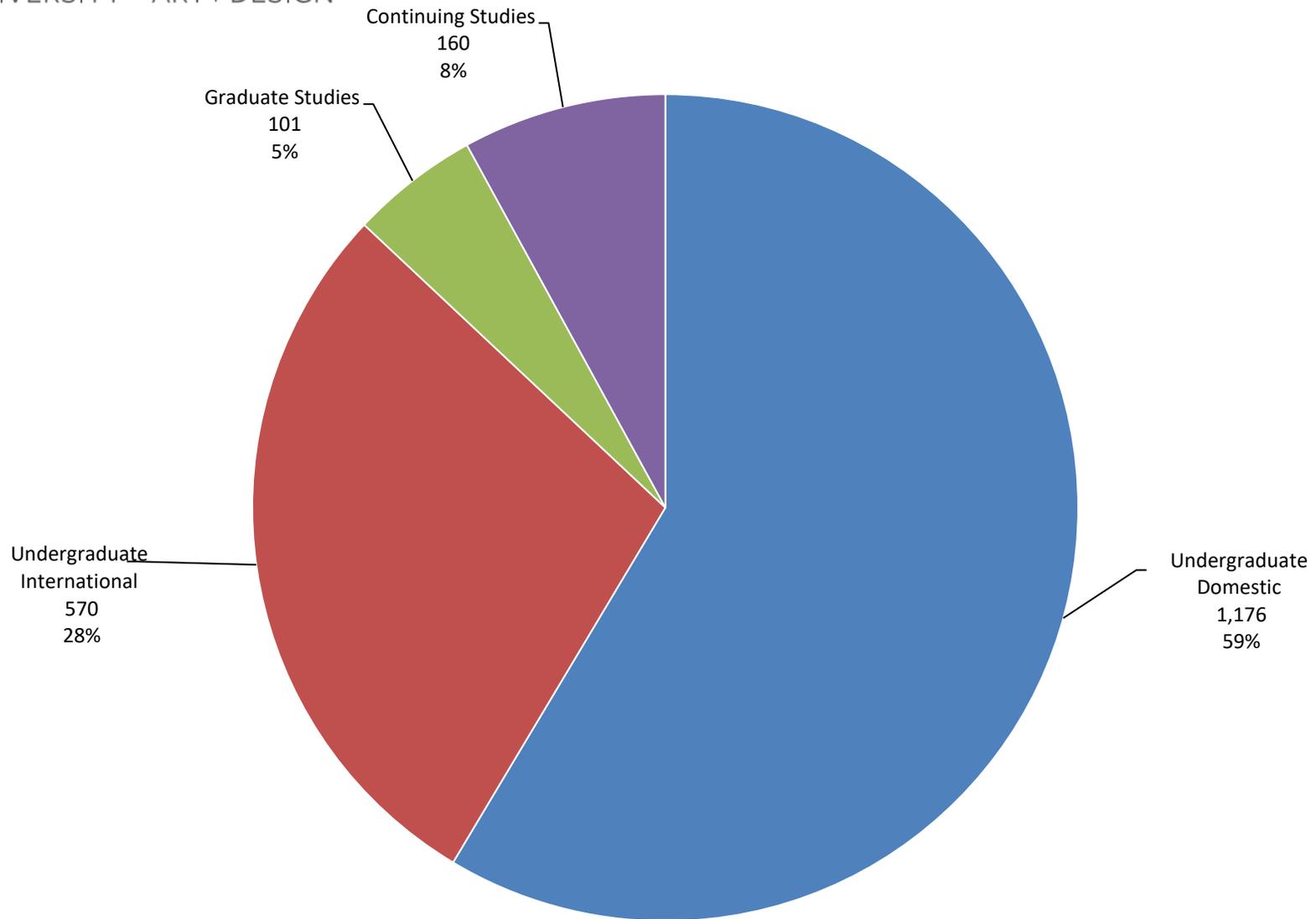
Total Operating Revenue: \$42,437,933

2022/23 Tuition + Fees Revenue

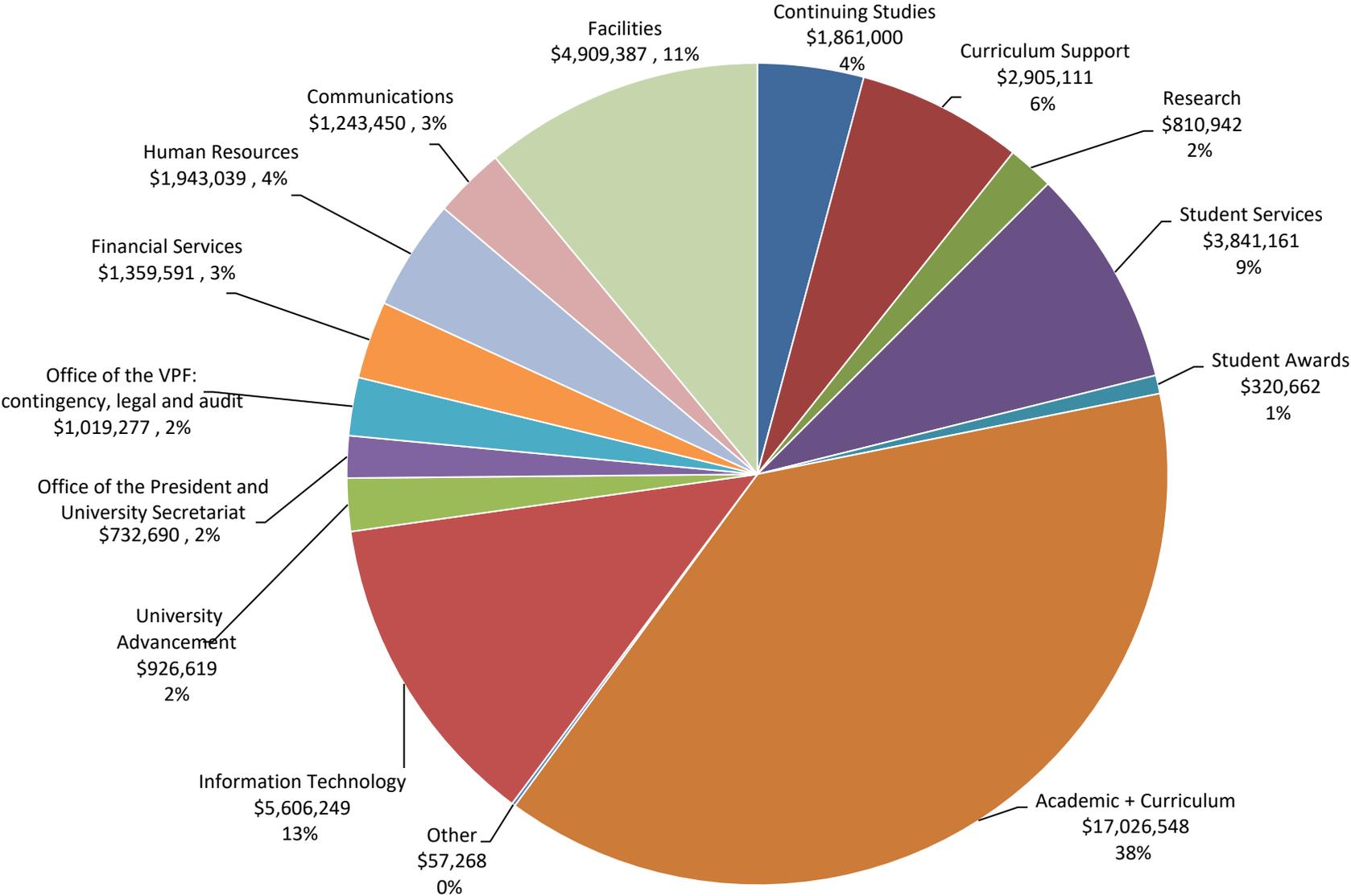


Total Tuition Revenue: \$20,069,491

2022/23 Projected Student FTEs



2022/23 Operating Expenditures



Total Expenditures: \$44,562,994

BOARD BUDGET MOTIONS

Review of the 2022/23 Budget

M/S/C

That the Board Finance + Audit Committee recommends that the Board of Governors approve the 2022/23 All Funds Budget as presented, incorporating the following:

Revenue	\$ 52,923,313
Expenses	\$ 54,751,603
Endowment Contributions	\$ 41,000
Deficit	\$ (1,787,290)



Policy Number	8.2
Approval Body	Board of Governors
Policy Officer	Associate Vice-President, HR
Approval Date	September 2000
Revision Date	xxxx 2022

8.2 STUDENT EMPLOYMENT AND SERVICE POLICY

ENABLING LEGISLATION + LINKED POLICIES

Employment Standards Act, BC
Labour Relations Code, BC
Human Rights Code, BC
Workers Compensation Act, BC
Public Sector Employers Act, BC
Canada Immigration and Refugee Protection Regulations

ECU Faculty and CUPE 15 Collective Agreements
Emily Carr University of Art + Design Policies

1. OBJECTIVE

1.1 Emily Carr University of Art + Design is committed to providing students with meaningful employment and university service opportunities as an important part of their educational experience. The university aims to provide engagement opportunities for students to supplement their financial resources and gain experience while supporting university activities. Furthermore, the university is committed to acknowledging the contributions of students whose lived experiences aid in the growth and development of the university's teaching and learning environments. The objective of this policy and associated procedures is to ensure that student engagement opportunities are transparent, accessible and reflect the university's commitment to equity, diversity, and inclusion.

2. SCOPE

2.1 This policy applies to all Emily Carr University students and employees.

3. POLICY

3.1 The university is committed to creating an equitable value exchange for students engaged in employment or service at the university.

