



# AGENDA

## BOARD OF GOVERNORS – OPEN SESSION

**Thursday, December 4, 2025 — 1:15 PM – 2:00 PM**  
**ECU Boardroom D2315**

Zoom: <https://emilycarru.zoom.us/j/63021616995?pwd=yUdEoXWfZleBEt9l8y0mDCK1N0Vs6Q.1>

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

Time	Item	Speaker	Action	Page #
1:15 PM	<b>1. Call to Order and Territorial Acknowledgement</b>	L. O'Melinn		
	<b>2. Disclosure of Conflict of Interest</b>			
	<b>Consent Agenda</b>			
1:17 PM	<b>3. Items for approval by consent</b>	L. O'Melinn	Approval	
	<b>IT IS HEREBY RESOLVED that the Board of Governors approves the items included under the Consent Agenda.</b>			
	3.1 Agenda		Approval	1
	3.2 Minutes of Board Open Session held on September 25, 2025		Approval	2 – 5
	3.3 Q2 Forecast		Approval	6 – 8
	<i>IT IS HEREBY RESOLVED THAT the Board, on the recommendation of the Audit + Finance Committee, ratify the Q2 Forecast for the fiscal year 2025/26 as submitted to the Ministry of Post-Secondary Education and Future Skills.</i>			
	<b>4. Business</b>			
1:20 PM	4.1 Acting Chair's Remarks	L. O'Melinn	Information	
1:30 PM	4.2 President's Remarks + Updates	T. Kelly	Information	
	<b>5. Reports</b>			
1:45 PM	5.1 President + Vice-Chancellor's Report	T. Kelly	Information	9 – 11
	5.2 VP, Academic + Provost's Report	D. Achjadi	Information	12 – 15
	5.3 VP, Finance + Administration's Report	M. Douglas	Information	16
	<b>6. Next Meeting – February 5, 2026</b>			
2:00 PM	<b>7. Conclusion of Meeting</b>			



## MINUTES - **DRAFT**

### BOARD OF GOVERNORS — OPEN SESSION

Thursday, September 25, 2025  
1:00 p.m. – 2:00 p.m.  
Board Room D2315 and via \*Zoom

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#### **ATTENDANCE:**

<b>Board Members:</b>	Don Avison, Board Chair Saanvi Bhat, Student-elected Board Member Ashley Chung, Student-elected Board Member Brenda Crabtree, Board Member* Alla Gadassik, Faculty-elected Board Member Mimi Gellman, Faculty-elected Board Member Trish Kelly, President + Vice-Chancellor Steve Kinsey, Board Member Mary Macaulay, Board Member Lorcan O'Melinn, Board Vice-Chair and Audit + Finance Committee Chair Harv Phandal-Dhanda, Board Member Eduardo Rodriguez, Employee-elected Board Member Carleen Thomas, Chancellor* Natasha Tony, Board Member Sung Van, Board Member
<b>Regrets:</b>	None
<b>Employee Resources:</b>	Diyan Achjadi, Vice-President, Academic + Provost Mark Douglas, Interim Vice-President, Finance + Administration Natasha Himer, University Secretary + Executive Director, Governance Alexander Muir, Technical Support Sandeep Sidhu, Chief Information Officer
<b>Recorder:</b>	Bessie Chow, Recording Secretary

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#### **1. Call to Order and Territorial Acknowledgement**

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

The Chair acknowledged that Emily Carr University of Art + Design ("ECU") is situated on the unceded, traditional, and ancestral territories of the Musqueam, Squamish, and Tsleil-Waututh Nations.

Congratulations were extended to Board member B. Crabtree for her investiture into the Order of British Columbia at the ceremony held on September 24, 2025.

## Draft Minutes of ECU Board Meeting – Open Session

held Thursday, September 25, 2025

Page 2 of 4

In recognition of the upcoming National Day for Truth and Reconciliation, the Chair reflected on the role of the Board and the University in advancing reconciliation.

The Chair welcomed newly elected faculty Board members, A. Gadassik and M. Gellman.

The Chair welcomed newly elected student Board members S. Chung and S. Bhat.

The four new Board members then took the oath of office.

### 2. Disclosure of Conflict of Interest

[Secretary's Note: There was no conflict-of-interest disclosure – Item 2].

