



AGENDA

BOARD OF GOVERNORS – **OPEN SESSION**

Thursday, September 25, 2025 — 1:15 – 2:00 p.m.
ECU Boardroom D2315 and via Zoom

Zoom Details:

<https://emilycarru.zoom.us/j/64853536407?pwd=kj1AkgQ8SOnChUgig9TrZSb4d7vJbW.1&from=addon>

Meeting ID: 648 5353 6407 Passcode: 876162

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 – 1:16	1. Call to Order and Territorial Acknowledgement	D. Avison		
	2. Disclosure of Conflict of Interest	D. Avison		
CONSENT AGENDA				
1:16 – 1:20	3. Items for Approval by Consent	D. Avison	Approval	
	IT IS HEREBY RESOLVED that the Board approves the items included under the Consent Agenda.			
	3.1 Agenda		Approval	1 – 2
	3.2 Minutes of Board Open Session held on June 5, 2025		Approval	3 – 7
	3.3 Annual Capital Plan		Approval	8 – 14
	<i>IT IS HEREBY RESOLVED THAT the Board, on the recommendation of the Audit + Finance Committee, approves the Annual Capital Plan for 2026/27 to 2032/32 for submission to the Ministry of Infrastructure.</i>			
	3.4 2024/25 Statement of Financial Information		Approval	15 – 32
	<i>IT IS HEREBY RESOLVED THAT the Board, on the recommendation of the Audit + Finance Committee, approves the Statement of Financial Information for Emily Carr University of Art + Design for the fiscal year ended March 31, 2025.</i>			

Time	Item	Speaker	Action	Page #
	Consent Agenda (cont'd)			
	3.5 Q1 Forecast		Approval	33 – 35
	<i>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.</i>			
	3.6 2024/2025 Institutional Accountability Plan and Report		Approval	36 – 141
	<i>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.</i>			

4. BUSINESS

1:20 – 1:35	4.1 Chair's Remarks	D. Avison	Information
1:35 – 1:45	4.2 President's Remarks – ECU 100 th Anniversary	T. Kelly	Information

5. REPORTS

1:45 – 1:52	5.1 President + Vice-Chancellor's Report	T. Kelly	Information	142 – 144
1:52 – 2:00	5.2 Vice President, Academic + Provost's Report	D. Achjadi	Information	145 – 147

6. NEXT MEETING – December 4, 2025

7. CONCLUSION OF MEETING



MINUTES - **DRAFT**

BOARD OF GOVERNORS — OPEN SESSION

Thursday, June 5, 2025
3:00 p.m. – 4:00 p.m.
Board Room D2315 and via *Zoom

ATTENDANCE:

Board Members:	Parnian Anaa, Student-elected Board Member Don Avison, Board Chair Rebecca (Becky) Bair, Faculty-elected Board Member Brenda Crabtree, Board Member Trish Kelly, President + Vice-Chancellor Mary Macaulay, Board Member Eknoor Matharoo, Student-elected Board Member Lindsay McIntyre, Faculty-elected Board Member* Lorcan O'Melinn, Board Vice-Chair and Audit + Finance Committee Chair Harv Phandal-Dhanda, Board Member Eduardo Rodriguez, Employee-elected Board Member Natasha Tony, Board Member
Regrets:	Steve Kinsey, Board Member Carleen Thomas, Chancellor Sung Van, Board Member
Employee Resources:	Diyan Achjadi, Vice-President, Academic + Provost Mark Douglas, Interim Vice-President, Finance + Administration Natasha Himer, University Secretary Alexander Muir, IT Support Adrian Tees, Associate Vice-President, Human Resources*
Recorder:	Bessie Chow, Recording Secretary

1. CALL TO ORDER AND TERRITORIAL ACKNOWLEDGEMENT

With quorum present, the Board Chair, Don Avison, called the meeting to order at 3:01 p.m.

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

2. DISCLOSURE OF CONFLICT OF INTEREST

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

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held Thursday, June 5, 2025

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3. CONSENT AGENDA

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

THAT the Board of Governors approve the following items included under the Consent Agenda.

3.1. Agenda

3.2. Minutes of the Board Open Session of March 27, 2025

3.3. Report on Forced Labour + Child Labour

IT IS HEREBY RESOLVED that the Board of Governors, on the recommendation of the Audit + Finance Committee, approve ECU's Annual Report on Forced Labour and Child Labour for the year ended March 31, 2025, as presented

3.4. Draft Institutional Accountability Plan + Report

IT IS HEREBY RESOLVED that the Board of Governors confirms delegation of review and decision-making authority to the Executive + Human Resources Committee to approve the draft 2024/2025 ECU Institutional Accountability Plan + Report for submission to the Ministry of Post-Secondary Education and Future Skills.

3.5. Policies to Rescind: Mission and Vision

IT IS HEREBY RESOLVED that the Board of Governors, on the recommendation of the Governance Committee, rescind the following two policies:

- **Policy 3.2 Mission**
- **Policy 3.3 Vision**

4. BUSINESS

4.1. Chair's Remarks

The Chair welcomed Eduardo Rodriguez, Employee-Elected Board Member, whose oath of office was administered during the Closed Session. Departing Student-elected Board Members Parnian Anaa and Eknoor Matharoo were thanked for their service to the Board and broader ECU community. Both recently graduated and participated in the May Convocation.

The Chair also noted that future Convocation ceremonies will take place on ECU's campus.

4.2. President's Remarks

The President + Vice-Chancellor, Trish Kelly, acknowledged the contributions of P. Anaa and E. Matharoo, emphasizing the important role students play in fostering community. Appreciation was expressed for the efforts of faculty, staff, and the broader ECU community over the academic year, with reference to a special tribute planned for later in the meeting. The

President also noted ongoing challenges in the post-secondary sector, including continued financial uncertainty.

4.3. Budget Update: 2024/25 Actual Activity vs. Approved Budget

The Audit + Finance Committee (“AFC”) Chair, Lorcan O’Melinn, acknowledged the Finance + Administration team for their work on the year-end audit and reporting processes.

The Interim Vice-President, Finance + Administration, Mark Douglas, presented highlights from the report on 2024/25 actual activities compared to the approved budget, noting:

- ECU is reporting a deficit of \$1.07 million on a consolidated all funds basis, an improvement of \$733K compared to budget.
- Note 2 was added as an acknowledgement that the University is a going concern with the assumption the University will continue to realize its assets and discharge its liabilities in the normal course of operations. Emphasis was placed on the dependency on ECU’s ability to achieve its deficit mitigation plan.
- Confirmation that the Ministry and Board are aware that the University is operating with an unappropriated deficit budget.

This report was accepted for information with no questions or comments.

4.4. Audited Financial Statements for Fiscal Year End (FYE) March 31, 2025

L. O’Melinn reported that the AFC was pleased that the 2024/25 audit was completed on schedule with a clean audit opinion from KPMG.

No questions or comments were offered on the presented statements.

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

THAT the Board of Governors, on the recommendation of the Audit + Finance Committee, approve the audited Financial Statements for the Year Ended March 31, 2025, as presented.

4.5. New Program Review Policy

The Vice-President, Academic + Provost, Diyan Achjadi, introduced the proposed Program Review Policy, noting that:

- It is the first of a number of policy recommendations from the 2022/23 Quality Assurance Audit.
- The policy sets out a formal framework for conducting policy reviews at ECU going forward.
- The development, led by Heather Fitzgerald, Interim Director, Teaching + Learning, involved extensive faculty and community consultation, including feedback from Senate.

No questions or comments were offered on this item.

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

THAT the Board of Governors, on the recommendation of the Governance Committee, approve the new Program Review Policy, as presented, and effective August 1, 2025.