3.2 Student time, contributions and lived experiences will be respected. University service opportunities for students will specify the experiential value, credit, or any associated honoraria prior to the activity. The university will endeavor to outline the expectations and time commitments during the promotion of service opportunities.

3.3 The university is committed to providing open and transparent access to student employment opportunities. The university is committed to supporting equity, diversity, inclusion, and dignity of all people. The university will ensure fair employment practices for students and adherence to applicable collective agreements and

employment legislation.

3.4 To be eligible for student employment, students must be registered in at least one credit course at the university, be in good academic standing and have a current Canadian Social Insurance Number. (International Students with a Study Permit that allows employment, are eligible to apply for a Social Insurance Number). Exceptions may be granted for the continuing employment of graduating students to complete research projects within a reasonable period after graduation.

3.5 Student employment will not infringe on bargaining unit jobs as outlined in the CUPE collective agreement.

3.6 Student employment opportunities exist in the following categories:

3.4.1 Student Monitors

3.4.2 Research Assistants

3.4.3 Teaching Assistants

3.4.4 Seminar Leader Intern

3.4.5 Student Interns

3.4.6 Student Roles in the Aboriginal Gathering Place

4. INFORMED CONSENT

4.1 When students are employed or engaged in service with the university, the university shall provide clear expectations in advance concerning their role either as an employee or an individual providing service to the university. Students shall provide their informed consent at the time of accepting a student employment opportunity or acknowledging their participation in a university service initiative. Informed consent should be communicated in writing but may be given verbally under extenuating circumstances.