### 3. Items for Approval by Consent

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

**THAT the Board approves the items included under the Consent Agenda, as circulated.**

#### 3.1. Agenda

#### 3.2. Minutes of Board Open Session held on June 5, 2025

#### 3.3. Annual Capital Plan

***IT IS HEREBY RESOLVED that the Board, on the recommendation of the Audit + Finance Committee, approves the Annual Capital Plan for 2026/27 to 2031/32 for submission to the Ministry of Infrastructure***

[Secretary's Note: correction made in minutes to the date in the original resolution from 2032/32 to 2031/2032.]

#### 3.4. 2024/25 Statement of Financial Information

***IT IS HEREBY RESOLVED that the Board, on the recommendation of the Audit + Finance Committee, approves the Statement of Financial Information for Emily Carr University of Art + Design for the fiscal year ended March 31, 2025.***

#### 3.5. Q1 Forecast

***IT IS HEREBY RESOLVED that the Board, on the recommendation of the Audit + Finance Committee, ratify the Q1 Forecast for the fiscal year 2025/26 as submitted to the Ministry of Post-Secondary Education + Future Skills.***

#### 3.6. 2024/25 Institutional Accountability Plan and Report

***IT IS HEREBY RESOLVED that the Board, on the recommendation of the Executive + HR Committee, approves the 2024/25 Institutional Accountability Plan and Report as presented.***

#### **4. BUSINESS**

##### **4.1. Chair's Remarks**

The Chair reported that a new mandate letter was received in June, following the last Board meeting of the 2024/25 academic year. The Chair responded to the Minister in writing, sharing concerns regarding ongoing challenges facing the university and the post-secondary sector in the province more generally. An invitation was extended to the new Minister of Post-Secondary Education and Future Skills, Jessie Sunner, to visit ECU at the earliest opportunity. The Chair remarked on the province's recent fiscal update, which shows a higher deficit than previously forecast. The significance of the year ahead was highlighted, particularly in light of ECU's centennial milestone.

##### **4.2. President's Remarks**

The President + Vice-Chancellor, Dr. Trish Kelly, provided an update on recent activities, institutional context, and community engagement.

Dr. Kelly reflected on a busy summer on campus, including a *Youth on Campus* program for teens, which brought over 200 students to participate across 16 areas, culminating in an exhibition of participants' work hosted on campus. Other summer activities included the July residency of Master of Arts students and a tipi-making workshop. Returning students were also active in welcoming new students to campus for the fall term. Appreciation was extended to the Student Services team for their work in supporting students at the start of the academic year.

Dr. Kelly noted ongoing efforts to strengthen relationships with Indigenous communities, including recent meetings with representatives from the Tsleil-Waututh Nation's education and public relations teams.

Dr. Kelly acknowledged the broader challenges facing the post-secondary sector, including financial pressures exacerbated by federal policy changes related to international students. ECU continues to advance its deficit mitigation strategies and is piloting a more localized approach to budget consultation involving faculty, staff, and students.

Advocacy efforts also continue at the federal level, in collaboration with other art and design and post-secondary institutions in Canada. These efforts were highlighted during recent internal and external engagements, including an all-employee meeting that helped launch early conversations around ECU's 100th anniversary and reinforce a shared sense of community and institutional care.

#### **5. REPORTS**

##### **5.1. President + Vice-Chancellor's Report**

The President + Vice-Chancellor presented a report and accompanying slide deck outlining ECU's upcoming 100th anniversary celebrations. The centennial – ECU 100 – launch will take

## **Draft Minutes of ECU Board Meeting – Open Session**

held Thursday, September 25, 2025

Page 4 of 4

place on October 1, 2025, with a full year of events planned. A campus Open House is scheduled for October 10 to celebrate with the wider community.

The centennial year will be organized around three pillars: Connect, Communicate, and Celebrate. These include connecting with local, national, and international communities; communicating ECU's creative legacy under the theme *100 Years in the Making*; and celebrating the work of ECU's students, faculty, staff, and alumni.

Campaign priorities were outlined, including:

- Storytelling and visibility
- Alumni engagement
- Donor and partner engagement
- Government and community relations

The presentation also referenced events planned for Fall 2025, with more information available on ECU's centennial webpage.

No questions or comments were offered on the President's report or presentation.

### **5.2. Vice-President, Academic + Provost's Report**

The Vice-President, Academic + Provost, D. Achjadi, referred to their report and provided an update on academic matters, including strategic approaches to community and partner engagement to support students and emerging artists throughout their engagement with ECU.

