

AGENDA

BOARD OF GOVERNORS — OPEN SESSION

Thursday, February 8, 2024 — 1:00 p.m. – 2:00 p.m.

Location of Meeting: ECU Boardroom (D2315)

Zoom Webinar Link:

<https://emilycarru.zoom.us/j/65678663328?pwd=L1RqUGFVbSs5WWdHamlyU1lMTxMxUT09>

Webinar ID: 656 7866 3328

Passcode: 075390

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

I. ADMINISTRATIVE BUSINESS

1. Call to Order Don Avison, Board Chair

2. APPROVAL: Adoption of the Agenda Chair

MOTION: That the agenda for the Board Open Session of February 8, 2024 be approved as presented.

3. APPROVAL: Past Meeting Minutes Chair

- ***Attachment:*** *Draft Minutes of the Board Open Session of December 7, 2023 (pp. 2-6)*

MOTION: That the Minutes of the Board Open Session of December 7, 2023 be approved as presented.

4. PRESENTATION: Emily Carr Students' Union Presentation ECSU Representatives

II. BUSINESS

1. Chair's Remarks Chair

2. Interim President's Remarks Trish Kelly

3. APPROVAL: Graduate Student Extension Fee

Viktor Sokha,
VP Finance +
Administration/
Diyan Achjadi,
VP Academic +
Provost

- **Attachments:**
- *Briefing Notes: Graduate Program Extension Fee (pp. 7-8)*
- *Policy 4.11 Faculty of Graduate Studies: Extension to Time Allowed for Program Completion (pp. 9)*

MOTION: That the Audit + Finance Committee recommend Board approval of the revised graduate extension fee, which will be set at \$500 per term effective immediately.

4. APPROVAL: 2024/2025 Proposed Tuition Increase

Lorcan O'Melinn,
Chair of AFC/
V. Sokha/
D. Achjadi

- **Attachments:**
- *Memo Proposed Tuition Increase – 2024/25 Budget (pp. 10-17)*

MOTION: That the Audit + Finance Committee recommends Board approval of tuition fee increases for 2024/2025 as follows:

Domestic Undergraduate: 2% increase

Domestic Graduate: 2% increase

International undergraduate:

- **No increase for students first registered 2022/23 and earlier**
- **4% increase for students first registered 2023/24 and 2024/25**

International graduate:

- **5% increase for incoming international students**
- **No increase for returning international students**

Learning Access Fee: 2% for all students

III. REPORTS

- | | |
|---|------------|
| 1. Interim President + Vice-Chancellor Report (pp. 18) | T. Kelly |
| 2. Vice-President, Finance + Administration Report (pp. 19-20) | V. Sokha |
| 3. Interim Vice President, Academic + Provost Report (pp. 21-22) | D. Achjadi |

IV. NEXT MEETING: Thursday, March 28, 2024

V. ADJOURNMENT



MINUTES

BOARD OF GOVERNORS — REGULAR SESSION

Thursday, December 7, 2023 — 1:00-2:00 p.m.
ECU Boardroom (D2315) and via Zoom webinar

ATTENDANCE:

Board Members:

Don Avison (Board Chair)	Lindsay McIntyre
Trish Kelly (Interim President + Vice Chancellor)	Keith Reynolds
Carleen Thomas (Chancellor)	Sung Van
Lorcan O'Melinn (Vice-Chair)	Parnian Anaa
Mary Macaulay	Gaye Fowler
Natasha Tony	

<u>Regrets:</u>	Brenda Crabtree, Alex Phillips, Ishika Tripathi, Esther Rausenberg
<u>Resources</u>	Viktor Sokha (Vice-President, Finance + Administration), Adrian Tees (Associate Vice-President, HR), Mark Douglas (Executive Director, Financial Services), Natasha Himer
<u>and/or</u>	
<u>Guests:</u>	(University Secretary), Nicole Shin (Associate University Secretary, Recording Secretary)

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

I. ADMINISTRATIVE BUSINESS

1. Call to Order — Don Avison, Chair of the Board, called the meeting to order at 1:03 p.m.

2. Adoption of the Agenda

MOTION: That the Agenda for the Board Open Session of December 7, 2023 be approved as presented.

