

**Thursday, March 28, 2024 — 2:00 p.m. – 3:00 p.m.**

Location of Meeting: ECU Boardroom (D2315)

Join the Webinar:

<https://emilycarru.zoom.us/j/63770744212?pwd=RXNybERGNnJjMmFvZXZFUW04RS93Zz09>

Webinar ID: 637 7074 4212

Passcode: 991754

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**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 March 28, 2024 be approved as presented.**

3. APPROVAL: Past Meeting Minutes Chair

- *Attachment: Draft Minutes of the Board Open Session of February 8, 2024 (pp. 3-7)*

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

**II. BUSINESS**

1. Chair's Remarks Chair

2. Interim President's Updates Trish Kelly

3. Interim Vice President Academic + Provost's Updates Diyan Achjadi

4. APPROVAL: 2024-25 Budget Lorcan  
- *Attachments: 2024-25 Budget Package (pp. 8-20)* O'Melinn,  
Chair of AFC/  
V. Sokha/  
D. Achjadi

**MOTION: That the Board, on the recommendation of the Audit + Finance Committee, approve the 2024/25 all funds budget, as presented by management, with a \$1,802,132 deficit.**

5. APPROVAL: Transcript Fee V. Sokha  
- *Attachments: Transcript Fee (pp. 21-22)*

**MOTION: That the Board, on the recommendation of the Audit + Finance Committee, approve the reintroduction of transcript fees at the revised rates, effective April 1, 2024.**

III. **NEXT MEETING:** The May 30<sup>th</sup> Board meeting has been moved to **Wednesday, May 29, 2024**

IV. **ADJOURNMENT**



## MINUTES - DRAFT

### BOARD OF GOVERNORS — REGULAR SESSION

Thursday, February 8, 2024 — 1:00 p.m. - 2:00 p.m.  
ECU Boardroom (D2315) and via Zoom webinar

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#### ATTENDANCE:

##### Board Members:

Don Avison (Board Chair)	Esther Rausenberg
Trish Kelly (Interim President + Vice Chancellor)	Keith Reynolds
Carleen Thomas (Chancellor)	Sung Van
Lorcan O'Melinn (Vice-Chair)	Parnian Anaa
Mary Macaulay	Brenda Crabtree
Ishika Tripathi	Alex Philips
Natasha Tony	

Regrets: Lindsay McIntyre (joined for closed session), Gaye Fowler

Resources and/or Guests: Diyan Achjadi (Interim Vice-President, Academic + Provost), Viktor Sokha (Vice-President, Finance + Administration), Adrian Tees (Associate Vice-President, HR), Mark Douglas (Executive Director, Financial Services), Natasha Himer (University Secretary), Nicole Shin (Associate University Secretary, Recording Secretary), Alexander Muir (IT Support)

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#### I. ADMINISTRATIVE BUSINESS

1. Call to Order — Don Avison, Chair of the Board, called the meeting to order at 1:00 p.m.
2. Adoption of the Agenda

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

**Moved / Seconded**

**Carried.**

3. Approval of Past Meeting Minutes – Open Session

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

**Moved / Seconded**

**Carried.**

#### 4. Chair's Opening Remarks

The Chair reminded the Board two new Board members, Natasha Tony and Brenda Crabtree were appointed as of December 1, 2023 and welcomed them again to the Board. N. Tony was sworn in at the December Board meeting.

Brenda Crabtree took the Oath of Office.

#### 5. Emily Carr Students' Union Presentation

Kamila Bashir, 4<sup>th</sup> year of Industrial Design and the Chairperson of the Student's Union and Student Senator; and Su Yagmur Kucukakyuz, 4<sup>th</sup> year of Communication Design and Student Senator presented to the Board regarding the 2024-25 Budget.

Three recommendations were made, two in respect of the 2024-25 Budget:

1. Match international tuition increases at 2% same as domestic counterpart;
2. Draft 2 budgets, one with one-time funding and one without, and analyze how that will affect the tuition increase; and
3. More involvement with BCFS campaigns.