4.6. New Board Code of Conduct

The Board Chair introduced the new Code of Conduct (the “Code”) as a core governance policy that establishes expectations for Board member conduct and behaviour. Governance Committee Chair, Mary Macaulay, noted that the Code modernizes provisions previously embedded in the bylaws, now presented as a standalone policy.

The University Secretary, Natasha Himer, highlighted that the Code:

- aligns with sector best practices and codifies legal duties, including fiduciary duty and duty of care;
- is grounded in ECU’s mission and vision;
- applies to all Board members, both elected and appointed; and
- was developed through dialogue on shared expectations, respectful engagement, and the importance of maintaining process integrity while enabling concerns to be raised appropriately.

The following resolution was moved, seconded and **CARRIED**, with two (2) abstentions and one (1) opposed:

THAT the Board of Governors, on the recommendation of the Governance Committee, approve the new Board Code of Conduct, as presented, and effective as of the date of this resolution.

5. REPORTS

5.1. President + Vice-Chancellor’s Report

T. Kelly invited questions and comments on the President’s Report. None were offered.

5.2. Vice-President, Academic + Provost’s Report

D. Achjadi highlighted the following items from the written report:

- The 2025 Graduate Exhibition was ECU’s largest to date, featuring 420 students. Appreciation was extended to the Grad Exhibition Team, including faculty, staff, and students from across the University.
- Dr. Amanda White was nominated as ECU’s new Research Chair under the Canada Research Chairs Program.

No questions or comments were raised.

6. PRESIDENT’S CLOSING REMARKS

To close out the academic year, the President reflected on ECU’s accomplishments, including the University’s largest Convocation to date, the Grad Show, and the recent Donor Night, which

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celebrated the impact of donor awards on 330 students. Appreciation was extended to the faculty, staff, and students involved in organizing key events.

Highlights included ECU's role in a new national coalition of art and design institutions, emphasizing the creative sector's contribution to Canada's economy, and the launch of *Community of Practice*, ECU's first all-staff exhibition since 1997.

A video tribute was shown featuring highlights from the past year.

7. NEXT MEETING

The next meeting of the Board of Governors is scheduled for September 25, 2025.

8. CONCLUSION

With no further business, the open session of the June 5, 2025, Board of Governors meeting concluded at 3:48 p.m.

9. IN CAMERA

An *in camera* session of the Board (Governors-only) was held from 3:48 p.m. to 4:00 p.m.

Briefing Note

TO:	Board of Governors
FROM:	Mark Douglas, Interim Vice-President, Finance + Administration
DATE:	September 19, 2025
SUBJECT:	Annual Capital Plan Submission
PURPOSE:	<input checked="" type="checkbox"/> For Action <input type="checkbox"/> For Discussion <input type="checkbox"/> For Information
RESPONSIBLE PORTFOLIO:	Vice President, Finance + Administration

PROPOSED RESOLUTION:

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

EXECUTIVE SUMMARY/OVERVIEW

The Annual Capital Plan Submission from each public post-secondary institution will be used by the Ministry of Infrastructure (the Ministry) to understand sector capital priorities for current and future funding consideration.

Emily Carr University of Art + Design's ("ECU" or "University") Capital Plan ("the Plan") was compiled by the University's Capital Committee in collaboration with its academic leaders. The Plan was driven by the necessity to ensure that the University's programming advances at the speed of industry needs. Our degree programs are dependent on providing the equipment and facilities that align with industry expectations to enable our students to excel in the labour market and contribute to the economy immediately after graduation.

The Plan was submitted in draft form to the Ministry by their deadline of July 4, 2025, subject to Board approval.

KEY POINTS/CONSIDERATIONS

The Plan identifies priorities encompassing projects focused on three critical areas:

- Industry Readiness - \$3,035,432 – updating equipment and technology to match current industry standards, ensuring our graduates can contribute immediately to BC’s digital, gaming, animation, and design sectors.
- Space Enhancements - \$1,842,500 – optimizing existing facilities to serve more students effectively while improving accessibility and creating flexible learning environments that respond to evolving program needs.
- Cybersecurity + IT Infrastructure - \$917,348 – strengthening our digital security posture to protect student work and institutional data in an increasingly connected learning environment.

NEXT STEPS

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

Ministry approved projects will be communicated to post-secondary institutions by April 2026.

ATTACHED SUPPORTING MATERIALS

1. ECU Annual Capital Submission - 2026/27

Annual Capital Submission

2026/2027



TERRITORIAL ACKNOWLEDGEMENT

Emily Carr University of Art + Design respectfully acknowledges the unceded, traditional, and ancestral territories and homelands of the Coast Salish people on which the university is situated. We are grateful to the *xʷməθkʷəy̓əm* (Musqueam), *Skwx̱wú7mesh Úxwumixw* (Squamish) and *səlilwətaʔ* (Tsleil-Waututh) Nations for their graciousness in sharing their traditional territories with the university's students, faculty, staff, and visitors for the pursuit of knowledge.

EXECUTIVE SUMMARY

Emily Carr University of Art + Design (ECU) is uniquely positioned to support British Columbia's creative economy and innovation goals. We're requesting targeted capital investments of \$5,795,280 million to ensure our students graduate ready to fill in-demand roles across BC's rapidly growing creative technology sectors. Our focused capital submissions address three critical areas that align directly with provincial priorities:

- **Industry Readiness** (\$3,035,432) | Updating equipment and technology to match current industry standards, ensuring our graduates can contribute immediately to BC's digital, gaming, animation, and design sectors.
- **Space Enhancement** (\$1,842,500) | Optimizing existing facilities to serve more students effectively while improving accessibility and creating flexible learning environments that respond to evolving program needs.
- **Cybersecurity + IT Infrastructure** (\$917,348) | Strengthening our digital security posture to protect student work and institutional data in an increasingly connected learning environment.

Every project has been carefully planned to deliver maximum impact within current financial realities, supporting BC's workforce development goals while maintaining the hands-on, practice-based education that makes our graduates highly sought after by employers.

INSTITUTIONAL OVERVIEW

Founded in 1925, Emily Carr University of Art + Design is a world-renowned learning community and centre for excellence in art, design, and media education located in Vancouver. As BC's only public post-secondary institution dedicated exclusively to these practices and recognized as a special purpose teaching university under the *University Act*, ECU is a unique institution that equips students with the hard skills for industry, creativity, critical thinking, and interdisciplinary problem-solving essential in an uncertain and fast-changing world.

ECU delivers a studio-intensive, practice-based education that is materially different from other models. This approach requires specialized facilities, equipment, technology and materials, and relies on deep, sustained faculty-student engagement. These elements are central to our educational identity, but they also make our programs more costly to deliver, harder to scale, and more complex to adapt quickly — particularly in an era of rising costs.

With more than 2,300 undergraduate and graduate students and over 400 faculty and staff, ECU maintains an intentionally intimate learning environment while extending its reach through Continuing Studies and micro-credentials that support lifelong learning and workforce development.

ECU is not only a cultural and educational institution, but a driver of BC's future economy. Our students and alumni fuel the province's digital, cultural, and creative sectors, contributing to industries such as game design, animation, user experience, digital media, and public art. Through this work, ECU serves British Columbians across the province and helps position BC as a national leader in creativity, innovation, and design.

CAPITAL PRIORITIES

ECU's unique practice-based programming is a driving factor for defining our capital priorities. To ensure our programming is consistently aligned with technology programs and occupations outlined in the Labour Market Outlook, it is critical that our programs advance at the speed of industry needs. Our degree programs are dependent on providing the equipment and facilities that align with industry expectations to enable our students to excel in the labour market and contribute to the economy immediately after graduation.