Moved / Seconded

Carried.

3. Approval of Past Meeting Minutes – AGM + Open Session

MOTION: That the Minutes of the Board AGM of September 28, 2023 be approved as presented.

Moved / Seconded

Carried.

MOTION: That the Minutes of the Board Open Session of September 28, 2023 be approved as presented.

Moved / Seconded

Carried.

II. BUSINESS

1. Chair's Remarks

The Board welcomed two new Board members, as of December 1, 2023 to July 31, 2025:

- **Natasha Tony**, OIC Member, who is joining the meeting via zoom; and
- **Brenda Crabtree**, OIC Member, who was unable to join the meeting.

Natasha Tony took the Oath of Office.

On behalf of the Board, the Chair congratulated Faculty Board member Lindsay McIntyre on winning two awards for her film the South Wind:

- The Live Action Short Award at the 2023 imagineNATIVE Film + Media Arts Festival that is imagineNATIVE's Oscar-qualifying category, meaning the film is put forward to the Academy of Motion Pictures and Film Arts and Sciences to be considered for an Oscar; and
- The EDA Award for Best Female Directed Short at the 2023 Whistler Film Festival.

2. Interim President's Remarks

Trish Kelly addressed the ongoing global crisis that has impacted the ECU community. She noted that the University has condemned violence, and communicated that the University is offering resourcing and support for community members, prioritizing safety and security and taking steps to continue to provide a safe, welcoming, and inclusive environment.

3. Financial Review as of October 31, 2023

The Board was presented with a review the University's financial and cashflow position for the seven months ended October 31, 2023. As of the end of October, the University is tracking close to budget; variances in revenue and expenditures offset one another resulting in a positive balance.

Of note:

- Tuition revenue through the summer and fall terms is lower than projected. The University did not reach the targets for the 2023 Fall foundation level intake. The University is increasing the Spring student intake target.
- ECU continues to experience higher than budgeted investment income related to short-term deposits in the Central Deposit Program.
- Delays in hiring this year have resulted in lower-than-expected salary costs; however, these savings are offset by non-salary costs being greater than expected.

In response to a question, it was noted that reasons that may have contributed to the enrolment short fall for the summer and fall term was due to the cost of housing and a change to the direct entry model.

Carleen Thomas joined the meeting at 1:26 p.m.

4. 2024/2025 Preliminary Budget

The Board was presented with the 2024/25 preliminary budget and the budget shows a deficit of \$3.6M. This reflects a roll forward budget for non-salary, non-discretionary costs. It was also noted that the preliminary budget does not include Ministry one-time funding, as the University cannot confirm additional funding at this time. This results in a \$2M difference in our preliminary budget compared to 2023/24. An update is expected to be provided sometime before the budget is finalized in March 2024.

Management reported that budget consultation, including townhalls for the community and with Senate, is ongoing and will continue over the next four months. A session specifically for students is being planned for early in the new year.

Two areas noted regarding the statement of changes to budget were:

1. A significant increase to revenue in funding related to the Shared Recovery Mandate. ECU will receive \$3.77M in funding; however, this directly offsets increases to salaries for all employees, in accordance with recently ratified Collective Agreements; and
2. Other increase to salary expenses related to the sectoral alignment of faculty course loads. Studio faculty will now teach 8 courses per academic year, down from 10. This is an investment in the teaching and learning environment. The cost is approximately \$1.5M.

In response to a question, the Executive Director of Financial Services, Mark Douglas clarified that the 2023/2024 deficit was \$6.5M before accounting for the tuition increase at the end of the year. ECU did receive an additional \$2M one-time funding from the Ministry and for this current fiscal year even with the one-time funding ECU budgeted a \$1M deficit.

III. REPORTS

1. Interim President + Vice-Chancellor's Report

T. Kelly provided the following highlights:

- Congratulated the ECU community on the success of the 50th anniversary of the annual student art sale that took place from November 23-25. Approximately 200 emerging artists and designers participated in the event and total sales exceeded \$100,000, with at least 500 individual customers.
- The Aboriginal Gathering Place is hosting a Winter Market where ECU's Indigenous students can showcase and sell their artwork on December 1-2.