4.2 Informed consent means the student has been provided with clear information about and has acknowledged acceptance of the following:

4.2.1 The type of work being performed.

4.2.2 What their participation involves.

4.2.3 The potential risks and benefits of the participation.

4.2.4 Any incentives, reimbursements, costs, or compensation (the value exchange) relevant to the participation.

4.2.5 How participants may withdraw from the engagement.

4.2.6 Who will have access to the data, and how the data will be managed and destroyed.

5. DEFINITIONS

- 5.1 Engagement refers to student employment or university service.
- 5.2 Employment refers to the state of having paid work. Student employment opportunities include, but are not limited to, student monitors, teaching assistants and research assistants.
- 5.3 Honorarium is a payment made in appreciation to an individual for voluntary services for which wages would not normally be paid.
- 5.4 Hiring Supervisor refers to the individual within a department responsible for overseeing hiring for the employment opportunity. The hiring supervisor does not necessarily need to be the worker's supervisor.
- 5.5 Good Academic Standing means, students whose term GPA and cumulative GPA are both 2.0 or higher.
- 5.6 Lived Experience refers to personal knowledge about the world gained through direct, first-hand involvement in everyday events as they relate to indigenous identity, race, color, ancestry, place of origin, religion, marital status, family status, physical or mental disability, sex, sexual orientation, gender identity or expression, age, socio-economic status, or criminal conviction, of that person or class of persons.
- 5.7 Service refers to experiential opportunities for civic engagement and university community contribution and may include contributions provided to the university with respect to lived experience.
- 5.8 Student Worker is any eligible student employed by the university for paid work.
- 5.9 Supervisor is a university employee who instructs, directs, and oversees workers in the performance of their duties. A supervisor can be any employee, including faculty and staff, who meets this definition, regardless of whether they have a supervisor title.
- 5.10 Value exchange is a concrete benefit which may include, but is not limited to wages or honorarium, attribution on a publication, co-curricular credit, and experiential learning.

6. AUTHORITY TO ENACT PROCEDURES

- 6.1 The Board grants the President the authority to enact Procedures consistent with, and to give effect to the Policy and to set a reasonable implementation date to allow for development of handbooks and training processes. The implementation date will be reported back to the Board.

POLICY SUPPORTS

- 8.2.1 Student Employment Procedure
- 8.2.2 Student University Service Procedure
- 8.2.3 Student Lived Experience
Procedure Informed Consent Template
Student Employment and Service Handbook



DRAFT

Policy Number	8.2.1
Approval Body	Executive Committee
Policy Officer	Associate Vice-President, HR
Approval Date	[new]

8.2.1 STUDENT EMPLOYMENT PROCEDURES

ENABLING POLICY

8.2 Student Employment and Service Policy

Refer to this Policy for definitions.

OBJECTIVE

The university recognizes that student employment opportunities are beneficial and valuable for a student's educational experience, by providing financial support, formal training, access to resources, and/or experience in areas related to a student's field of study. Through acknowledging the associated benefits and duty to provide all students access to these opportunities, the university is committed to equitable, inclusive and transparent hiring process for students. This procedure outlines the university's process for student hiring and working.

SCOPE

This procedure applies to all university employees and Student Workers. This procedure does *not* apply to the students participating in the work-integrated learning program (co-op programming offered through Student Services).

PROCEDURES

A. Hiring

1. The university aims to hire qualified students through ensuring fair employment practices and consistent application of this procedure. The university is committed to supporting equity, diversity, inclusion and dignity of all people.
2. Student employment is funded by the hiring department or research budget. Application for funding is the responsibility of the department.
3. Student employment opportunities will be posted to the Artswork job board (<https://artswork.ecuad.ca>) and accessible to all interested students. Job postings should include a list of duties to be performed (job description templates can be found in the Student Employment and Service Handbook), deadline for applications and any other job or candidate requirements (e.g., experience, program or year of study). All eligible students may apply. Hiring Supervisors (or designates) may contact the Career Development + Work Integrated Learning Office for assistance with using Artswork. A posting for on-call student workers may be established for opportunities on short notice.
4. The Hiring Supervisor (or designate) will review applications in an equitable manner and conduct interviews as necessary to select a qualified candidate. Hiring Supervisors may consult the Student Employment and Service Handbook or contact Human Resources for hiring best practices, guidance and support.
5. When the candidate is selected, the Hiring Supervisor will submit a Hiring Request Form to Human Resources for processing before the student commences work. Payroll will be set up once all required paperwork is completed and

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submitted by the successful candidate. Once paperwork has been submitted, students will be paid according to the university payroll schedule.

6. Prior to commencement of employment, all Student Workers must complete an online [Emily Carr Health + Safety Orientation](#), Respectful Workplace training, and be provided with site-specific safety orientation or training by the Supervisor if applicable.

B. Working

1. Supervisors will provide adequate and appropriate training and supervision to ensure that the policy, procedures and guidelines are followed. Guidelines include legal information (*Employment Standards Act* information), wage information and other information that is updated as required by law or as approved by the Executive Committee.
2. Students will generally not work more than an average of 15 hours per week, or 60 hours in any one month **on campus**. Students may not work more than 35 hours per week when not actively enrolled in courses. Students are restricted to shifts not exceeding a maximum of eight hours in one day. Daily shifts/hours include total hours worked for all departments/program areas, if the student is employed by multiple areas. International students must have a valid SIN and must abide by the terms of the *Immigration Canada Regulations*.
3. A student working in a job or at a level that is covered by the CUPE Local 15 certification and/or collective agreement will be included in the bargaining unit. Supervisors will consult with Human Resources when in doubt as to the placement of Student Workers.
4. Supervisors will ensure timesheets are properly completed and submitted to Financial Services.
5. Student Workers, as employees of the university, are expected to comply with all university policies governing employment.
6. Student Workers are recognized by the Canada Revenue Agency as employees and are required to pay associated taxes.
7. Students have the right to a safe, respectful working environment free from discrimination, bullying and harassment. Supervisors and students can both contact Human Resources for guidance for conflict resolution in the workplace. HR will provide mediation support and resources as appropriate.