Capital priorities therefore aim to improve student-experience and the infrastructures that support them. Our priorities include supporting program development and expansion; cybersecurity and tech readiness; innovative technology implementation for programs; labour-market readiness for our graduates; accessibility and curricular support; and space productivity enhancements.

Fiscal Year	Industry Readiness	Space Enhancements	Cybersecurity + IT Infrastructure	Total
2026/27	\$3,035,432	\$1,842,500	\$917,348	\$5,795,280
2027/28	\$594,000	\$297,500	\$	\$891,500
2028/29	\$	\$	\$	\$
Total	\$3,629,432	\$2,140,000	\$917,348	

Industry Readiness

ECU is committed to supporting students entering the job market with high quality, practice-based, technology-forward degrees. To ensure we are equipping our students with the best possible preparations for contributing to the BC economy, our purpose-built campus requires timely refresh of the equipment purchased at the time of construction. These investments will allow ECU to maintain the integrity of our programs and keep them up to date with industry standards.

Our greatest need is to enhance and update equipment that is utilized across multiple degree programs and curricular areas. We are looking to enhance our provision of use-case- responsive and industry-standard built-in and portable curriculum equipment intended both for curriculum delivery and direct student use for completing projects and class requirements.

This project will refresh and upgrade:

1. Mobile Labs for 1st Year + Certificate Curriculum
2. Foundation Integrated Learning and Community HUB
3. Industry Ready Digital Technology Renewal
4. Stationary Equipment Renewal
5. Support Peripherals for CS Programming
6. Render Processing + Storage Project
7. Campus Wide Built-in Audio-visual Replacement
8. CNC, Waterjet Cutter + Laser Cutter Refresh
9. Technological Refresh for Animation
10. Forklift and Skyjack and Single Person Lift Replacement

Space Enhancements

Our physical spaces are at the heart of our practice-based learning and research environment. They facilitate learning, inspire innovation, and foster a sense of belonging. However, as our curriculum and research initiatives evolve to respond to industry and community needs, our campus must evolve in tandem. Over the next five years, we propose a significant investment in our space improvements through capital renovations that will position us to meet mandate requirements, including future-readiness, Indigenous learning, fair treatment of international students, equity, and anti-racism, and supporting a sustainable economy. In our practice-based learning environment, the design of functional spaces are significant drivers for student success and job readiness. Curricular space improvements will ensure increased functionality, operational efficiency, student health and wellness, and ergonomic comfort to align with industry standards and ensure high-quality curriculum delivery.

We have planned six major tracks for this project:

1. INTD Studio + Classroom Optimization
2. Student Kitchen + Food Security Improvements
3. Accessible Campus Improvements + Audit
4. Space Improvements for Multidisciplinary Classrooms
5. Enhanced Access for Communication + Illustration
6. ART Studio Redesign

Cybersecurity + IT Infrastructure

1. Remote Desktop Cluster Refresh
2. Phone System Refresh - Addition of Emergency Phone System
3. ECUAD Data Centre Migration to a New Service

ALIGNMENT WITH GOVERNMENT PRIORITIES

ECU shares the Ministry's vision for a strong, inclusive, and innovative post-secondary system that truly serves students, employers, and communities throughout British Columbia.

Our capital priorities for this submission are focused and realistic — we've chosen projects that directly support key provincial goals like staying current with technology, making our infrastructure work better, and giving more students access to quality education. These targeted investments will help us do what we do best: provide hands-on, industry-relevant training in creative fields where there's real demand, while making the most of our current facilities and technology.

We look forward to continuing our work with the Ministry of Post-Secondary Education and Future Skills, and we hope you'll consider these priorities as you plan for the 2026/27 capital cycle.

Briefing Note

TO:	Board of Governors
FROM:	Mark Douglas, Interim Vice-President, Finance + Administration
DATE:	September 19, 2025
SUBJECT:	Statement of Financial Information (SOFI) for FYE March 31, 2025
PURPOSE:	<input checked="" type="checkbox"/> For Action <input type="checkbox"/> For Discussion <input type="checkbox"/> For Information
RESPONSIBLE PORTFOLIO:	Vice President, Finance + Administration

PROPOSED RESOLUTION

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

EXECUTIVE SUMMARY/OVERVIEW

The Statement of Financial Information (SOFI) is a requirement under the Financial Information Act and must be submitted to the Ministry by October 1, 2025.

Employees whose remuneration exceeds \$75,000 and suppliers paid in excess of \$25,000 in the fiscal year are required to be listed individually in the SOFI. The audited financial statements of the University (approved by the Board at its meeting held on June 5, 2025) are also included with the SOFI report when submitted to the Ministry.

KEY POINTS/CONSIDERATIONS

The report provides supplemental information for financial activity occurring in the 2024/25 fiscal year and includes the following:

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

- Schedule of Payments to Suppliers
- Schedule of Severance Agreements

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

NEXT STEPS

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

ATTACHED SUPPORTING MATERIALS

1. 2024/25 Statement of Financial Information (SOFI) Report

Statement of Financial Information Approval:

We certify that the 2024/2025 Financial Information Act Report of Emily Carr University of Art + Design has been approved by the Board of Governors.

Don Avison
Board Chair

Mark Douglas
Interim Vice-President, Finance + Administration

Statement of Management Responsibility

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

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

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

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

On behalf of Emily Carr University

Mark Douglas
Interim Vice-President, Finance + Administration

Emily Carr University
Statement of Financial Information
Schedule of Remuneration Expenses
April 1, 2024 to March 31, 2025

Name	Position	Total Remuneration	Expenses*
Board of Governors			
Anaa, Parnian	Board Member	\$ -	113.57
Avison, Don	Board Chair	-	
Bair, Rebecca	Board Member	-	
Crabtree, Brenda	Board Member	-	
Fowler, Gaye	Board Member	-	
Kelly, Patricia	President + Vice-Chancellor	-	
Kinsey, Steve	Board Member	-	
Macaulay, Mary	Board Member	-	
Matharoo, Eknoor	Board Member	-	
McIntyre, Lindsay	Board Member	-	
O'Melinn, Lorcan	Board Vice-Chair	-	170.77
Phandal Dhanda, Harvinder	Board Member	-	
Thomas, Carleen	Chancellor	-	
Tony, Natasha	Board Member	-	
Van, Sung	Board Member	-	
Employees			
Abbott, Amory		108,061.87	1,188.64
Abdelrazik, Nouran		76,918.97	21.58
Abdul Aziz, Mohamed Ridzwan		122,578.56	3,139.50
Achjadi, Sri		211,874.24	19,209.83
Agbi, Toluwani		87,701.32	404.11
Al-Sharbaty, Ahmad		80,748.81	628.95
Andersson, Patrik		113,705.55	970.33
Andreyev, Julie		113,705.47	1,500.00
Armen, Haig		113,705.55	730.51
Armstrong, Kate		85,298.33	-
Arslan, Ece		79,152.46	2,950.00
Assion, Taylor		98,656.40	53.47
Badke, Craig		113,705.63	562.95
Ballingall, Rodney		82,083.88	341.25
Barcham, Manuhuia		113,705.53	22,782.97
Beer, Ruth		108,728.40	2,169.74
Bertram, Kevin		95,010.44	2,584.99
Bertulis, Eugenia		113,705.55	-
Bishko, Leslie		113,705.47	-
Blachford, Leith		108,162.12	7.64
Blyt, Christian		113,705.47	-
Bourget, Sara-Jeanne		96,552.89	-
Bryan, Charise		106,855.05	695.11
Burns, Leah		88,920.49	-
Bussigel, Peter		113,705.53	2,242.01
Cameron, Zachary		76,383.27	7.30
Cartiere, Cameron		113,705.63	1,743.04