In response to a question regarding ECU's Wellness Kitchen, T. Kelly reminded the Board that in 2020 ECU received a \$50,000 government grant over a 3-year period to support the Wellness Kitchen. The funding term concluded in 2023 but ECU continued to provide funding to the Wellness Kitchen within the operational budget. It was also noted that Student Services and certain bursaries are available for students in emergency situations, and that the AGP also works with Indigenous Students to provide necessary support as well.

2. Interim Vice-President, Academic + Provost's Report

Diyan Achjadi was unable to join the meeting, T. Kelly welcomed any questions. The Board had no further questions regarding the Provost's Report.

3. Vice-President, Finance + Administration's Report

The Board had no further questions regarding the VP, Finance + Administration Report.

IV. OTHER BUSINESS – No other business.

V. NEXT MEETING: Next Regular Open Session of the Board is on Thursday, February 8, 2024.

VI. ADJOURNMENT: The meeting adjourned at 2:00 p.m.



BOARD OF GOVERNORS

Information Briefing Note

TO:	ECU Board of Governors
FROM:	Viktor Sokha, Vice President Finance + Administration Diyan Achjadi, Vice President Academic + Provost
DATE:	February 1, 2024
SUBJECT:	Graduate Program Extension Fee
PURPOSE:	<input checked="" type="checkbox"/> For Action <input checked="" type="checkbox"/> For Discussion <input checked="" type="checkbox"/> For Information
RESPONSIBLE PORTFOLIO:	Vice President Finance + Administration

MOTION

That the Audit + Finance Committee recommend Board approval of the revised graduate extension fee, which will be set at \$500 per term effective immediately.

EXECUTIVE SUMMARY/OVERVIEW

In May 2023, an update to *Policy 4.11 Faculty of Graduate Studies: Extension to Time Allowed for Program Completion* was approved. The policy establishes guidelines for students who require longer than the 2-year program to complete their degree. The policy identifies a fee for approved extensions, but does not define the amount. The Faculty of Graduate Studies is proposing a revised fee of **\$500 per term** (i.e., a four-month extension). Previously students were charged \$400 per month.

Section 27.2(m) of the University Act gives the Board of Governors authority to set the fees charged by ECU. The university is requesting Board approval to implement the revised fee for the next round of approved extensions.

KEY POINTS/CONSIDERATIONS

Student consultation on the revised policy took place in Spring 2023, using an anonymous survey, virtual group session and in-person group session. Students pointed to the fee as the main factor they'd consider if requesting an extension. Given the additional resources provided to students during the extended period (access and supervision), management considers \$500 per term (i.e., a four-month extension) as reasonable.

Management has consulted with the Ministry, as is required under the Provincial Tuition Limit Policy. The Ministry has no concerns with the implementation of this fee.

NEXT STEPS

The University is requesting Board approval to implement the revised fee of \$500 per term for the next round of approved extensions, which will occur in Spring.

ATTACHED SUPPORTING MATERIALS

1. Policy 4.11 Faculty of Graduate Studies: Extension to Time Allowed for Program Completion



Policy Number	4.11
Approval Body	Senate
Policy Officer	VP Academic + Provost
Approval Date	May 2023

4.11 FACULTY OF GRADUATE STUDIES: EXTENSION TO TIME ALLOWED FOR PROGRAM COMPLETION

ENABLING LEGISLATION + LINKED POLICIES

University Act

Powers of the Board:

Section 27 (2) Without limiting subsection (1) or the general powers conferred on the board by this Act, the board has the following powers:

(r) with the approval of the senate, to determine the number of students that may in the opinion of the board, having regard to the resources available, be accommodated in the university or in any faculty of it, and to make rules considered advisable for limiting the admission or accommodation of students to the number so determined

OBJECTIVE

The objective of this policy is to establish parameters for extension to time allowed for program completion for graduate students in the Faculty of Graduate Studies at Emily Carr University of Art + Design (University).

SCOPE

This policy applies to students in the Faculty of Graduate Studies.