The Vice-President also noted that searches are underway for the Dean of the Audain Faculty of Art and the Dean of the Faculty of Culture and Community.

No questions or comments were offered on the Vice-President's report.

## **6. NEXT MEETING**

The next meeting of the Board of Governors is scheduled to take place on December 4, 2025.

## **7. CONCLUSION**

With no further business, the open session of the September 25, 2025, Board of Governors meeting concluded at 1:53 p.m.



# BOARD OF GOVERNORS

## Information Briefing Note

<b>TO:</b>	Board of Governors
<b>FROM:</b>	Mark Douglas, Interim Vice President Finance + Administration
<b>DATE:</b>	December 2025
<b>SUBJECT:</b>	Q2 Forecast
<b>PURPOSE:</b>	<input checked="" type="checkbox"/> For Action <input type="checkbox"/> For Discussion <input type="checkbox"/> For Information
<b>RESPONSIBLE PORTFOLIO:</b>	Vice President, Finance + Administration

### PROPOSED RESOLUTION:

IT IS HEREBY RESOLVED THAT the Board, on the recommendation of the Audit + Finance Committee, ratify the Q2 Forecast for the fiscal year 2025/26 as submitted to the Ministry of Post-Secondary Education and Future Skills.

### EXECUTIVE SUMMARY/OVERVIEW

The Q2 forecast reflects updated projections for the current fiscal year, to March 31, 2026, as well as projected activity over the next three years, based on current information. The forecast is provided to keep the Board informed of the financial projections submitted to the Ministry of Post-Secondary Education and Future Skills.

With the approval of the Board Chair, ECU's Q2 forecast was submitted to the Ministry on October 1, 2025.

### KEY POINTS/CONSIDERATIONS

The Q2 forecast includes adjustments to the Board approved budget to reflect shortfalls in international education experienced in the Fall term and estimated for the Spring term. ECU has forecast an 11% decline in international registration, offset by a 3% increase in domestic registration. The impact on tuition revenue is over \$2.0M.

The forecast includes a reduction to expenditures, which offsets the decline in tuition revenue. Savings are primarily a result of mandatory delays for hiring into vacant positions and a freeze on performance-based salary increases for Excluded staff. A total of \$1.1M in expense reductions is forecast to the end of the current fiscal year.

Overall, the Q2 forecast shows a decline to the approved operating deficit by approximately \$900K. ECU is projecting an operating deficit of \$2.8M compared to the approved operating deficit of \$1.9M.

There are no changes forecast for activity outside ECU's core operations (i.e. changes are limited to ECU's operating fund). On a consolidated all funds basis, for 2025/26 ECU reported a deficit of \$(2,047,277) for Q2, a decline of \$900K compared to the reported deficit of \$(1,130,179) in Q1 (see figures 1 and 2).

Projections for the next three years include estimates for student registration, which are based on current student numbers and expected student intake each year, including the expected domestic/international student mix. International student registration is forecast to improve over this period; however, it is not expected to return to previous levels. As a result, the forecast for each of the next three years shows an increase to the deficit reported in Q1.

## **NEXT STEPS**

The Q3 forecast will be submitted to the Ministry by December 5, 2025, with the approval of the AFC Chair, and will be brought to the Board for ratification at the January 2026 meeting.

## **ATTACHED SUPPORTING MATERIALS**

1. Q2 Forecast Figures

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

### Q2 Forecast Figures

#### Q1 Forecast, submitted July 4, 2025 (provided for comparison)

	Forecast <u>2025/26</u>	Forecast <u>2026/27</u>	Forecast <u>2027/28</u>	Forecast <u>2028/29</u>
	----- \$thousands -----			
<b>Statement of Operations</b>				
Total revenue	(64,688)	(65,612)	(69,023)	(69,535)
Total expenditure	66,631	67,897	69,750	68,474
<b>Net (Revenues)/Expenses **</b>	1,943	2,285	727	(1,061)
(Gain) loss on sale of capital assets	-	-	-	-
Unallocated Pressures (use in Q1 only)	(781)	-	-	-
<b>Operating Net (Income) Loss (for Ministry)</b>	1,162	2,285	727	(1,061)
Endowment (restricted asset) contributions	(32)	(34)	(34)	(34)
<b>Net (Income) Loss</b>	1,130	2,251	693	(1,095)