The students expressed their concerns around tuition fee increases and described current challenges facing students from well-being to food insecurity and housing precarity, and noted there can be differential impacts as between international and domestic students.

The Chair acknowledge the key issues raised and thanked the students for their presentation to the Board.

## II. BUSINESS

#### 1. Chair's Remarks

The Chair shared some opening remarks, including to refer to a recent article regarding proposed development plans around the Great-Northern Way-Emily Carr Skytrain station, and in connection with the university's interest in the development of the area around campus and student housing. He reiterated that these are top focuses for the Board and the university.

Action item: N. Himer to circulate the article to Board members.

#### 2. Interim President's Remarks

Trish Kelly, Interim President + Vice Chancellor thanked the students for their presentation to the Board.

She also made note of important budget consultation steps led by Diyan Achjadi, Interim Vice-President, Academic + Provost and Viktor Sokha, Vice-President, Finance and efforts to engage with the community to explain the financial context of the university and gather input on

2024/25 budget priorities. She made note of continued conversations with the student union to ensure that students in particular have the opportunity to provide feedback.

### 3. Graduate Student Extension Fees

L. O'Melinn reported that Policy 4.11, *Faculty of Graduate Studies: Extension to Time Allowed for Program Completion* was updated in May 2023 for students who require longer than the 2-year program to complete their degree. The policy identifies a fee for approved extensions. HE noted that:

- The administration has recommended a proposed revised fee of \$500 per term;
- This is not a fee increase, rather a fee change;
- Previously students were charged \$400 per month, and many students request an extension for 3-4 months;
- The administration estimates the change would affect approximately 10 students or less; and
- There has been consultation with community, including graduate students and with the Ministry.

**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.**

**Moved / Seconded**

**Carried.**

### 4. 2024/2025 Proposed Tuition Increase

L. O'Melinn reported that the AFC was presented with and considered the tuition increased. He noted the following:

- 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;
- Forgoing this revenue would 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; and
- With rising costs and uncertainty of receiving one-time Ministry funding in 2024/25, increases to tuition are necessary to meet ECU's financial obligations.

It was noted that international students registered in 2022/23 and earlier will not be impacted by the increase, as the current tuition increase will be applied to students who started at ECU after 2022/23.

D. Achjadi noted that the university is working to improve student support. D. Achjadi will be meeting with the student union group regarding food security and accessibility for students. She also noted on the continued work to improve the teaching and learning space.

**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**

In response to a question, V. Sokha noted that although there are senior executive salary increases, they are covered by the provincial government.

In response to a question, T. Kelly clarified that last year when the tuition increases were brought forward, students going into their 2<sup>nd</sup>, 3<sup>rd</sup>, and 4<sup>th</sup> year were given a 10% increase with a promise not to raise increase further in their time at ECU. For incoming 1<sup>st</sup> year international students there was a 30% tuition readjustment to align with the sector, and there was no cap of further tuition increase for those students. Therefore, ECU is in line with the motion presented last year.

A request was made to revise the motion to include limiting expense accounts for senior administration for \$5000 a year with the remaining funds reallocated to the wellness kitchen. Following a discussion about the proposed amendment the motion was ruled out of order.

It was noted that Board members would like advance notice of motions and supplemental information is necessary to make informed decision. It was asked that the proposed motion to be directed to the administration and the Board for further clarification.

P. Anaa asked if the issue around food insecurity were addressed at any of the budget consultations. T. Kelly informed the Board that the government provided a \$50,000 grant for the wellness kitchen for only 2 years. Once the university no longer received the funds, ECU invested \$30,000 from our budget towards food security. ECU also extended Emily Cares to provide additional support for all students, including international students.

**Moved / Seconded**

**Carried.**

*With 1 against (Ishika Tripathi)  
With 1 abstention (Alex Philips)*

*Carleen Thomas joined the meeting at 1:30 p.m.*

### **III. REPORTS**

#### **1. Interim President + Vice-Chancellor's Report**

T. Kelly highlighted the following:

T. Kelly reported on the ongoing discussions regarding the two-year cap on international

undergraduate students. This cap reduces the amount of incoming international students by 35% from 2023 levels. She informed the Board that 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.