POLICY

1. There is a four-year time limit (including extension but excluding any approved leave) for the completion of a master's degree. Extensions are granted in one semester increments. While more than one extension can be granted, extensions will not be granted beyond two years.
2. Students must work with their supervisor to prepare a written request (form) outlining their need for the Extension and suggested timeline to complete their remaining work, including the postponement of the Thesis Defence and associated presentations and documents, signed by their thesis Supervisor (if applicable) to the Dean of the Faculty of Graduate Studies or their designate. Requests for an Extension will not be accepted without the written support of the student's Supervisor.
3. A fee will be applied for the term of extension. For the purposes of this policy, the two summer terms will be considered a single semester. The extension fee cannot be prorated.



BOARD OF GOVERNORS

Information Briefing Note

TO:	ECU Board of Governors
FROM:	Viktor Sokha, Vice President Finance + Administration Diyan Achjadi, Vice President Academic + Provost
DATE:	February 1, 2024
SUBJECT:	Proposed Tuition Increase – 2024/25 Budget
PURPOSE:	<input checked="" type="checkbox"/> For Action <input checked="" type="checkbox"/> For Discussion <input checked="" type="checkbox"/> For Information
RESPONSIBLE PORTFOLIO:	Vice President Finance + Administration

MOTION

The Audit and Finance Committee recommends Board approval of tuition fee increases for 2024/25 as follows:

Domestic Undergraduate: 2% increase

Domestic Graduate: 2% increase

International undergraduate:

- No increase for students first registered 2022/23 and earlier
- 4% increase for students first registered 2023/24 and 2024/25

International graduate:

- 5% increase for incoming international students
- No increase for returning international students

Learning Access Fee: 2% for all students

EXECUTIVE SUMMARY/OVERVIEW

Current projections for 2024/25 show a deficit exceeding \$3.7M, including the proposed tuition increase. Due to inflation and other factors, the university is seeing consistently higher costs in all areas. ECU has prepared a roll forward budget; however, is faced with a number of non-discretionary increases.

KEY POINTS/CONSIDERATIONS

Based on current registration targets, the proposed tuition increases will generate approximately \$380,000 in 2024/25. Assuming no adjustments to international tuition in future years and based on current registration targets, the cumulative impact over a 10-year period of foregoing the proposed increase in 2024/25 will be approximately \$6.3M.

Beginning in November, management has held two Money Matters townhalls open to the community, and one session specifically for students. On January 10, management met with students to discuss ECU's budget and provided students the opportunity to ask questions and provide feedback. In addition, there have been two Senate Budget Committee meetings, the first on November 29 to discuss the budget process and preliminary budget, and the second on January 15 to discuss the proposed tuition fees.

Management does not anticipate any decrease in enrolment due to the tuition fee increase.

NEXT STEPS

The AFC is asked to recommend approval of the fee increase to the Board of Governors at the February 8 Board meeting.

ATTACHED SUPPORTING MATERIALS

1. 2024/25 Tuition Fee Proposal



OFFICE OF THE VICE-PRESIDENT, FINANCE AND ADMINISTRATION

2024/25 Tuition Fee Proposal

Proposed Motion: The Audit and Finance Committee recommends Board approval of tuition fee increases for 2024/25 as follows:

Domestic Undergraduate: 2% increase

Domestic Graduate: 2% increase

International undergraduate:

- **No increase for students first registered 2022/23 and earlier**
- **4% increase for students first registered 2023/24 and 2024/25**

International graduate:


- **5% increase for incoming international students**
- **No increase for returning international students**

Learning Access Fee: 2% for all students

In 2023/24, the Board approved an increase of 2% for Domestic students, 10% for returning International students, and 30% for new International students. The increases to International tuition fees brought ECU's fees closer to those charged by OCADU, our closest comparator University in Canada, with OCADU International fees remaining 13% higher in the current year (\$26,880 vs \$23,796 at ECU). While the 2023/24 increases are expected to generate over \$1.6M additional income this year, they still do not provide the university a balanced budget. The university continues to be reliant on one-time provincial funding and its accumulated surplus.