C. Wage Rates

1. Wage rates are standardized to provide equitable payment. The current Employment Rates Schedule will be available from HR.
2. Students will be compensated according to the standard university wage rates found in the Employment Rates Schedule. The schedule will be reviewed annually and updated as required by changes in mandate or legislation.

D. Limitations and Exceptions

1. Students may not be employed by the university as models.
2. Students may not be hired to work in a department where their direct Supervisor is a relative, family member, **spouse or domestic partner**.
3. Students may work more than 15 hours per week while classes are in session, only in limited circumstances and with express approval from the Associate Vice-President, Human Resources.
4. When performing tasks that are also performed by members of the CUPE Local 15 union, students will be restricted to simple and/or repetitive aspects of a job. Such tasks will amount to no more than 15 or 20% of a bargaining unit job that can be learned in half an hour or less.

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5. Non-students may be hired as teaching or research assistants in limited circumstances. In these cases, the Hiring Supervisor must complete and submit a Non-Student Hiring Request Form to Human Resources for processing.



Policy Number	8.2.2
Approval Body	Executive Committee
Policy Officer	Associate Vice-President, HR
Approval Date	[new]
Revision Date	

8.2.2 STUDENT UNIVERSITY SERVICE PROCEDURES

ENABLING POLICY

8.2 Student Employment and Service Policy

Refer to this Policy for definitions.

PROCEDURES

A. University Service for Credit, Experience or Benefit

1. University service refers to experiential opportunities for civic engagement and university community contribution.
2. The university is committed to offering equitable and transparent access to service opportunities for students. Notice for opportunities should be posted in a manner that is available and accessible for all students.
3. The university is committed to ensuring an equitable value exchange for university service. The university will respect students' time and contributions.
4. University service opportunities for students typically do not include monetary compensation. These service opportunities should offer students a recognizable value exchange, where students develop skills, gain experience or receive credit (e.g., in publications).
5. Following the successful completion of their term, students who are elected members on the Board or Senate shall receive co-curricular credits and may select to receive one of the following in recognition of their time:
 - a. a parking credit of \$1,000 to be applied in the current and subsequent years of the appointment;
 - b. an ECU tuition waiver equal to \$1,000;
 - or
 - c. Students who are graduating or who are otherwise unable to use either a parking credit or ECU tuition waiver will be eligible for a \$1,000 gift card.
6. Successful completion includes an attendance record of 75% or better of the regular meetings of the governing body.

7. Where a student is elected in a by-election to complete a partial term on the Board or Senate, co-curricular credit will be given for a term that exceeds six months, and any other compensation will be pro-rated based on the duration of the term served, with the same conditions as those that apply to a full term.
8. If a student is elected to serve on both the Board and Senate, both positions may be noted on a co-curricular transcript, but only one of the positions will carry the right of compensation outlined in section 5.

B. Special Projects and Honoraria

1. An honorarium is a nominal amount paid that is not wages and is not intended to pay for service itself. An honorarium is to provide a token of appreciation to the individual and is not indicative of the cost of the service and does not change depending on the hours of service.
2. On occasion, honoraria will be available for students participating in special projects or Committees at the university. Special projects typically involve a finite time commitment and are not recurring opportunities. Examples of special projects which may offer an honorarium for services include, but are not limited to, participating in a hiring committee or policy development committee.
3. Honorarium payments are generally funded by the department responsible for the project (e.g., HR for hiring committees).
4. An honorarium will be processed via payment voucher through Accounts Payable. Honoraria are considered taxable income and the recipient will receive a T4A.
5. Honorarium amounts are approved on a case-by-case basis. Faculty, staff and administrators seeking to offer an honorarium shall seek guidance from Human Resources to promote an equitable allocation of funds. The following fee schedule shall guide any decision-making regarding honorarium amounts.
6. Honorarium amounts will typically be paid at the end of the service period, however, for longer term engagements, a partial payment of the honorarium may be issued upon request and approval.

Honorarium Description + Funds Schedule

University service description	Honorarium
Student member on an ad-hoc university committee (e.g., policy development committee), estimated 1-2 months	\$100-300, depending on time and complexity
Student member on an ad-hoc university committee (e.g., faculty search committee), estimated 3-6 months	\$200-600, depending on time and complexity
Student member on an ad-hoc university committee (e.g., executive search committee), estimated 6-12 months	\$500-1000, depending on time and complexity
Participation in special event, exhibition, community project, lecture or presentation	\$50-500, depending on length of event/project and preparation time

C. Transition Provisions and Coming into Effect

1. These procedures come into effect on approval of the Board, with the following transitional provisions:
 - a. Students serving on the Board or Senate at the time of enactment will not be eligible for compensation for their current term. Students who have been elected prior to, but whose terms commence after the coming into effect of these procedures will be eligible.
 - b. Students serving on other Special Projects or University Committees at the time of enactment of these procedures will not become entitled to compensation unless a commitment to compensate was made at the time of appointment or election. Students appointed or elected to Committees after the coming into force of these procedures will be eligible subject to the conditions outlined in the *Student Employment and Service Policy* and these procedures.

DRAFT



Policy Number	8.2.3
Approval Body	Executive Committee
Policy Officer	Associate Vice-President, HR
Approval Date	[new]
Revision Date	

8.2.3 STUDENT LIVED EXPERIENCE PROCEDURES

ENABLING POLICY

8.2 Student Employment and Service Policy

Refer to this Policy for definitions.