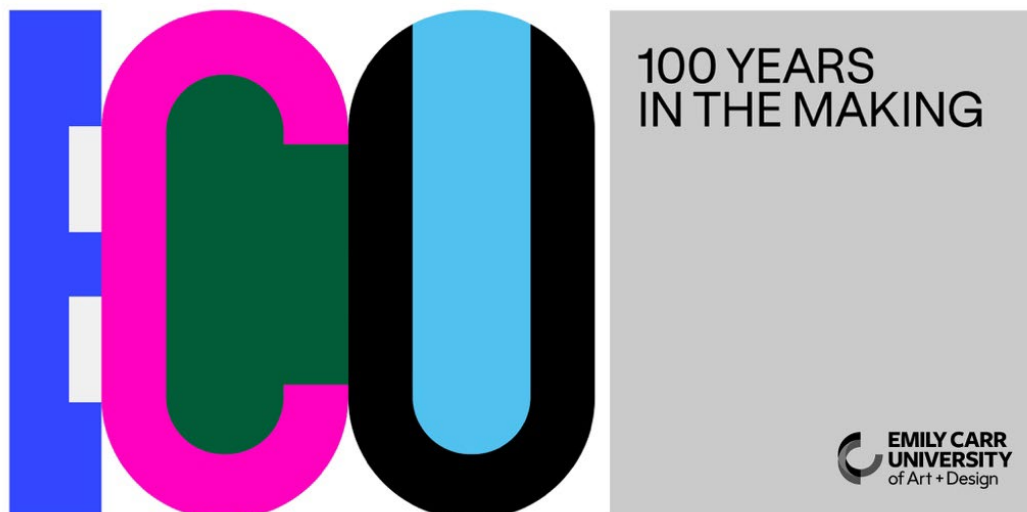
Figure 1: ECU Q1 Forecast, submitted to Ministry

#### Q2 Forecast, submitted October 1, 2025

	Forecast <u>2025/26</u>	Forecast <u>2026/27</u>	Forecast <u>2027/28</u>	Forecast <u>2028/29</u>
	----- \$thousands -----			
<b>Statement of Operations</b>				
Total revenue	(63,963)	(63,728)	(66,674)	(66,747)
Total expenditure	66,042	66,600	68,443	67,169
<b>Net (Revenues)/Expenses **</b>	2,079	2,872	1,769	422
(Gain) loss on sale of capital assets	-	-	-	-
Unallocated Pressures (use in Q1 only)	-	-	-	-
<b>Operating Net (Income) Loss (for Ministry)</b>	2,079	2,872	1,769	422
Endowment (restricted asset) contributions	(32)	(34)	(34)	(34)
<b>Net (Income) Loss</b>	2,047	2,838	1,735	388

Figure 2: ECU Q2 Forecast, submitted to Ministry





## Report to the Board of Governors

President + Vice-Chancellor  
December 2025

### ECU – 100 Years in the Making

On October 1, 2025, ECU marked 100 years and began a yearlong centennial celebration, recognizing art, design and media in Vancouver, across Canada and around the world. ECU 100 formally kicked-off with a number of key events:

- **City of Vancouver Proclaims October 1, 2025, in Honour of Emily Carr University's Centennial:** On October 7, 2025, the City of Vancouver's Mayor and Council held a ceremony at Vancouver City Hall to proclaim October 1, 2025, in honour of Emily Carr University of Art + Design's (ECU) 100<sup>th</sup> anniversary. Mayor Sims and Councillors Sarah Kirby-Yung and Lisa Dominato spoke in recognition of ECU's century of community and economic impact. I addressed the ongoing impact of our students, faculty, staff and alumni on the cultural landscape of the city: "This milestone is an extension of our students, our faculty, our staff, our alumni and partners who have helped to make this moment possible. We wouldn't be where we are today without the power of our community, and our centennial is an opportunity to unite us all once again in celebration."
- **ECU 100 Commemorative Launch and Open House:** On October 10, 2025, we marked ECU 100 with a commemorative launch and Open House. The Ministry, external partners, and community attended for a welcome by Xwalactun, remarks by the Honourable Jessie Sunner, Minister Post-Secondary Education and Future Skills, and City Councillor Peter Meiszner, followed by a cultural performance by the Salish Thunderbirds. ECU's doors were opened to the community and the campus was alive with the work of students, faculty, and alumni on full display. Members of the community spent the afternoon with us, experienced the vibrancy of ECU's campus and got a behind the scenes look at the work of ECU students and faculty, seeing first hand how ECU is driving innovation across culture, industry and society.