Current projections for 2024/25 show a deficit exceeding \$3.7M. This includes the proposed tuition increases indicated in the motion above, but does not include one-time provincial funding. While discussions with the Ministry are continuous, the current assumption is that one-time funding will not be available.

Per the *Consumer Price Index: Annual review, 2023* (released on January 16, 2024) CPI rose 3.9% on an annual average basis in 2023 (after 6.8% in 2022 and 3.4% in 2021). Due to consistent high levels of inflation, ECU is seeing additional costs in all areas, particularly in software licensing and IT-related service charges, library periodicals and subscriptions, general supplies and course materials, and the CARFAC rate, which is a minimum rate set for the use of artwork and services that visual



artists provide (paid to guest artists and speakers). In addition, ECU is experiencing consistently higher need and cost in the areas of privacy, recruitment and immigration, and violence reduction and incident response. The university has prepared a rollover budget; however, is faced with these non-discretionary cost increases.

Another increase to costs faced by the university in 2024/25 is due to the sectorial alignment of faculty course loads. Per the new Faculty Collective Agreement, studio faculty will teach 8 courses per academic year, down from 10. This is an important shift for studio faculty, but it comes at a cost of approximately \$1.5M. This cost will not be funded by the province.

As a result, the cost of operations at the university is increasing. Without confirmation of one-time funding from the province, the university must plan to absorb these additional costs and do what it can to offset them through increases to tuition.

Community Consultation

On January 10, management met with students to discuss ECU's budget and how it is distributed across the university. There was discussion on how tuition fees are necessary to improve student experience and add student support. Students were also informed that current fee levels do not offset the full cost of providing their education (see figure 1), and with inflation increasing the cost of operations, additional revenue is needed even to maintain the status quo.

In addition, management held two Money Matters sessions, which were open to the entire community, to discuss the Operating and Capital budgeting process. The Senate Budget Committee met on November 29 and January 15 where management provided information on the budget process and the proposed tuition fees, respectively. Additional sessions will be held for the community and the Senate Budget Committee in advance of final budget approval by the Board in March.

Surplus (Deficit) per Credit

	Undergrad Credits
<u>Cost per credit delivered:</u>	
Domestic	40,368
International	18,929
Total	59,297
2024/25 preliminary Expense Budget	\$ 50,959,399
Cost per credit delivered	\$ 859.39
<u>Funded Domestic per Credit:</u>	
Domestic only	40,368
AEST Grant (preliminary budget)	\$ 24,181,013
Domestic tuition + fees (preliminary budget)	\$ 6,847,245
Total	\$ 31,028,258
Funded Domestic per Credit	\$ 768.63
Difference, cost per credit to funded domestic credits	\$ (90.76)
<u>Funded International per Credit:</u>	
International only	18,929
AEST Grant (preliminary budget)	\$ -
International tuition + fees (preliminary budget)	\$ 14,880,015
Total	\$ 14,880,015
Funded International per Credit	\$ 786.10
Difference, cost per credit to funded international credits	\$ (73.30)

Figure 1: Cost per Credit Delivered (preliminary budget)

Proposed Undergraduate Tuition

Increases to undergraduate tuition at the proposed rates will generate approximately \$346,000 in 2024/25, based on current registration targets. Proposed fees are illustrated in figure 2.

	% increase	Tuition per FTE (full course-load)		
		2023/24 Tuition	2024/25 Proposed Tuition	Increase
Undergraduate				
Domestic	2%	4,438.80	4,527.60	88.80
International, cohorts before 2023/24	0%	20,135.10	20,135.10	-
International, cohorts beginning 2023/24 or 2024/25	4%	23,796.00	24,747.90	951.90

Figure 2: Proposed Undergraduate Tuition 2024/25

The effect on tuition fees is illustrated in figure 3. Undergraduate students would pay the following amounts above current tuition rates:

	% increase	Increases to Tuition Fees		
		per credit	per 3 credit course	full course-load (30 credits)
Undergraduate				
Domestic	2%	2.96	8.88	88.80
International, cohorts before 2023/24	0%	-	-	-
International, cohorts beginning 2023/24 or 2024/25	4%	31.73	95.19	951.90