Emily Carr University
Statement of Financial Information
Schedule of Remuneration Expenses
April 1, 2024 to March 31, 2025

Name	Position	Total Renumeration	Expenses*
Ceresney, Benita		100,434.50	2,545.07
Chalmers, Trudy		76,053.28	17.82
Chan, King Chee		80,991.43	800.00
Che, Xinwei		84,362.84	-
Chen, Jian Guang		98,947.48	262.50
Chhay, Bopha		75,323.53	1,658.54
Chisholm, Catherine		95,818.87	980.00
Christiansen, Rod		83,264.83	523.02
Clark, Carina		92,513.63	858.34
Conbere, Nicholas		121,998.37	107.78
Crawford, Ghislaine		76,629.60	-
Cutler, Randy		132,368.64	1,564.36
Day Fraser, Helene		101,477.64	539.87
De Leon, Genevieve		76,915.85	767.42
Decoste, Sam		107,129.26	-
Demiralp, Cemre		91,100.23	8,397.66
Diab, Ana		112,055.51	1,455.50
Dorey, Suzanne		145,889.92	9,775.08
Douglas, Mark		188,571.27	2,138.35
Doyle, Keith		113,705.56	-
Drennan, Daniel		85,281.15	-
Eakins, Caitlin		80,695.72	857.75
Eng, Mercedes		99,735.70	1,500.00
Entezari, Ali		123,841.89	1,117.62
Ewart, Chris		93,888.76	743.13
Falk, Charlotte		78,377.89	475.81
Faridi, Nasrin		85,447.63	-
Feltham, Richard		83,872.13	341.25
Fiedrich, Kristina		130,240.50	325.64
Fitzgerald, Heather		125,921.85	5,456.57
Fossil, Thomas		79,923.85	1,064.09
Fowler, Gaye		78,683.78	18.00
Frid-Jimenez, Amber		146,821.29	4,524.37
Gadassik, Alla		113,705.47	2,658.83
Garbe, Jesse		76,195.29	2,535.59
Gauer, Nikolai		76,197.38	1,518.54
Gellman, Mimi		114,164.91	4,897.18
Ghioni, Carlito		113,705.47	2,000.00
Giesbrecht, Christine		94,828.82	-
Gilad, Lee		103,214.50	3,970.63
Gillieson, Katherine		113,705.47	7.28
Goldberg, Eleonore		98,427.92	2,000.00
Goldman, Alan		76,505.11	4,557.63
Grauer, Perrin		82,083.88	39.96
Green, Sarah		89,366.89	-

Emily Carr University
Statement of Financial Information
Schedule of Remuneration Expenses
April 1, 2024 to March 31, 2025

Name	Position	Total Remuneration	Expenses*
Guno, Marcia		176,844.59	7,744.87
Guvenc-Salgirli, Sanem		96,559.44	-
Haines, Vivian		102,100.75	812.72
Hall-Patch, Vanessa		80,903.69	-
Hannan, Jon		104,299.47	1,268.49
Hass, Alexandra		93,097.19	-
Hermant, Emily		113,705.47	931.41
Hertz, Garnet		138,111.60	-
Hethrington, Christopher		113,705.47	1,247.97
Hilder, Jamie		155,572.91	4,628.36
Himer, Natasha		141,845.18	3,774.34
Ho, Joey		77,658.58	88.00
Hollander, Laszlo		140,074.53	8,828.71
Howard Sandoval, Christine		113,705.46	1,474.79
Howe, Margaret		113,705.46	2,865.00
Hrabluik, Allison		108,935.36	-
Hug, Chelsea		146,776.90	1,656.55
Igloliorte, Jonathan		83,221.64	10,025.27
Iu, Wai Yung		100,609.08	706.95
Jaroszewicz, Adriana		113,705.46	1,438.51
Jeong, Leo		80,320.59	5,622.16
Johnsen, Mark		104,124.15	1,500.00
Johnson, Roxanne		89,182.64	143.11
Jones, Christopher		110,883.82	1,508.70
Kam, Debora		151,428.98	5,031.88
Kaur Grewal, Sandeep		189,748.11	18,644.69
Kelly, Patricia		293,585.79	48,110.51
Khan-Sequeira, Ashiya		112,527.27	1,436.00
Kheong, Amy		134,298.42	193.03
Killas, Harry		110,281.32	495.34
Killeen, Monica		104,070.68	637.82
Kim, Woonam		115,227.46	1,528.17
Koenig, Ingrid		113,289.99	1,341.45
Kovacs, Anita		76,329.24	21.04
Kozak, Laura		126,422.08	3,575.68
Kwan, Vanessa		119,320.49	7,748.24
Kwiatkowski, Micaela		75,690.81	3,916.93
Lam, Gwenessa		113,705.46	1,629.32
Langille, Justin		83,677.83	505.00
Langlois, Justin		188,697.04	9,300.82
Lazar, Edgar		108,092.47	1,445.58
Lee, Hyein		117,307.26	5,899.49
Lee, Kelsey		76,597.80	-
Li, Shiu Cheung		113,705.46	-
Liu, Johnny		126,457.54	1,159.59

Emily Carr University
Statement of Financial Information
Schedule of Remuneration Expenses
April 1, 2024 to March 31, 2025

Name	Position	Total Remuneration	Expenses*
Liu, Wensi		121,577.29	4,919.25
Mallett, Kyla		174,357.38	22,126.34
Martin, Maria		179,471.94	9,157.62
McIntosh, Elizabeth		112,383.66	-
McIntyre, Lindsay		113,705.46	3,453.31
McKinnon, Shannon		104,766.28	3,124.65
Men, Pei		79,425.19	425.25
Mendes, Carlos		75,847.43	1,317.12
Milner, Susan		116,513.28	38.06
Mitchell-Cranfield, Robin		94,233.69	44.80
Mohammadi, Banafsheh		96,617.99	955.73
Moini Shirazi, Rozita		84,583.62	2,000.00
Moller, Ruben		88,603.36	2,000.00
Moppett, Damian		97,373.84	-
Morewood, Kajola		101,604.50	16,146.39
Morgan, Marion		92,015.76	20,127.98
Najib, Ariba		90,894.57	469.00
Nannar, Rumnique		83,458.07	-
Nattall, James		119,108.68	2,990.20
Neat, Cameron		113,705.54	-
Nestler, Sunny		90,615.55	2,480.00
Newhouse, William		145,056.41	35.00
Newlon, Laura		80,592.18	9,500.00
Nkweta, Zaa		98,277.00	15,749.90
Novak, Justin		108,061.86	1,000.00
O, Debora		109,639.19	2,494.09
Osenton, Sara		128,129.74	665.47
Oussoren, Aaron		86,366.82	1,500.00
Peivandi, Parvin		76,149.00	-
Pepi, Lorelei		112,087.62	125.12
Phillips, Kasey		114,789.91	-
Piontek, Birthe		113,705.46	2,542.16
Plessner, Daphne		113,705.52	295.03
Porter, Taryn		85,889.61	1,996.07
Prowse, Ceile		83,531.63	750.98
Purkayastha, Saurav		82,117.45	-
Raber, Caylee		125,313.32	10,541.58
Rajani, Selina		83,034.01	5,691.18
Reeves, Bentley		113,705.46	1,035.73
Reyes Rodriguez, Gonzalo		108,339.20	1,460.00
Rhodes, Ian		77,364.72	-
Rooney, Leanne		124,948.47	3,818.66
Rose, Martin		113,705.46	444.29
Sager, Vjeko		86,790.02	1,500.00
Sawatsky, Rachelle		113,705.38	1,500.00