- **A Conversation with Legendary Artist Ian Wallace:** As part of the programming for the exhibition *En Route: mobile forms of art and education*, at the Libby Leshgold Gallery, I held a conversation with acclaimed artist Ian Wallace, ECU Professor Emeritus and Honorary Doctorate Degree recipient (October 16, 2025). Wallace's influence as an educator, and his impact through programming such as ECU's Visiting Artist Program (1979 - 89), was fundamental in shaping the ECU of today.
- **ECU 100 Speaker Series: John Vaillant:** On October 22, 2025, we held the first in a series of the ECU 100 Speaker Series events, which invites artists, writers, and thinkers to explore how creativity shapes the future. The distinguished journalist and writer, John Vaillant (author of *The Golden Spruce* and *Fire Weather*) participated in a moderated discussion with Amory Abbott, Interim Dean of the Audain Faculty of Art. Vaillant discussed their personal experiences with wildfires and the role of artists in fraught times. Earlier in the day, Vaillant visited with Professor Louise St. Pierre and students in the Ecological Design Practice program. He remarked on the skills of artists to move between nature, science and art, enabling them to translate new ways of seeing.

## ECU x Arts Umbrella

ECU and [Arts Umbrella](#), two of the leading arts educators in Canada, have teamed up to offer a new admissions pathway for emerging artists who want to continue their education through post-secondary studies. Effective this year, the [Arts Umbrella Intensive Program with ECU Pathway Option](#) offers eligible students advanced standing and a streamlined application process into the Bachelor of Fine Arts (BFA) degree program at ECU. This partnership allows participating students to: earn university credits for their studies at Arts Umbrella, enter ECU with an established foundation in studio practice, and benefit from a supportive transition into post-secondary arts education. Offering direct entry into one of our visual arts programs, this collaboration builds on a shared commitment to supporting artistic talent of all ages, and to elevating Canada's cultural and economic landscape.

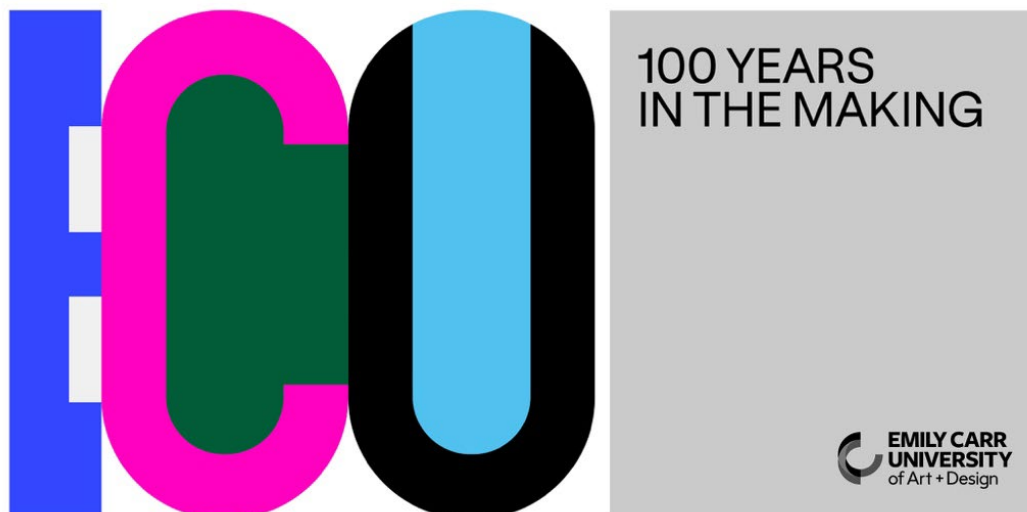
This partnership is one of a series happening over the next year to commemorate ECU's centennial year and reflect our history as a vital part of Vancouver's creative community and cultural ecosystem.