Figure 3: Effect of Tuition Increase on existing fees

Graduate Tuition

Graduate tuition is set by cohort and fees are fixed for the length of the program once a student is admitted. This means that proposed increases to fees are for incoming graduate students only. Increases at the proposed rates for incoming students will generate approximately \$33,000, based on current registration targets. Proposed fees are illustrated in figure 4:

		Full Program Cost		
	% increase	2023/24 Cohort	2024/25 Cohort Proposed	Increase
Master of Fine Arts				
Domestic	2%	30,416	31,025	608.33
International	4%	38,306	39,838	1,532.23
Master of Design				
Domestic	2%	35,996	36,716	719.92
International	4%	44,516	46,296	1,780.63

Figure 4: Proposed Graduate Tuition 2024/25

Learning Access Fee

The Learning Access Fee was introduced in 2013/14 and is charged per credit. It includes fees related to counselling, database access and digital access. The fee has increased by 2% per year, in line with the provincial tuition limit policy. All students pay the same per-credit fee. Proposed fees are illustrated in figure 5.

		Fee per 3 credit course		
	% increase	2023/24 Fee	2024/25 Proposed Fee	Increase
Learning Access Fee				
All Students	2%	31.08	31.71	0.63

Figure 5: Proposed Learning Access Fee 2024/25

Summary

An informal poll of Post-Secondary Institutions in BC showed that institutions have approved or are proposing an increase of 2% for Domestic students, and between 2% and 6% for International students. At 4%, ECU's increase is in line with institutions across BC.

Based on the current registration targets, the proposed tuition increases will generate approximately \$380,000 in 2024/25. With this additional revenue, ECU is projecting a preliminary deficit of \$3.7M. Foregoing this revenue will have a significant impact both in 2024/25 as well as cumulatively over the years. Assuming no adjustments to international tuition in future years and based on current registration targets, the cumulative impact over a 10-year period of foregoing the proposed increase in 2024/25 will be approximately \$6.3M (see figure 6).

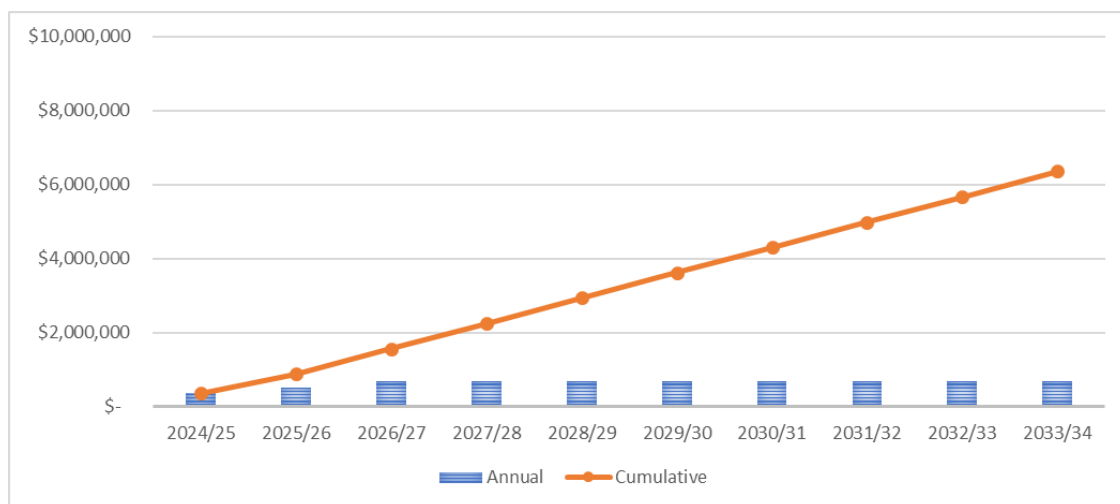


Figure 6: Cumulative Impact of Foregoing Proposed Tuition Increase

While International students registered in 2022/23 and earlier have their tuition level frozen, the current tuition increase will be applied to incoming students. As new students replace graduating students over the next few years, more students will pay the higher rate. A modest increase in revenue of \$380K in 2024/25, is expected to exceed \$550K in 2025/26 and \$700K in 2026/27. Without a tuition increase in 2024/25 these improvements to revenue cannot be achieved without larger increases in future years.