Emily Carr University
Statement of Financial Information
Schedule of Remuneration Expenses
April 1, 2024 to March 31, 2025

Name	Position	Total Renumeration	Expenses*
Shamash, Sarah		111,912.12	3,000.00
Shapland, Keith		82,621.36	-
Shi, Xiaomei		75,996.57	2,543.70
Shon, Sue		113,705.54	2,313.09
Sokha, Viktor		224,849.45	7,344.32
Spaidal, Trevor		115,706.69	-
St. Pierre, Louise		108,061.86	698.33
Stewart, Christine		113,705.46	1,500.00
Stuckart, Kayla		147,148.00	6,706.21
Sum, Jason		77,442.67	3,402.94
Sun, Prophecy		99,409.92	-
Szasz, Lorand		77,860.37	291.14
Tanaka, Marina		75,456.94	-
Tang, Brendan		113,705.46	483.97
Tees, Adrian		191,003.67	14,010.34
Ting, Tiffanie		188,151.21	3,380.62
Tolentino, John		87,785.99	-
Tsang, Henry		108,061.86	6,267.33
Tsuchida, Rafael		80,065.77	1,500.00
Turner, Jacqueline		159,276.49	8,154.08
Ulatan, Peter-Mark		79,230.84	-
Valenta II, Jerome		82,083.87	-
Vera Oviedo, Ada Nilda		99,270.03	351.52
Verkerk, Kathryn		155,944.06	13,427.60
Vicenti, Leo		98,435.53	1,078.35
Waller, Kristy		101,100.25	1,590.71
Wang, Brenda		76,257.25	-
Wang, Janet		113,705.46	2,027.62
Warren, Daina		159,529.85	31,520.00
Webb, Hillary		113,705.46	1,738.78
Weeks, Meghan		79,130.50	2,165.83
Wichuk, Stephen		103,755.81	369.93
Wiener, Leah		79,584.61	24.58
Wight, Christine		104,014.60	3,968.02
Wildberger, Daniel		113,705.52	-
Wong, Gabriel		96,754.66	574.25
Wong, Rita		113,705.54	980.00
Yazdani, Reyhaneh		90,285.13	1,544.66
Yin, Hua		76,708.04	262.50
York, Julie		113,705.46	1,500.00
Young, Heather		80,696.79	1,759.51
Zabolotney, Bonne		113,705.54	-
Zandvliet, Danielle		96,270.50	-
Zhang, Danni		97,739.49	1,085.70
Zuliani, Andrew		93,776.13	

Emily Carr University
Statement of Financial Information
Schedule of Remuneration Expenses
April 1, 2024 to March 31, 2025

Name	Position	Total Remuneration	Expenses*
Total Remuneration for Employee earning over \$75,000.00		\$ 22,301,836.14	\$ 587,808.18
Total Remuneration for Employee earning under \$75,000.00		\$ 14,594,433.77	
Reconciling Items: Employer Paid Taxes and Benefits			
Total Employer portion of: CPP		1,590,255.94	
Total Employer portion of: EI		584,842.38	
Employer Health Tax		726,366.35	
College Pension		2,463,372.51	
Municipal Pension		799,360.54	
IA Financial Group		188,747.38	
Workers' Compensation Board		58,544.78	
Manulife		1,480,435.59	
Total Employer Paid Benefits		\$ 7,891,925.47	
Total Remuneration and Expenses		\$ 44,788,195.38	\$ 587,808.18
Total per Financial Statements		\$ 45,603,823.00	
Variance		\$ (815,627.62)	

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

The Total Remuneration differs from the related figures in the financial statements at March 31, 2025 as the financial statements are compiled on an accrual basis in accordance with generally accepted accounting principles whereas the Statement of Financial Information shows cash payments.

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

Emily Carr University
Statement of Financial Information
Schedule of Debts
April 1, 2024 to March 31, 2025

Description	Amount Outstanding	Interest Rate	Maturity Date
Campus Redevelopment Project P3 Debt	\$ 51,035,301	4.59%	August 2047

Emily Carr University
Statement of Financial Information
Schedule of Guarantee or Indemnity Agreements
April 1, 2024 to March 31, 2025

UCIPP Ref #	Approval Date	Indemnatee	Activity
20188484	4-Apr-24	Province of BC	Charred Wood from BC Fires - a multidisciplinary project responding to climate change to generate insights about the implications of forest fires in BC and provide an opportunity to work with the residual burned wood remaining on the land.
202517381	11-Apr-24	Vancouver Community College (Administrator)	Collaboration Framework Common Licensing Agreement between any Member Institution and Vancouver Community College to participate in the use and sharing of the Curriculum Repository
202517380	11-Apr-24	Workers' Compensation Board	First Aid Training and Certification Agency Agreement with Workers' Compensation Board with regards to delivering WorkSafeBC Developed Courses
202517428	18-Apr-24	The Red Cross Training Society	the Training Partner Agreement with The Canadian Red Cross Society with regards to becoming a licensed training partner to deliver courses
202517456	25-Apr-24	SurveyMonkey Europe UC	Governing Services Agreement with SurveyMonkey Europe UC for the use of services and software provided by SurveyMonkey Europe UC
202517486	29-Apr-24	Telus Communications Inc.	Communications Services Agreement with Telus Communications Inc. for any services provided by Telus Communications Inc.
202517506	2-May-24	British Columbia Transit	Vendor Sales Agreement with British Columbia Transit with regards to selling BC Transit Fare Products
202517542	9-May-24	His Majesty the king of Right of Canada, as represented by the Minister of Employment and Social Development	with respect to funding under the Canada Summer Jobs program.
202517621	31-May-24	B.C.A.A. Holdings Ltd.	E-Bike License Agreement with B.C.A.A. Holdings Ltd. to participate as a Licensor in the E-Bike Share Program

Emily Carr University
Statement of Financial Information
Schedule of Guarantee or Indemnity Agreements
April 1, 2024 to March 31, 2025

202517619	31-May-24	His Majesty the King in Right of British Columbia, as represented by Elections BC	Voting Place License Agreement with His Majesty the King in Right of British Columbia, as represented by Elections BC regards to leasing premises for use as a district electoral office during voting events
202517931	19-Jul-24	His Majesty the King in Right of Canada, represented by the Minister of Post-Secondary Education and Future Skills	Shared Cost Arrangement Agreement between between His Majesty the King in Right of Canada, represented by the Minister of Post-Secondary Education and Future Skills and UCIPP covered entities with regards to funding provided for Education and Training Programs as set out in Schedule A under the StrongerBC future skills grant program
202517914	19-Jul-24	His Majesty the King in Right of Canada, as represented by the Minister of Foreign Affairs, acting through the Department of Foreign Affairs, Trade and Development (DFATD)	Contribution Agreement between UCIPP client as Recipient and and His Majesty the King in Right of Canada, as represented by the Minister of Foreign Affairs, acting through the Department of Foreign Affairs, Trade and Development (DFATD) with regards to Academic Relations Program Short-Term Exchange Programs (SEP)
202517994	31-Jul-24	The Board of Governors of Bow Valley College	Collaboration Agreement with The Board of Governors of Bow Valley College to deliver and facilitate the Office of Skills for Success -- Skills for Success: Validation Study Projects
202518192	6-Sep-24	Pixel Designs Inc.	Master Services Agreement between Emily Carr University of Art + Design (ECUAD) and Pixel Designs Inc. with regards to ECUAD web design
202518245	18-Sep-24	Eigen Development Ltd.	General Customer Agreement with Eigen Development Ltd. for use of the software and services provided by Eigen Development Ltd
202517884	19-Sep-24	National Research Council of Canada (NRC)	Contribution Agreement to Organizations between any UCIPP covered entity (Organizations) and National Research Council Canada for contributions provided for Industrial Research Assistance Program