## National Network of Art and Design Universities – UAD4

UAD4 completed its second annual round of federal advocacy in Ottawa at the end of October. This year's goal was to reintroduce Canada's four art and design universities as national assets and to correct persistent assumptions about the value, relevance, and economic contribution of creative education. We emphasized that UAD4: educates over 9,000 students across various practice-based disciplines; contributes to a creative economy valued at \$63 billion dollars; and that design-led research, digital innovation, and creative skills are critical to Canada's competitiveness and identity. Our delegation met with senior leaders and elected officials across political parties. These conversations allowed us to clarify the role of art and design universities in the broader post-secondary ecosystem and explain how our institutions directly support national priorities such as heritage and cultural diplomacy, digital future and ethical technological development, housing and community infrastructure, and workforce development.

## **ECU x Granville Island**

On October 21, 2025, ECU announced it had been shortlisted as a proponent with [The Narrow Group](#) to help lead the revitalization of the old “Emily Carr building” on Granville Island. The proposal is to transform the historic 1399 Johnston Street building into a vibrant Arts and Innovation Hub — a space designed to spark creativity, support artists, and re-energize one of Vancouver’s most iconic cultural destinations. This project would also reconnect ECU with its roots on Granville Island, which from 1980 through 2016 served as the university’s main campus. Under the proposed plan, ECU would have the space to deliver new arts and innovation programs, workshops, and community education, with additional space devoted to: affordable studio spaces for both emerging and experienced artists, retail and small business opportunities, and event space for performances, exhibitions, and community gatherings.



## Report to the Board of Governors

VP, Academic + Provost  
December 2025

### **Student + Community Engagement**

The Library hosted a number of events to foster community engagement. In September, they hosted a Community Day which included organizations from the city such as Vancouver Public Library, the Food Stash Foundation, Kickstart Disability Arts & Culture, and Out on the Shelves Library as well as internal units from ECU such as Accessibility Services, Career + Work Integrated Learning, Tool Checkout, Writing Centre, Aboriginal Gathering Place, and Student Wellness. This event was well attended by students, who took the opportunity to connect and learn about different services and volunteer opportunities. In October and November they hosted Slice of Learning Workshops, a series designed and led by ECU Faculty Librarians that offer participants a chance to learn together while sharing a pizza. These recent sessions included information on how the Library + Archives team is working to make it easier to find books in our collection that are on Indigenous topics and by Indigenous creators, and uncovering the workings of Gen AI.

Counselling and Wellness continues to provide daily programming during the lunchtime hours in the community kitchen, such as the twice-weekly Oatmeal and Toast Bar and Cook & Connect; and the Friday Popcorn & Button-making. On average, 508 students attended kitchen programming each week (excluding student-led workshops).

In Fall 2025, Counseling and Wellnessss received funding to hold student-led workshops on meal planning, cooking and budgeting. Three workshops were held in the afternoons in order to expand student access. Up to sixty students benefitted from these workshops. Additionally, the C+W team collaborated with the Writing Centre to host “Cookies and Conversation” sessions to support belonging and community building for international students.

Student Engagement, Retention + Success has established a new Multifaith Space to support spiritual, cultural, and reflective practices on campus. The space has opened as a soft launch.

Booking procedures, usage guidelines, and a student-centered feedback mechanism have been developed to ensure equitable and evolving access. Students who have been using other space on campus for faith-based activity have transitioned into the new space as part of this first phase of the launch. The Multifaith Space supports a more inclusive campus environment and responds to ongoing student requests for dedicated quiet and prayer/meditation space.

The Program Manager, Violence, Reduction + Response, collaborated with Counselling + Wellness to host a Health and Safety Fair. Approximately 250 students attended and received swag items; many participated in the colouring contest and engaged with community resources in attendance.

The Foundation area hosted a Two-Week Drawing Challenge that engaged with over 85 students over a 2-week period. The students received free sketchbooks and habit trackers, followed by a week of lunch meetings with supplies, prompts, snacks, and encouragement. The challenge continued from home during the second week (Reading Week). Throughout the challenge, students could tune into daily Instagram reels with inspiration as well as share and promote their own work through the @ecufoundation account.

Student Services will once again work with the Emily Carr Students' Union (ECSU) to host a Student Festive Feast on Wednesday, December 10, 2025. This meal is to celebrate the holiday season and give students a chance to enjoy a festive meal ahead of the ECU holiday closure. This year, the event will coincide with the Missing Spaces exhibition, which is an annual initiative of the Student Union to support more student-led community-building activities in the end of the academic term. There will be a cross-campus effort in hosting activities and refreshments such as a cocoa station, cookie decorating station, card decorating station, and s'more station. Students will also have the opportunity to win prizes which have been kindly donated by ITS vendors in past years.