With rising costs and a reduced likelihood of receiving one-time Ministry funding in 2024/25, increases to tuition are necessary to meet our financial obligations. The Audit and Finance Committee is asked to recommend approval of these tuition increases to the Board of Governors for the 2024/25 budget.



Report to the Board of Governors

Interim President + Vice -Chancellor
February 2024

International Students

On January 22, the federal government announced a two-year cap on the number of international undergraduate student visas permitted by the IRCC. This cap reduces the amount of incoming international students by 35% from 2023 levels, and is, in part, a response to an unprecedented growth in the number of private colleges in Canada dependent on international students. To continue to ensure the high quality of education and student experience in BC, the Ministry of Post-Secondary and Future Skills is working directly with public universities on support offered to international students. There will be more information to share on this in the coming months.

External Engagements

ECU hosted a campus tour in early February for a group of City of Vancouver, City Councillors, representing various portfolios including art and culture, tourism, zero waste and climate initiatives, family and youth services, and reconciliation. This was a great opportunity to showcase ECU's programs and research areas, and the contributions our students and alumni make to the city. It was also a positive step in strengthening our relationship with municipal government.

Celebrating our Community

Please join me in congratulating Nadia Beyzaei and Amy Kheong, both recipients of the 2023 Emily Carr University Staff Excellence Awards.

Amy Kheong, Executive Director of Counselling + Wellness, Access + Learning Support, received the Staff Excellence Award for Distinguished Service. She is particularly proud of the work her team has fostered at the Wellness Kitchen, which offers a beacon of connection for students across the university.

Nadia Beyzaei, Manager of the Health Design Lab (HDL), received the Staff Excellence Award for Achievement. She mentioned that doing projects that aim to improve care experiences, advance research, and promote policy reform is part of the long game.

AGP Exhibition + Reception

On Thursday, February 1 there was an opening reception and launch of "Frybread as Fok," an exhibition curated by Vance Wright, Aaron Rice, Taylor Baptiste, and Zoe Laycock, and which showcases artwork by our ECU Indigenous community. The exhibition is spectacular, and is on view until February 15 on the 2nd floor exhibitions commons.



Report to the Board of Governors

VP Finance + Administration
January 2024

Finance

Q3 Forecast

With the approval of the AFC Chair, ECU's Q3 forecast was submitted to the Ministry on December 11, 2023. While there were no changes in this quarter to projections for the current fiscal year, the Q3 submission was updated from Q2 to reflect the following changes to future periods:

- Updated projections based on the 2024/25 preliminary budget.
- Revised tuition revenue to reflect 2023/24 registration levels and the impact on future years.
- Increase to the cost of instruction related to the change in teaching load for studio faculty.

The forecast takes into account the tuition fee increases being proposed for 2024/25

Q3 Forecast, submitted December 11, 2023

	Forecast <u>2023/24</u>	Forecast <u>2024/25</u>	Forecast <u>2025/26</u>	Forecast <u>2026/27</u>
	----- \$thousands -----			
Statement of Operations				
Total revenue	(58,666)	(59,891)	(63,345)	(64,545)
Total expenditure	59,105	62,875	63,955	64,721
Net (Revenues)/Expenses **	439	2,984	610	176
(Gain) loss on sale of capital assets	-	-	-	-
Unallocated Pressures (use in Q1 only)	-	-	-	-
Operating Net (Income) Loss (for Ministry)	439	2,984	610	176
Endowment (restricted asset) contributions	(32)	(60)	(60)	(50)
Net (Income) Loss	407	2,924	550	126

Figure 1: ECU Q3 Forecast, submitted to Ministry

Preliminary Budget update

The 2024/25 preliminary budget has been adjusted since its presentation to the Board in December to reflect the following changes:

- the number of courses offered (registration and instruction costs)
- interest revenue
- allowances included in the new Collective Agreements

Currently the 2024/25 deficit is projected at **\$3,734,504**, a small change from the \$3,648,716 presented in December.