OBJECTIVES

1. **Creating a More Inclusive Campus:** Inclusivity and accessibility are fostered when time is taken to learn from a student's Lived Experiences.
2. **Honoring Student Engagement:** By prioritizing and acknowledging the Lived Experiences of students, the university benefits from a student's knowledge. This in turn assists the university community in creating greater access to the teaching, learning and researching environments.
3. **Building Community Together:** Meaningful cross-cultural connection within the university community is fostered through opportunities of consultation which includes sharing perspectives and challenging traditional opinions to support the discussion of new ideas.

PROCEDURES

A. Contributing Lived Experiences for Credit or Experience: Design and Delivery of Curriculum

1. This applies to a student who is called upon by faculty or staff to participate in the design and delivery of curriculum, where the contributions of the student are based in their Lived Experiences as a person who identifies with one or more of the following: Indigenous identity, race, colour, ancestry, place of origin, religion, marital status, family status, physical or mental disability, sex, sexual orientation, gender identity or expression, age, socioeconomic status or criminal conviction of that person or class of persons.
2. The university is committed to respecting the Lived Experiences of its students, and shall adhere to the following procedures for engaging students:
 - a. A student must give their written informed consent in advance when participating in conversations where they will be specifically called upon to share knowledge on specific topics that relate to their Lived Experience, unless there are extenuating circumstances, in which case informed consent may be obtained verbally.
 - b. Faculty and staff must clearly communicate to the student in advance about the terms of their participation: what is expected of them and what is the equitable value exchange when recognizing the student's contribution (e.g., additional course credits, credit in a publication, special honoraria, etc.).

3. It is further understood that formal Lived Experience engagements are not to interfere with a faculty member's ability to generate discourse within the learning environment, nor do they necessarily provide additional credits to students who bring forward their own experiences in the course of normal discussion, debate and critique in the learning environment.

B. Special Projects and Honoraria

1. This applies to students who are called upon by the university to participate in initiatives, projects or committees, where the contributions of a student are based in their Lived Experiences as a person who identifies with one or more of the following: Indigenous identity, race, colour, ancestry, place of origin, religion, marital status, family status, physical or mental disability, sex, sexual orientation, gender identity or expression, age, socioeconomic status or criminal conviction of that person or class of persons.
2. The university is committed to respecting the Lived Experiences of its students, and in accordance with the Student Employment and Service Policy shall adhere to the following procedures for engaging with students of different and marginalized backgrounds:
 - a. When joining an initiative, project or committee, a student will be asked to consent in writing to participating in conversations where they may be specifically called upon to share knowledge on specific topics that relate to their Lived Experience.
 - b. The university must clearly communicate in advance to the student about the terms of their participation: what is expected of them and what is the equitable value exchange when recognizing the student's contribution (e.g., additional course credits, credit in a publication, special honoraria).
3. An honorarium is a nominal amount paid that is not wages and is not intended to pay for service itself. When an honorarium is awarded to a student for their contributions under this procedure, the Honorarium Description and Schedule, as per Procedure 8.2.2 shall be applied.

DRAFT



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

June 2, 2022

COVID-19 and the Spring Term

When the PHO removed the restriction for wearing masks indoors in public spaces effective March 11th we encouraged faculty, staff and students to continue to wear masks until the end of term, and we continue to ask everyone to be considerate of others who may have different levels of comfort and risk.

VP Finance and Administration Recruitment

We were very pleased to welcome Viktor Sokha as VP Finance and Administration effective May 9th. Viktor has joined the Strategic Planning Advisory Group as well as the Climate Action Task Force. He will be assuming a role on the board of the Great Northern Way Trust, and is already immersed in work with the president's executive committee, his new teams, and with board committees.

We are delighted to have Viktor join the ECU community.

Financial Review

Our VP Finance and Administration and our Provost will be meeting with ADM Jason Butler to discuss next steps in the implementation of the Lockie Report. Work is ongoing to update our deficit mitigation plan, and to prepare for the first meetings regarding the provincial funding formula review.

Visit from Lieutenant Governor

We were delighted to receive Lieutenant Governor Janet Austin as a visitor to Emily Carr on May 3. She met with members of the president's executive committee and with students in the AGP, and then had a tour of the campus.

Graduation Exhibition

We were delighted to be able to exhibit The Show on campus this year for the first time since the pandemic. There was a huge turnout of students and their families on the opening day, May 10th. It was a wonderful opportunity to celebrate the amazing work of our graduating students. A reception was also held that evening to celebrate with our honorary doctorate and Emily Award recipients.

Convocation and Chancellor Installation

On May 3 we held a ceremony to install Carleen Thomas as our new chancellor. It was a powerful and moving ceremony. It will be available for viewing online for those who were unable to attend this historic event.

We were also delighted to be able to hold our first in-person convocation in two years. It was wonderful to see so many students and their loved ones in attendance, and for Chancellor Thomas to preside over her first convocation ceremony at Emily Carr.

External Events

Attended the Scarborough Charter Inter-Institutional Forum and Symposium. UBC. May, Friday 13th and 14th.

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

April 22, 2022

All Public PSI Presidents:

Re: Public Post-Secondary Funding Review

I am writing to you regarding the Public Post-Secondary Funding Review announced by Minister Anne Kang on March 31, 2022. I wanted to share with you how we intend to engage with the post-secondary education system and ask you to start thinking about how your institution will participate in that engagement.

I do not come to this review with any pre-set notions of how the funding formula should be changed. I want to explore and discover together with you what the options might be. My approach will be one of “appreciative inquiry,” and it will be iterative. The review will be principles-based and will aim to:

1. Establish a funding model that fairly and impartially distributes provincial financial resources across the public post-secondary sector;
2. Align provincial funding with the education and skills training needs of British Columbians and the communities served by the 25 public post-secondary institutions;
3. Support student success by ensuring access to affordable, high-quality post-secondary education and expanding key student supports.