### **National Portfolio Day**

ECU hosted [National Portfolio Day \(NPD\)](#) on Saturday, November 8, 2025. NPD is a unique opportunity for emerging artists and designers to share their work with representatives from accredited art and design schools. Students bring their portfolio—finished pieces, works-in-progress or sketchbooks – and receive direct, constructive feedback from faculty or admissions professionals. We saw attendance of representatives from 20+ art and design schools from across the world, with approximately 700 learners, relatives, and counsellors in attendance.

### **New Partnerships**

Student Services, VP Students, and Registrar worked alongside Interim Dean, Faculty of Culture + Community to reach a signed new **Memorandum of Agreement** with **Vancouver School District, Coquitlam School District, and Surrey School District** to provide Headstart Programs that provide high school students with university-level credit in the arts. The programs will be delivered at the ECU campus, beginning in 2026-2027

### **Graduate Studies**

The Faculty of Graduate Studies held their annual Open Studios on November 20 and 21, 2025. This is the first one held for the Full-Residency cohorts in the new CDM facilities. An online virtual environment was created to allow Low-Residency students to participate as well.

Applications and Admissions - Our team has been working hard on implementing a new system for applications. Our application period opened in mid-October on Slate, our new CRM system. We are actively working with prospective students and creating exciting content and modes of engagement with the public and applicants. Review and selection process will begin in the new year.

State of Practice Exhibition - The mid-degree exhibition for MFA full-res students wrapped up in mid-October. In this exhibition, students show the status of their current studio work by mounting a joint, cohort exhibition, as a step toward their final thesis exhibition at the end of the degree.

## **Undergraduate Studies**

### **Research Highlights**

- **National Sciences and Engineering Research Council (NSERC) Mobilize Grant:**  
Two newly awarded projects, for a total of 14 projects awarded to date.
  - Associate Professor Keith Doyle (DDM) awarded \$25,000.  
Project title: Material Matters: Texture Lab – Material and Visual Poetics of Liquid Deposition Modelling in Architectural Product Phase 2.
  - Associate Professor Henry Tsang (CAC) awarded \$25,000.  
Project title: Celebrating 50 years of Japanese Canadian Art and Activism: The Powell Street Festival 50th Anniversary Exhibition (phase 2).
- **Social Sciences and Humanities Research Council (SSHRC) SIG Explore Grants**
  - Associate Professor Gwenessa Lam (ART) awarded \$4,650.00.  
Project title: Geologic Divination: Porting in Shamanic Time.
  - Assistant Professor Laura Kozak (CAC) and Canada Research Chair Assistant Professor Amanda White (CAC) awarded \$10,000.  
Project title: Sharing Foodways: Prototyping Tableware for Commensality.
  - Assistant Professor Sarah Shamash (CAC) awarded \$10,000  
Project title: Reimagining the Future: Indigenous Brazilian Cinemas and Earth Justice.
- **Mitacs Business Strategy Internship (BSI)**
  - Alan Goldman as supervisor: \$10,000 student internship (October 27, 2025 to April 26, 2026) with Seacork Studio Inc. Project title: Fabrication and Design Internship.

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

In October, the Centre concluded a Natural Sciences and Engineering Research Council of Canada (NSERC) Mobilize applied research project co-led by Daniel Wildberger and Cemre Demiralp in partnership with Buffalo Buffalo, a Vancouver-based future-forward game studio with a showcase event where 3 research assistants presented their work to the partner, Faculty of Design + Dynamic Media (DDM) and students. The Centre will continue their partnership with Buffalo Buffalo through a Mitacs placement for 2026.

The Centre has applied for a new NSERC Mobilize applied research project co-led by Manuhua Barcham and Cemre Demiralp in partnership with Alaphia Financial Wellness to investigate how serious game design can help foster healthy financial habits through the development of a new app.

The Centre was awarded to continue its Art Apprenticeship Network program throughout 2026 - 2027 in partnership with TD and will be connecting 20 ECU artists and designers with senior artists, curators and arts administrators throughout Metro Vancouver.

The Centre has been approved to receive \$235,000 in new funding from the Business and Higher Education Roundtable (BHER) to support approximately 350 unique Work-Integrated Learning placements for undergraduate and graduate students between 2025-2027.