Emily Carr University
Statement of Financial Information
Schedule of Guarantee or Indemnity Agreements
April 1, 2024 to March 31, 2025

202518351	9-Oct-24	LinkedIn Corporation	LinkedIn Subscription Agreement with LinkedIn Corporation for the use of the software and services provided by LinkedIn Corporation
202518386	23-Oct-24	Matra Construction Inc.	CCDC 5B 2010 Construction Management Contract - for Services and Construction between the Emily Carr University of Art and Design and Mantra Construction Inc. for Tenant Improvement renovations of various leased spaces at 577 Great Northern Way, Vancouver.
202518386	23-Oct-24	Great Northern Way Campus Ltd.	Lease Summary Agreement between Emily Carr University of Art + Design and Great Northern Way Campus Ltd. for the Lease of Centre for Digital Media
202518435	5-Nov-24	Alicia Elliott	Master Service Agreement to provide reading/writing workshop at ECU on January 22-23, 2025
202518497	20-Nov-24	Vancouver Coastal Health Authority	Research Affiliation Agreement between Emily Carr University of Art and Design (ECUAD) and Vancouver Coastal Health Authority (VCH) c/o Vancouver Coastal Health Research Institute (VCHRI) with regards to VCHRI creating a Affiliated Investigator position for ECUAD faculty member to enable them to conducting research at VCH sites per Schedule A.
202518605	12-Dec-24	United Way of BC	Letter of Agreement with United Way British Columbia with regards to the funding for Youth Futures Education Fund Program
202518826	29-Jan-25	Tokio Marine Canada Ltd.	Customs Broker Consent and Indemnity Agreement between Emily Carr University of Art and Design (ECUAD) and Tokio Marine Canada Ltd. (Surety) with regards to ECUAD providing permission to Davidson & Sons Custom Brokers Ltd. for issuance of a current or future financial security instrument, guarantee or bond from Surety in order to comply with Canada Border Services Agency "Release Prior to Payment" program

Emily Carr University
Statement of Financial Information
Schedule of Guarantee or Indemnity Agreements
April 1, 2024 to March 31, 2025

202519140	26-Mar-25	Canarie Inc.	Organization Cybersecurity Collaboration Agreement (15 March, 2025) entered into between the University College & Institute Protection Program (UCIPP) Covered Entities and Canarie Inc. with regards to UCIPP collaborating in the strategic objective of encouraging engagement, participation, and collaboration in national cybersecurity projects and initiatives per "The Project" as outlined in agreement
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Emily Carr University
Statement of Financial Information
Schedule of Payments to Suppliers
April 1, 2024 to March 31, 2025

Vendor	Expenditure
AAP Partnership	8,448,086.34
Advanced Parking Systems Ltd	438,218.22
AICAD	36,055.48
Altis Recruitment & Technology Inc	126,040.70
Amazon	47,226.76
Annex Pro	28,124.39
Audrey Siegl	25,400.00
AVI-SPL Canada Ltd	87,091.79
BC Hydro & Power Authority	256,523.52
BCNET	577,598.54
Beau Photo Supplies Inc	44,887.37
Boyden Vancouver	34,404.71
Canon Canada's Business System Solutions (29,114.44
CCA Financial Company	682,233.79
City of Vancouver	317,441.22
Compugen Inc	1,051,987.96
Dehoney, Jennifer	29,646.50
Canada Revenue Agency	2,175,098.32
College Pension Plan	2,463,372.51
IA Financial Group	188,747.38
Manulife Financial	1,480,435.59
Minister of Finance and Corporate Relation	726,366.35
Municipal Pension Plan	799,360.54
WorkSafeBC	58,544.78
Denim & Steel Interactive Inc	85,225.38
Discovery Group Advisory Services Inc	186,874.80
Ebsco Canada Ltd	38,835.89
Facebook	33,745.48
Frances Soon	44,310.00
Grand & Toy	404,455.69
Great Northern Way Campus Ltd	475,984.55
Greenbarn Potters Supply Ltd	45,133.13
Harris & Company Llp	81,623.17
IM4 Lab Society	27,930.49
Johnson Controls	31,152.38
Knudsen Taylor Ltd	50,919.75
KPMG LLP	66,848.25
L42 Solutions	143,297.86
LinkedIn	28,989.83
Lorne Lapham Sales & Rentals Inc	50,031.56
Magni Cybersecurity Consulting	75,446.45
Marcia Belluce	39,715.00
Maren Schenk	25,935.00
Matra Construction Inc	1,156,702.36
Messenger	62,150.00
Mobia Technology Innovations	111,415.58
Nitish Vasudevan	121,936.50
OA Solutions	109,170.98
OCAD University	57,500.00
Opus Art Supplies	26,055.38
Overholt Law LLP	38,877.76
Pinton Forrest & Madden Group Inc	60,744.58

Emily Carr University
Statement of Financial Information
Schedule of Payments to Suppliers
April 1, 2024 to March 31, 2025

Vendor	Expenditure
Pixel Designs Inc	75,951.75
PrivacyWorks Consulting Inc	108,753.83
Proquest LLC	27,925.40
Protect International Risk & Safety Servic	43,312.55
Ricoh Canada Inc	124,334.86
Robert Half	107,438.84
Rogers Wireless Inc	35,228.66
SFU - BC Electronic Library Network	106,103.90
Signature Recruiting	44,966.25
Singleton Urquhart Reynolds Vogel LLP	44,254.97
SITU Design	29,344.36
Technolutions Inc	41,095.90
The Foundry Visionmongers	26,346.96
Toon Boom Animation Inc	33,549.60
Turning Point Resolutions Inc	34,720.20
Uline Canada Corp	37,581.08
X10 Technologies	28,124.25
Zoom Video Communications Inc	58,627.11
Total Payments to suppliers receiving \$25,000 or more:	\$ 24,840,675.47
Total Payments to suppliers receiving under \$25,000:	\$ 3,568,931.66
Total Grants/Contributions:	\$ 1,253,239.00
Total Payments to Suppliers	29,662,846.13

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

The Total Payments to Suppliers differs from the related figures in the financial statements at March 31, 2025 for the following reasons:

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

**Emily Carr University
Statement of Financial Information
Schedule of Severance Agreements
April 1, 2024 to March 31, 2025**

In the 2024-2025 fiscal year, Emily Carr University entered into four (4) severance agreements with non-unionized employees. The agreements represent from 4 to 14 months of compensation, based on salary.

Briefing Note

TO:	Board of Governors
FROM:	Mark Douglas, Interim Vice-President, Finance + Administration
DATE:	September 19, 2025
SUBJECT:	Q1 Forecast
PURPOSE:	<input checked="" type="checkbox"/> For Action <input type="checkbox"/> For Discussion <input type="checkbox"/> For Information
RESPONSIBLE PORTFOLIO:	Vice President, Finance + Administration

PROPOSED RESOLUTION:

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

EXECUTIVE SUMMARY/OVERVIEW

The forecast is provided to keep the Audit + Finance Committee (AFC) informed of the financial projections for the current year. With the approval of the AFC Chair, Emily Carr University of Art + Design's (ECU or University) Q1 forecast was submitted to the Ministry by their deadline of July 7, 2025.

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

KEY POINTS/CONSIDERATIONS

- The Q1 submission includes adjustments to the 2025/26 Board approved budget for expected shortfalls in international registration. ECU reported its intent to identify savings as the year progresses to offset the lost revenue (e.g. reduction in course sections, salary deferrals, etc.) to realize the approved deficit of \$(1,130,179).
- The forecast for the next three years, 2026/27 to 2028/29, includes assumptions for domestic and international student registration levels, tuition fees and operating costs.
- The forecast does not assume the receipt of one-time funding in any year.
- The appropriateness of these projections will be reviewed and adjusted as needed throughout the year and included in ECU's future quarterly submissions to the Ministry.