I intend to meet with each of the institutions individually between now and the end of June. I will attend as many of those meetings in person as possible, though logistics and timelines mean that I may have to meet with some institutions via video conference. We will be contacting you in the next two weeks to set up a convenient date for the discussion.

You are also invited to provide me with written submissions by June 30. To repeat, this process will be iterative, so you should not worry that this will be your “last chance” to get your advice into the process. But I would like to get an early sense of the challenges and opportunities facing individual institutions and the overall system. You can submit on behalf of your institution or, if you prefer, you could be part of a larger group submission. Submissions may be sent by email to aestfundingformulareview@gov.bc.ca.

I do not want to narrow the range of issues you raise in your submissions, and I fully expect that I will receive many suggestions and avenues for consideration that I would not have anticipated beforehand. I would, however, ask that, at a minimum, you answer each of the questions in the attachment to this letter.

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In addition to submissions from the public post-secondary institutions, we will be inviting submissions from other stakeholders and key sector partners, including student, labour, and sector associations.

The Ministry will be establishing a website which will be accessible to the public. In the interest of transparency, we will be posting all submissions received in this process. In addition, we will be posting discussion papers to elicit discussion of various issues regarding BC's post-secondary system.

I will close off with a few observations about BC's Public Post-Secondary Education System. I have personally benefited from our system as a student. I had the privilege of being president of one of the institutions of that system. I had the opportunity to think about the system when I was the deputy minister of the ministry that, at the time, had responsibility for both the K-12 system and the PSE system. I had the opportunity to think about the system's role in the overall economic, social, and environmental health of British Columbia when I was head of the public service from 2017-20. My views are informed by all those experiences.

I sincerely believe that British Columbia's PSE system compares very favourably to other systems in North America.

It truly is a system. It is a system that is appropriately differentiated. Institutions provide different types of education and services, reflecting different interests and plans of individuals, different needs of employers for skilled and knowledgeable employees, different needs of communities across the province, and different approaches to solving the province's challenges.

This differentiation is complemented by a well-articulated system. Collaboration across the different institutions is well-developed. I am not aware of any other jurisdiction in North America that has a transfer system that is as fully developed as the one administered by the BC Council on Admissions and Transfer (BCCAT). The flexibility and optionality provided by the transfer system is of significant value to BC students - each year more than 50,000 students transfer from one institution to another.

To some extent the scope and coherence of our system was by design, starting with UBC President John B. Macdonald's 1962 report *Higher Education in British Columbia and a Plan for the Future*, which outlined the basic framework for the system we have now.¹ Macdonald's plan has been supplemented with additional institutions, and modifications of the mandates of existing institutions over the past sixty years.

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¹ This report can be accessed at: <https://www.bccat.ca/Media/NEWBCCAT/pubs/HighEdBCPlan.pdf>
It is still worth a read, sixty years later.

Macdonald's design, and the fact that provincial governments followed through on his recommendations, is a testament to the power of far-sighted vision and commitment. We should recognize, however, that systems also evolve naturally, without being consciously designed or engineered from the centre. That natural evolution sometimes resulted from the actions of individual or informal groups of institutions, sometimes from the actions of small groups of individuals, responding to changing needs, new opportunities, or new technologies.

Any changes in the funding formula must maintain the coherence of the PSE system, but also provide appropriate incentives to respond to changing circumstances and to collaboration across the system in how those responses are provided.

I look forward to working with you over the coming months in exploring how the funding formula can be modified to ensure that BC's public post-secondary system continues to provide the best possible returns for the public funds invested in it.

Sincerely,

A handwritten signature in blue ink, appearing to be 'D Wright', written over a faint, light blue grid background.

Don Wright, Engagement Lead
Post-Secondary Funding Formula Review

Attachment

pc: All Board Chairs

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

Rachel Franklin, Executive Director
Funding Formula Review Project Office
Ministry of Advanced Education and Skills Training

Attachment

1. What are the most important contributions your institution makes to the economic, social, and environmental health of British Columbia?
2. What is your institution doing to promote Reconciliation with Indigenous People and First Nations?
3. What is your institution doing to promote equitable access for people who come from disadvantaged socio-economic circumstances?
4. What are your major challenges in enhancing the contribution your institution makes to the economic, social, and environmental health of British Columbia?
5. What are the most significant contributions your institution makes in collaboration with other parts of BC's PSE system?
6. What stands in the way of you collaborating more with the rest of BC's PSE system?
7. What are the key economic, demographic, social and technological trends that will unfold over the next 30 years that will impact British Columbia's PSE system?
8. How do you think the PSE system needs to evolve in response to those trends?
9. How does your institution need to evolve in response to those trends?
10. Considering the above, what modifications to the funding formula would you recommend?

**VP Academic + Provost: Report to Board of Governors
June 2022**

Tenure + Promotion 2021-22

Reviews of tenure and promotion dossiers were concluded in March and April, with committee recommendations submitted to (and accepted by) the President in May. The formation and terms of the review committees are outlined in the Collective Agreement with the Faculty Association, as are the criteria used to adjudicate submitted applications. There were four tenure and promotion cases reviewed over the past academic year, and all resulted in positive recommendations. Two faculty earned tenure and promotion to Associate Professor:

- Amory Abbott, Illustration, Audain Faculty of Art
Amory has contributed tremendously to the Illustration Department and is known for his dedication to his students, and as a kind and respectful colleague who commits his time and energy to all aspects of his role – teaching, service, and professional practice and research. *Fire Season*, a biannual art publication that Amory has developed as a co-founder and editor with colleague Liz Toohey-Wiese from KPU, is one example of his commitment to creative research, bringing together artists, writers, researchers, and poets from around the world to explore the complex subject of wildfires and their impact on society, industry, culture, and ecology.
- Craig Badke, Critical + Cultural Studies, Faculty of Culture + Community
Craig's teaching has centered the interrelationships of theory and practice, supporting students in critically situating their burgeoning practices with considerations for ecological sustainability, civic engagement, and social justice. Badke's research, co-authored with his long-time collaborator, Gillian Russel, has been internationally recognized through inclusion in peer-reviewed conferences and journals. Recent presentations and publications include Design Research Society International Conference (Negotiating the Possible Through the Artificial, 2021), and ACM Designing Interactive Systems - More than Human Centred Design Conference (Reimagining the Now - a Pedagogical Tool for Thinking Through Design, 2020).