### **Health Design Lab (HDL)**

This semester we have 14 research assistants working on six different projects – two of these projects were recently highlighted in news stories:

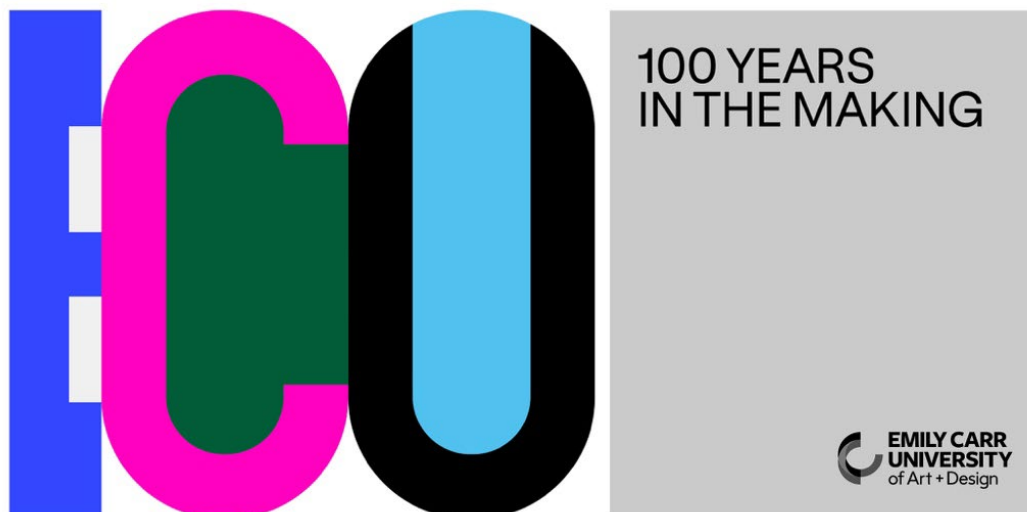
- <https://www.ecuad.ca/news/2025/health-design-lab-partners-bc-cancer-improve-access-supportive-care>
- <https://www.ecuad.ca/news/2025/health-design-lab-propels-logan-wilkinsons-project-addressing-sound-in-institutional-settings>

HDL will be presenting in November at the BC Cancer Summit, Alzheimer Society Research Luncheon and Patient's Voice Conference.

HDL has just completed a mobilize grant funded project with Residences for Independent Living Society (RILS). This project was led by Jon Hannan and sessional faculty, Cheryl Li. We collaborated with RILS to co-design future care models that center the autonomy, needs, and aspirations of residents as the organization transitions from a traditional institutional model to a social model of care. Through participatory workshops and interviews with residents, staff, and families, the project generated insights and recommendations to guide RILS's shift toward supported housing that enables greater independence, dignity, and connection.

- <https://hdl.ecuad.ca/projects/co-designing-models-of-care/>

HDL is wrapping up a project with the University of Victoria and the Comox Valley Healthcare foundation to produce a resource for Comox Valley Business to promote dementia-friendly practices.



## Report to the Board of Governors

Interim Vice-President, Finance + Administration  
December 2025

### Finance

Emily Carr University (ECU) is contending with persistent operating deficits driven largely by volatility in revenue from international enrolment. ECU cannot financially support another deficit in 2026/27, making it essential that ECU balance next year's budget. Due to the provincial deficit, the Ministry of Post-Secondary Education and Future Skills (the Ministry) has indicated that there will not be additional funding for the sector. As a result, ECU is approaching 2026/27 as though it needs to balance its budget on its own.

Over the next few months, ECU will finalize registration projections, bring forward recommendations for tuition and fee increases, and identify ways to mitigate costs wherever possible.

Financial updates to the community have commenced and will continue to the end of the fiscal year. To reach more individuals this year, financial components are being added to existing meetings, including Academic Affairs, Deans' Townhalls, Faculty meetings and department staff meetings. Financial orientations have been provided to the Emily Carr Students' Union and the ECU Senate, and a finance session open to all students has been scheduled for January 27.

### Facility Operations

#### Broadway Subway Project (BSP)

September 2025 Update - Great Northern Way-Emily Carr Station: The above-ground station entrance at Great Northern Way-Emily Carr Station is taking shape. Concrete activity will continue this fall as crews construct the roof of the above ground station entrance, interior stairs, and the 82.5-metre-long platform. Meanwhile, the focus is shifting to fitting out the station interior, where installation of mechanical and electrical equipment and plumbing is underway.