The budget includes the increases related to the sectoral alignment for studio faculty teaching load, which comes at a cost of approximately \$1.5M. Offsetting this increase is \$535,000 in Tech-relevant Expansion Funding from the Ministry.

The budget includes the proposed tuition fee increases (see memorandum on the proposed tuition fee increase for 2024/25) and assumes that we will not receive one-time funding from the Ministry in 2024/25.

Management will confirm the following information to finalize the budget for Board review and approval in March 2023:

- registration targets
- availability of one-time funding
- available accumulated surplus
- tuition fees

The final budget will be presented to the AFC on March 14 and to the Board for approval on March 28.

Broadway Subway Project (BSP)

High level activity schedule provided by BSP as follows:

Jan 2024

- Elevated guideway structure is down to grade at this point. Abutment section is underway. The GNW - Emily Carr station rebar and concrete work has begun.

2024-2025

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

Facility Operations

Maintenance Activity

- 88 scheduled preventive maintenance activities were completed this period. Highlights of this work consist of service to Main Electrical Vault, HVAC equipment, Fire and Life Safety equipment, Sprinkler Systems inspections, Exit Lighting, furniture, painting, appliances, Oxy- acetylene system, access control and panic duress systems and elevators; and
- 83 service requests were responded to and addressed in this period. Highlights of this work consist of requests for service related to lighting control changes, housekeeping, access control, waste management and recycling.

Waste Diversion

The average waste diversion rate for the rolling 12-month period is 44%. Meaning that of all materials removed from campus, 44% of the volume is diverted from the landfill.

Energy

Campus energy use is tracking at 97% of the energy performance target for the rolling 12-month period.



Report to the Board of Governors

VPA + Provost Board Report
February 2024

Leadership Updates

- Kathryn Verkerk, the incoming Registrar + Director of Enrollment, will be joining ECUAD on February 12, 2024. Kathryn arrives with 20+ years of experience in higher education in BC and brings with her a wealth of experience in strategic enrolment management, admissions, recruitment, advising, and cooperative education. She holds a EdD in Educational Leadership from Western University, with a focus on Equity, Diversity and Inclusion in university admissions.
- Kyla Mallett has been reappointed for a second term as Dean, Audain Faculty of Art. Kyla's second 5-year term will run through 2028. During her first term as Dean, Kyla worked with her team to stabilize and increase enrollment across majors such as Visual Art and to review and revise program requirements across all years. Kyla is someone who leads with a strong advocacy for her faculty and students.
- Celeste Martin has been reappointed for a second term as Dean, Ian Gillespie Faculty of Design + Dynamic Media. Celeste's second 5-year term will run through 2028. Celeste has shown extraordinary leadership in supporting faculty to think through how environmental and social responsibility can be more deeply embedded in their practices, pedagogy and research.
- Sue Dorey has taken the position of Interim Director, Student Engagement, Retention, and Success. This new position oversees areas such as Accessibility, Work-Integrated and Cooperative Learning, International Advising and provides more coordinated support and investment in students during their tenure at ECUAD. Sue came to ECUAD in 2020 as the Program Manager, Violence Reduction and Incident Response, and holds a MSW from Wilfred Laurier University in Social Administration and Community Development, as well as a Certificate in Restorative Justice from SFU.

Academic Area Updates

- We have received over 1700 applications for September 2024 entry to the undergraduate degree programs, which meets our Strategic Enrolment Management targets for applications.
- We have seen a record number of applications for some of our graduate programs for September 2024 admissions.
- With the Spring admissions cycle as well as shifts in students' majors, the majority of our undergraduate degree programs have met the Direct Entry enrollment targets for academic year 23/24. We are identifying areas that need further growth, to develop a recruitment plan for the next admissions cycle.

- We continue to monitor updates from the Ministry regarding the recent announcement on caps for International students to align our planning and processes with the new regulations.
- In January 2024, we partnered with Guelph University to host Leanne Betasamosake Simpson for the annual Hopper Lecture, followed by a reading of Simpson's works and a reception co-sponsored by the Libby Leshgold Gallery, the Aboriginal Gathering Place, and the Academic Affairs Office. The lecture was very well attended and well received by the wider Vancouver community.