Additionally, two faculty received promotion to Full Professor:

- Bonne Zabolotney, Communication Design, Ian Gillespie Faculty of Design + Dynamic Media
Bonne's research focuses on Canadian design history, with an emphasis on anonymous and unacknowledged works, theories and practices of domestic spaces, and the political economy of design. She is an active contributor to the community of Canadian design scholars and historians, and her work is leading in shifting narratives and histories towards a more critical, nuanced and pluralistic approach to design practices. A couple of highlights from her work include: "Locating new knowledge in an unacknowledged discourse," in *Practice-Based Design Research*. Ed. Laurene Vaughan (2017), which contributes to the discourse on how practice-based research methodologies can be used to interrogate the political economy of design; and *Designing Knowledge* (forthcoming 2022-23), which centers insights made through design work.
- Louise St. Pierre, Industrial Design, Ian Gillespie Faculty of Design + Dynamic Media
Louise's research focuses on ecological design and ecological literacy. Originating from concerns for the "ecosphere" at the outset of her academic career, St. Pierre's approach to ecological design has evolved over a +25 career. Significant research accomplishments include: *The Okala Project* (a collaboration with Phillip White and Steve Belletire) which developed resources for teaching ecodesign, a notable influence on design curriculum since the early 2000s as one of the earliest guides for incorporating sustainability theory into design practice; and *Design and Nature* (2019, in collaboration with Kate Fletcher and Mathilda Tham) which explores the possibility of new relations between design and nature by moving beyond a notion of human mastery and an understanding of nature as resource (undermining design as an agent of capitalism).

The Grad Show

The Show, the annual exhibition showcasing the work of our graduating students, opened on May 10 with both in person and virtual components. Its constituent parts include: a dynamic exhibition on two floors of the building (held May 10-24); various screenings of work by students in Film +Screen Arts, 2D + Experimental Animation, and 3D Computer Animation held in the Reliance Theatre (May 13-20); and an ongoing online version of The Show (which can be found [here](#)). The opening of the in-person exhibition was incredibly well attended, and our graduating students, who have spent ½ of their time at the university negotiating a pandemic and various modalities of teaching and learning, did not disappoint. The Show demonstrates the incredible talent and creativity of our graduates, and their creative resilience and professionalism. Every program area of the university was represented, giving students an opportunity to culminate their degrees with their peers after two years of minimal physical contact and student event plannings. Just to give a sense of scale, 200 students participated in the online platform, 168 in the campus exhibition, and 40 students in the dynamic media screenings.

This was the third manifestation of the graduating student show held during the pandemic. In 2019-20, there was an online exhibition only, and in 2020-21 a larger online show and small in person exhibition (with 40 students participating). As we regroup for whatever the new normal is, the academic area will be leading out on some community conversations regarding the scope of the degree exhibition moving forward. Issues to evaluate include: the ongoing importance of a virtual exhibition, the stacking of correlated events for donors and industry partners, and the show's curricular objectives or importance for student experience.

Academic Year Wrap Up

Regular faculty began their professional development period on May 20, effectively wrapping up service-related obligations for the 2021-22 academic year. After two years of pandemic teaching and continual pivoting to meet student needs, faculty will be enjoying a break from teaching to re-engage research and practice. I am exceedingly grateful for the creative resilience of the faculty, their tireless dedication to practice-based teaching and learning excellence, and their direct support of students. As we move toward the next academic year, the academic team, including the Deans and the Executive Director of Continuing Studies, are working with the Teaching + Learning Centre to consider how best to support faculty and students as we return to the dominant delivery mode of in-person learning.

Tech Funding

The Tech Expansion project (2019-22) supported by the Ministry of Advanced Education (\$400,000 of recurrent FTE funding) has been utilized to increase our domestic FTEs and the number of credentials awarded in high demand areas of the tech sector. Funding from this project has been utilized to expand both undergraduate and graduate programming in the following areas: communication design (health design, and data visualization); industrial design (sustainable material innovation, and wearable technologies); interaction design (UX, and immersive technologies); film (AR/VR/XR), and 3D animation (for film and gaming). As the only publicly funded university in BC devoted to art, media, and design education, ECU is uniquely situated to meet labour market needs in what are fast moving and innovative tech sectors, including healthcare and biotech, quantum computing and software development, 3d printing/additive manufacturing, adaptive textile production strategies, advanced manufacturing and wood innovation, and film and production services.

The Ministry of Advanced Education is now accepting application for the next round of tech funding (for up to \$400,000). ECU will be applying to support continued development of certificates and degrees in these program areas.

Vice President Finance & Administration Report to Board of Governors Meeting – June 2, 2022

1. 2022/23 Financial Update

For fiscal 2022/23 the University again is faced with a significant budget deficit. Preliminary projections, based on a roll forward expense budget, resulted in a deficit of approximately \$5.1M. In late March the University received confirmation from the Ministry of \$3M in year-end one-time funding to assist with our structural deficit and ongoing cost pressures. While this is good news, it means \$2.1M needed to be found internally.

Improvements to our budgeted deficit in 2021/22 has resulted in increases to the accumulated savings initially expected to be available for 2022/23. Along with contingency reserves, these improvements enable us to offset our deficit in the upcoming year.