NEXT STEPS

With the review and approval of the AFC Chair, the Q2 forecast will be submitted to the Ministry by their deadline of October 1, 2025, and will be brought to the AFC for recommendation to the Board for ratification at the November 2025 meeting.

ATTACHED SUPPORTING MATERIALS

1. Q1 Forecast Figures

OFFICE OF THE VICE-PRESIDENT, FINANCE AND ADMINISTRATION

Q1 Forecast, submitted July 4, 2025

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

Figure 1: ECU Q1 Forecast, submitted to Ministry

Briefing Note

TO:	Board of Governors
FROM:	Natasha Himer, University Secretary
DATE:	September 19, 2025
SUBJECT:	2024/2025 Institutional Accountability Plan + Report
PURPOSE:	<input checked="" type="checkbox"/> For Action <input type="checkbox"/> For Discussion <input type="checkbox"/> For Information

PROPOSED RESOLUTION:

IT IS HEREBY RESOLVED THAT the Board, on the recommendation of the Executive + HR Committee, approves the 2024/2025 Institutional Accountability Plan + Report as presented.

EXECUTIVE SUMMARY/OVERVIEW

The Institutional Accountability Plan and Report (IAPR) is an annual report prepared in accordance with guidelines set out by the Ministry of Post-Secondary Education and Future Skills. It is a key component of the accountability framework for public post-secondary institutions in the province.¹ The report and plan describe the university's goals, objectives, performance measures, targets and results, along with contextual information to describe key achievements.

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

¹ In addition to the IAPR, there are other areas of accountability such as financial reporting, enrolment reporting as defined by the Ministry and/or legislation.

Key Highlights of ECU's 2024/2025 IAPR and Ministry Feedback:

- As the 2024/25 Institutional Mandate Letter was released in June, reporting was in reference to the 2023/24 Institutional Mandate priorities and the Ministry's strategic initiatives, in keeping with the Accountability Framework and reporting timelines.
- In this year's report, sections were added on external context/BC labour market/economic and demographic trends impacting enrolment. There is also a new section that speaks to aligning ECU's programs with BC's economic plan and strengthening relationships with the creative sector/industry.
- This year's report was redesigned so that the layout aligns with ECU's refreshed brand identity and to showcase our unique studio-based, practice-led education through photography and visual storytelling.
- As with last year's report, due to an issue with mapping ECU data to the Central Data Warehouse, it will appear that ECU did not meet the target for Bachelor Credentials Awarded, however the target was in fact substantially achieved. A note was included similar to last year.

NEXT STEPS

On the recommendation of the Executive + Human Resources Committee, the Administration is seeking Board approval of the final 2024/2025 IAPR to be submitted to the Ministry for the fall deadline.

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

ATTACHED SUPPORTING MATERIALS

1. 2024/2025 Institutional Accountability Plan + Report

ECU Board Agenda
Open Session
September 25, 2025

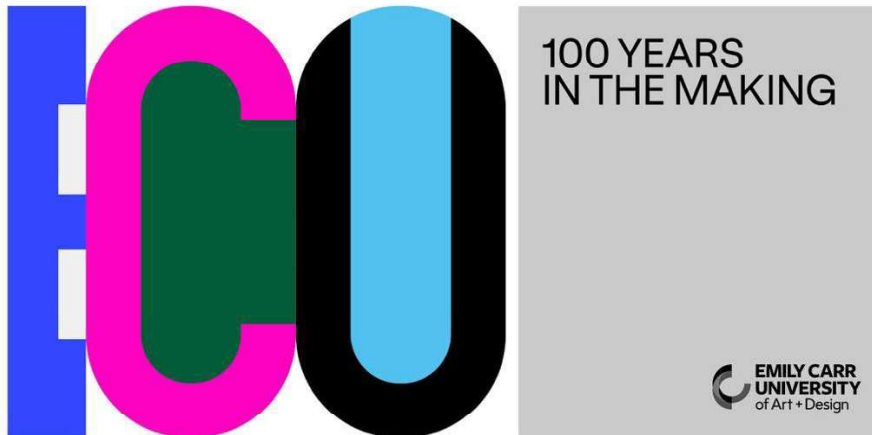
Item 3.6 Institutional Accountability Plan and Report,
Pages 38-141 to be sent under separate cover



Report to the Board of Governors

President + Vice-Chancellor
September 2025

ECU – 100 Years in the Making



At ECU, the next 100 years begin now. We are thrilled to be celebrating our centennial with a year of programming showcasing ECU's 100-year history and legacy, while sharing our vision for a better world through art and design. Events and programming are geared to both internal and external communities, including alumni, donors, and industry and community partners, and will demonstrate ECU's extensive, year-round curricular and research activity and our impact and accountability as a global leader in art and design education.

The centennial launches October 1st with the *100 Stories for 100 Years Campaign*, storytelling through a mix of written, video, podcast and editorial formats, that celebrates ECU's voices, captures stories of legacy and growth, and showcases the university's history and impact. An Open House (on October 10th) will welcome all community members to experience hands-on learning in action, and discover how creativity is driving innovation across culture, industry, and society. Tours, talks, alumni events and exhibitions, and opportunities to learn more about ECU will be staged throughout the year, with more information listed on our 100 years [webpage](#).

Libby Leshgold + ECU

On view at the [Libby Leshgold Gallery](#) in support of ECU 100th anniversary, *En Route: mobile forms of art and education* highlights historical and contemporary source materials, media and artworks from 1979–1985, and explores the importance of artist-led classrooms and informal learning environments and the impacts and legacies they have had across communities. For example, the travelling Printmobile brought art education to communities across British Columbia. In operation for seven years, this program was a traveling service aimed at expanding creative learning beyond the traditional classroom. Other projects presented include distance-learning telecourses and a touring BC Young Artists Biennial.



Printmobile, ECCAD Outreach program, 1979.

Also on view is the work of ECU faculty, alumni, and community members whose practice embodies themes of expanded learning beyond the classroom, including Ian Wallace's Visiting Artist Program (1979–89), Laiwan's establishment of Or Gallery (1983), Patrick Cruz's inaugural Kamias Triennial (2014), the establishment of Avenue (East Hastings Street) and Duplex at (Fraser Street), and Moniker Press (2014–present). *En Route* celebrates expansive learning models, and the ways that artists and the ECU community have long explored radical forms of dissemination and public engagement.

New Website Launching this Fall

In a project led by the Communications + Marketing (C+M) team, in collaboration with ITS and Strategic Initiatives, ECU will be launching a new website in late fall 2025. The site will serve as a primary marketing and recruitment tool, supplemented by storytelling that highlights student work, program highlights, research, and faculty and alumni impact. The addition of a shopping cart functionality will streamline registration and payment options for students. Our goal is that it also makes the process easier and more intuitive, supporting accessibility. Industry best practices, such as mobile-first design, accessibility, and integrated analytics, are central to the planning. The site will be aligned with ECU's brand expression and enriched with photography that helps prospective students see themselves as part of our community. The new website will be a core tool for more communications outreach, to ensure all members of our community, near and far, are aware of what is happening at the university and inspired by transformative practice-based, art + design education.