ECU hosted a campus tour for a group of City of Vancouver, City Councillors. 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.

T. Kelly also informed the Board of a 4U Partnership: ECUAD, OCAD, NASCAD and Alberta University of the Arts. This is a partnership to advocate for the important work of art and design institutions.

A Board member asked for an update on potential student residence. Administration noted that student housing continues to be a top priority and the university has been addressing the issue whenever there is the opportunity. The challenge is that ECU does not have the land assets like other larger institutions. A Board member suggested connecting with the city for opportunities of co-operative housing and/or redeveloping.

**2. Vice-President, Finance + Administration's Report**

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

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

D. Achjadi highlight the following:

- Katheryn Verkerk, new Registrar + Director of Enrollment;
- Sue Dorey, Interim Director, Student Engagement, Retention and Success; and
- Noted the various special events happening on campus after the Board meeting and Board members are welcome to attend: Opening of Piling/Upon Exhibition, T, AS IN TIME E, AS IN EVER, and the Great Canadian Pottery Throwdown Viewing Party.

It was asked if there was a reason for the record number of applicants for the graduate programs. D. Achjadi noted there could have been an increase due the launch of the online Master of Design: information Futures Program.

In response to a question, D. Achjadi noted that ECU's average of undergraduate applicants ranges from 1300-1400. It is unsure what percentage of those applicants are international but will provide an update once the data is finalized.

**IV. OTHER BUSINESS – No other business.**

**V. NEXT MEETING:** Next Regular Open Session of the Board is on Thursday, March 28, 2024

**VI. ADJOURNMENT:** The meeting adjourned at 2:04 p.m.



# BOARD OF GOVERNORS

## Information Briefing Note

<b>TO:</b>	Board of Governors
<b>FROM:</b>	Viktor Sokha, Vice President Finance + Administration
<b>DATE:</b>	March 22, 2024
<b>SUBJECT:</b>	2024/25 Budget
<b>PURPOSE:</b>	<input checked="" type="checkbox"/> For Action <input checked="" type="checkbox"/> For Discussion <input checked="" type="checkbox"/> For Approval
<b>RESPONSIBLE PORTFOLIO:</b>	Vice President Finance + Administration Vice President Academic + Provost

### MOTION

**That the Board, on the recommendation of the Audit + Finance Committee, approve the 2024/25 all funds budget, as presented by management, with a \$1,802,132 deficit.**

### EXECUTIVE SUMMARY/OVERVIEW

In December, the Board was presented a 2024/25 preliminary budget with a deficit of **\$3.65M**. This reflected a roll forward budget for all non-contractual, non-salary costs. Significant increases to provincial funding related to the Shared Recovery Mandate offset increases to salaries for all employees, in accordance with recently ratified Collective Agreements.

The sectoral alignment for studio faculty teaching load adds approximately \$1.5M to salary expenses; however, this amount is offset by \$535,000 in additional Ministry Tech-relevant Expansion Funding. Additional one-time Ministry funding was not included.

Since the preliminary budget was presented on December 7, the University has continued to update the budget to reflect new information.

## **KEY POINTS/CONSIDERATIONS**

The Ministry recently confirmed that the University will not receive one-time funding in advance of the 2024/25 fiscal year. The Ministry has indicated that it will revisit the availability of one-time funding by the end of December 2024. The University has not included one-time funding in the 2024/25 budget.

To finalize the 2024/25 Operating Budget, the University has focused on cost reduction and revenue generation, aiming to reduce our deficit to a level that can be supported by our accumulated surplus, currently projected to be \$3.35M by March 31, 2024.

Cost reduction consists primarily of position deferrals, resulting in a savings of approximately \$540,000; however, additional improvements to our deficit were achieved through:

- a 50% reduction to travel, conference and hosting budgets,
- a reduction of non-contractual course releases,
- an increase to parking fees, and
- a freeze to the Administrator Group's Professional Development allocation.

These efforts have reduced the Operating Budget deficit to **\$2.54M**.