Projected deficit	\$ (5,125,061)
One-time funding	3,000,000
Accumulated surplus	1,130,061
Contingency reserves	995,000
	\$ -

While it is possible to balance our deficit using savings, it means applying most of our discretionary funds to support a status quo budget. This means no funds have been allocated to address many operational concerns, including:

- Addressing many of the recommendations made by Peter Lockie
- Improving deficiencies in staffing levels, including in areas of EDI and operational health and safety
- Adjusting faculty teaching load

However, for 2022/23 the University has added some essential positions and allocated budget for significant projects, primarily in areas key to revenue generation, including Continuing Studies programming, fundraising, strategic enrolment management and course evaluation, as well as in wellness and accessibility support. It is expected that through these investments the University will be in a better position to generate revenue moving forward.

There is significant work ahead required for the University to improve its financial posture. Much of the work being performed is focused on revenue generation and cost savings through academic programming (credit and non-credit) and strategic enrolment management. While many of these strategies will take time, the University continues to look at approaches for deficit mitigation, both in the short-term and long-term.

2. 2021/22 Year End Audit

- Audit was completed on schedule with a clean audit opinion
- 2021/22 Fiscal results were positive compared to budgeted levels
 - Budgeted all funds deficit of \$2.7M was improved to \$159,692
 - This includes an improvement of \$600K in the activity reported from GNW Campus Trust and an improvement in our operating fund from \$2.77M to \$880K, or approximately \$1.9M
 - The improvement to our operating results was primarily due to two factors:

1. Increase to tuition revenue of almost \$1M (international: \$800K; continuing studies: \$120K)
2. Decrease in non-salary costs of \$1.25M due to savings related to the pandemic: reduced travel, conferences and events; supplies due to reduced work on campus; professional development; and, professional fees (consulting and interpreting)

3. Broadway Subway Project (BSP)

High level activity schedule provided by BSP as follows:

Spring 2022

- Tunnel boring machines x 2 arrive and assembled on site

2022-2025

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

4. COVID-19 Response

On April 26, 2022, the PHO has retired the Post-Secondary Return to Campus Guidelines and there is now a shift to Provincial Post-Secondary Public Health Guidance from the BCCDC as follows:

- COVID-19 is now 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

PHSA recently provided free PPE including Masks, Gloves, sanitizer to post-secondary institutions. ECU quickly put some of these supplies to good use and supplied 400 masks for our Convocation event.

5. Facility Operations

Maintenance Activity

- 81 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 and access control systems and elevators.
- 148 service requests were responded to and addressed in this period. Highlights of this work consist of requests for service related to Housekeeping, Security, Plumbing, HVAC, Furniture, and Recycling.

Waste Diversion

- The average waste diversion rate for the rolling 12-month period is 61%. Meaning that of all materials removed from campus, 61% of the volume is diverted from the landfill.

Energy

- Campus energy use is tracking at 98.7% of target for the rolling 12-month period.

Student Services Board Report June 2022

Convocation

ECU hosted convocation at the Chan Center on May 11, 2022 at 1:30 pm. 394 Degrees were conferred. Chan Center was a full house; the video production of convocation will be available on our website soon.

Strategic Enrollment Management - Direct Entry

Direct Entry has been approved for implementation for new students admitted in Fall 2023. Work is underway to define 'undeclared' category and if portfolio requirements will change, as determined by academic Deans and faculties. Upcoming phase will include information sessions to share information on Direct Entry.

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

Registrar Update

Attended Annual Spring Meeting, items discussed included:

- AEST EDI Research Project (standards related to the collection of race and ethnicity at the point of applications)
- EPBC 3.0 (improving the common application form)
- BCCAT has launched a research project about online learning that will explore how technology has affected students in rural and remote communities. Researchers will be working with institutions to find out about student experience and perceptions of faculty.

ADMISSIONS + INTERNATIONAL DEVELOPMENT REPORT

- ECU is on track to meet our Fall 2022 enrollment target of 460 new first year students.
- ECU will attend the summer NAFSA Conference - Association of International Educators dedicated to international education and exchange.
- ECU will attend the summer IACAC Conference - International Association for College Admission Counseling.

Sexual and Gender Based Violence Advisory

*See Attached Annual Report

TAT Activities

TAT reviews, oversees investigations and conducts informal resolution processes with respect to incidents regarding health and safety, such as threats, intimidation, harassment, bullying, sexual and gender-based violence, misconduct, and other incidents of harm or conflict.

TAT received a total 44 reports between May 1st 2021 and April 30th 2022.

- 18 reports involved Policy 4.14 and / 4.13 – Assessment Treatment Plan After Care Duty of Care and formal wellbeing checks.
- 7 reports were Policy 4.6 Student Conduct
- 5 reports were Policy 4.7 Student Complaints
- 1 report was Policy 6.10 Threat Assessment
- 7 reports were Policy 8.6 Bullying, Harassment, Discrimination
- 3 reports Policy 3.6 Sexual and Gender and Based Violence + Misconduct
- 1 report on Policy 9.3 Use of Technology
- 2 requests for historical information through FIPPA

The TAT is dedicated to being fair, impartial, and trauma-informed in response to concerns. Its current focus is on building a culture of trust and accountability in relation to its processes. TAT's goal is to empower those impacted by violence or potential violence to speak up about their experiences and encourages fostering a culture of accountability and support.

Peer Support

Student Services has met with several other stakeholders in the ECU community to discuss developing coordinated peer supports to enhance the student experience. Student services will map current peer supports that exist at ECU and assess where there may be an advantage to enhancing peer support. Some examples of peer roles include:

- Peer mentors
- Peer tutors
- Peer navigators
- Peer educators