Teen Program Exhibition + Tipi Workshop

While the new academic year has started, the summer was also a robust and exciting time to be at ECU. A few projects to note:

- At the end of July, over 200 brilliant young artists and designers from the Junior Arts Institute and Summer Institute for Teens presented an eclectic range of mediums, from expressive paintings to captivating animations, innovative designs and thought-provoking installations. The Summer Teens Exhibition was an amazing opportunity to celebrate the next generation of talent working in over 15 studio disciplines.
- “Tipi Joe” Lanceley, member of Mistawasis First Nation and founder of [Tipi Joe Creations](#), led a week-long project with students at the Aboriginal Gathering Place (AGP) to learn a millennia-old Indigenous material practice of building a traditional tipi. Each group member participated in every step, including travelling to Denman Island to harvest and process trees for poles, sewing and painting the canvas covering, and raising the final structure.
- *Fracture, Fold, Fray*, the thesis exhibition of the 2025 cohort of the Low Residency MFA program, presented work addressing hybrid identities including Metis and Jamaican Maroon culture, migration, ecological stories, political fracture, displacement, domestic gestures and personal identity through beading, embroidery, textiles, drawing, painting, sculpture, performance, photography, and video. This exhibition was the culmination of two years of intensive artistic research and making.



Report to the Board of Governors

VP, Academic + Provost
June 2025

Academic Leadership Updates

- Associate Professor Amory Abbott has been appointed as the Interim Dean for the Audain Faculty of Art. Professor Abbott has taught Illustration at ECUAD since 2017, and has served as the Assistant Dean, Illustration since 2022.
- The searches for the positions of Dean, Audain Faculty of Art and Dean, Faculty of Culture and Community, are now in process. The positions will be posted by mid-September, and the committees will convene in October. The goal is to have these positions filled and stabilized by July 1, 2026.

Partnerships

- **Contemporary Art Gallery (CAG):** Continuing Studies together with Libby Leshgold Gallery is partnering with CAG to launch a new micro-credential program, *Building a Sustainable Art Practice*, forthcoming in January 2026. In this program, students gain competencies in building professional networks and community awareness, financial and funding literacy, and strategic entrepreneurship. This initiative supports professional practice development while expanding ECU's reach into community networks.
- **Studio 101:** Continuing Studies is partnering with Studio 101 as part of community efforts to provide access and opportunities for teens to experience learning at ECU. As part of this initiative, 84 teens will participate in on-campus workshops with CS instructors in December 2025, and participants can continue to register in a wide variety of other teen programs.
- **Prison Art Partnership,** Mercedes Eng, Banafsheh Mohammadi in collaboration with UBC researcher Kelsey Timler: Art. Reciprocity. Transformation. Justice. research group that offers creative writing and art programming to incarcerated and formerly incarcerated people. The goal of A.R.T. & Justice is to "build community, reduce stigma, and support healing." In the Spring 2025 term Mercedes worked with one of the collective members, Kelsey Timler, to design and implement a collaborative creative writing project involving students and incarcerated people.
- **Latin American Film Festival (LAFF):** The Gillespie Faculty of Design and Dynamic Media is partnering with LAFF to screen the premier of an animation by Cuban artist Yaimel Lopez, with an original soundtrack by Alexandre Klinke. The film is based on Eduardo Galeano's *The Open Veins of Latin America*. The event also features a panel discussion with Miret Rodriguez (art historian and moderator) and Alessandra Santos (UBC professor, Latin American and Film studies).
- **ECU X Mount Pleasant:** The Libby Leshgold Gallery is initiating a series of partnerships with Mt Pleasant venues such as Western Front and The Birdhouse that will showcase performance-based work by students and alumni.

Undergraduate Studies

- **Orientation activities**

348 students attended **Foundation Orientation** in person this year. In addition to general information about the campus, incoming students received workshops in ECU 101, Critiques, and Misinformation and Disinformation, as well as a discussion panel by Writing Centre Peer Tutors. A number of activities such as an information fair, campus tours, and engagement activities were also programmed, to ensure that students are connected to each other and to campus supports as they begin their educational journey here. This expansion of Orientation activities from previous years is part of the work of Strategic Enrolment Management and centering student experience as core to best practices in ensuring student retention and preparing students for success. In addition, Student Services hosted a **welcome event for new international students**, that in addition to introducing ECUAD support structures, provided information on Canadian cultural frameworks, health insurance, communication skills, safety, and academic expectations. 70 students attended this event.

- **Coast Salish Weaving**

We are honoured to be able to host a 3-credit special topics course on Coast Salish Weaving this term, team-taught by Honorary Doctorate recipient Chief Janice George and Buddy Joseph.

Graduate Studies

- **Admissions**

The Faculty of Graduate Studies welcomed 72 new students this academic year, with 41 pursuing MFA degrees and 31 pursuing MDes degrees. New this year is a waitlist system to help with managing volatility in the international student market.

- **Studios**

All graduate students successfully moved into new Centre for Digital Media (CDM) studios in late May 2025. Master of Fine Arts (MFA) Low-Residency program completed its first CDM-based residency in July 2025, with the thesis defences + exhibitions well received.

- **Program Development**

The first cohort of the MFA Low- Residency Critical Ecological Practices stream have begun their program, with their first in-person residency in the CDM studios scheduled for June 2026.

Research Highlights

- **National Sciences and Engineering Research Council (NSERC) Mobilize Grant:** 5 new projects awarded, bringing the total to 12. Faculty information session scheduled for September.
- **Keith Doyle – Material Matters:** Texture Lab – Material + Visual Poetics of LDM Technologies in Architectural Product (\$21,000).
- **Daniel Wildberger (co-applicant: Cemre Demiralp) – Birdseed:** Animating Bird Behaviours to Enhance Immersion in Nature-Based XR Games (\$25,000).

- **Daphne Plessner – Near Dwellers as Indwellers:** Exploring New Approaches to Co-habiting with Wildlife in Urban Spaces (\$15,391).
- **Peter Bussigel – CDMLA Research-Creation:** Reanimating the Archive (\$10,000).
- **Laura Kozak – Water Equity and Reconciliation Lab:** Integrating a One Water Approach in the City of Vancouver’s Water Management Work (\$21,686).

Social Sciences and Humanities Research Council (SSHRC) Insight Development Grants:

- **Nick Conbere – Drawing Ecologies:** Toward an Ethics of Care for the Urban Tree Canopy (\$74,973; co-applicants Cameron Cartiere + Mimi Gellman).
- **Sunny Nestler – Saltwater City:** Shaping Diasporic Spaces Through Immersive Media + XR (\$74,897; co-applicant Janet Wang).
- **Helene Day Fraser** – co-applicant on University of Toronto-led grant (\$74,930).

SSHRC Insight Grant: Laura Kozak, co-investigator on University of British Columbia-led project When Strong Currents Meet (\$393,150 over 4 years).

SSHRC Partnership Grants:

- **Mark Igloliorte**, added as co-investigator on University of Winnipeg-led grant The Space Between Us (\$2.5M, 2021–2028). \$50,000 grant funds transferred to ECU to support artists’ residency, workshops, student support, and travel.
- **Éléonore Goldberg**, added as co-investigator on University of Victoria-led grant Visual Storytelling and Graphic Art in Genocide and Human Rights Education (\$2.5M, 2022–2029). \$5,000 grant funds transferred to ECU to support Research Assistants.
- **Mitacs:** Business strategy internship with Pax Travel Ltd. extended for another \$10,000 (July 8–December 8, 2025; supervisor: Alan Goldman).

Shumka Centre for Creative Entrepreneurship

- ECU is the only art + design university among 52 national participants in the **Lab2Market** program, which supports training for innovation and emergent entrepreneurship.
- Fall 2025 **Design for Startups** is supporting 9 students who have been matched with companies in information and communication technologies (ICT), aviation, agricultural technology, food technology, artificial intelligence, e-commerce, clean technology, and digital health.