According to information shared with Management, 19 out of 25 Post-Secondary Institutions are facing budget challenges similar to Emily Carr University.

## **NEXT STEPS**

On the recommendation of the Audit + Finance Committee, the 2024/2025 all funds budget is being brought to the Board for approval.

## **ATTACHED SUPPORTING MATERIALS**

1. Operating Budget Detail
2. 2024/25 Budget Assumptions
3. Budget Summary – All Funds
4. Budget Detail – All Funds
5. Accumulated Surplus
6. Cashflow Projections
7. Student Full-time Equivalents
8. Budget pie graphs: Operating Revenue, Tuition + Fees Revenue, Student Full-time Equivalents, and Operating Expenditures

# Emily Carr University of Art + Design

## Operating Budget Detail

Year Ending March 31, 2025

REVENUE	2024/25 Budget	% of budget	2023/24 Budget	% of budget	Difference
<b>Grants</b>					
Provincial annual block funding	\$ 20,727,510		\$ 16,121,303		\$ 4,606,207
Add: one-time funding (to be confirmed)	-		2,000,000		(2,000,000)
Add: annual service payment funding	3,499,545		2,991,103		508,442
Add: parking grant	289,264		289,264		-
Less: capital allocation	(75,000)		(75,000)		-
Less: capital lease allocation	(536,971)		(568,316)		31,345
Less: special purpose allocation	(40,000)		(40,000)		-
<b>Subtotal Provincial Grants</b>	<b>23,864,348</b>		<b>20,718,354</b>		<b>3,145,994</b>
<b>Other</b>					
Research Support Fund	192,600		192,600		-
<b>Subtotal Other Grants</b>	<b>192,600</b>		<b>192,600</b>		<b>-</b>
<b>Total Grants</b>	<b>24,056,948</b>	<b>47%</b>	<b>20,910,954</b>	<b>45%</b>	<b>3,145,994</b>
<b>Tuition + Fees</b>					
Domestic	6,177,922		5,515,904		662,018
International	14,464,890		14,164,626		300,264
Graduate Studies - MFA	1,779,125		1,732,591		46,534
Other Fees (application / masters studio fee / learning access / LinkedIn Learning)	836,576		812,076		24,500
Continuing Studies	2,315,048		2,142,819		172,229
<b>Total Tuition</b>	<b>25,573,561</b>	<b>50%</b>	<b>24,368,016</b>	<b>53%</b>	<b>1,205,545</b>
<b>Other</b>	<b>1,557,005</b>	<b>3%</b>	<b>1,002,230</b>	<b>2%</b>	<b>554,775</b>
<b>Total Revenue</b>	<b>\$ 51,187,514</b>	<b>100%</b>	<b>\$ 46,281,200</b>	<b>100%</b>	<b>\$ 4,906,314</b>
<b>EXPENDITURES</b>					
<b>Salaries</b>					
Faculty - Credit Program	\$ 13,911,796		\$ 10,829,644		\$ 3,082,152
Faculty - Continuing Studies	874,373		849,618		24,755
Support	9,845,075		8,913,605		931,470
Administration	10,394,006		9,062,767		1,331,239
Hourly Support	369,526		387,704		(18,178)
Benefits	7,666,962		6,847,176		819,786
<b>Total Salaries</b>	<b>43,061,738</b>	<b>80%</b>	<b>36,890,514</b>	<b>78%</b>	<b>6,171,224</b>
<b>Other Expenditures</b>					
Other expenses	7,163,193		7,432,587		(269,394)
Annual service payment	3,503,029		2,994,587		508,442
<b>Total Other Expenditures</b>	<b>10,666,222</b>	<b>20%</b>	<b>10,427,174</b>	<b>22%</b>	<b>239,048</b>
<b>Total Expenditures</b>	<b>\$ 53,727,960</b>	<b>100%</b>	<b>\$ 47,317,688</b>	<b>100%</b>	<b>\$ 6,410,272</b>
<b>Deficit</b>	<b>\$ (2,540,446)</b>		<b>\$ (1,036,488)</b>		<b>\$ (1,503,958)</b>
<b>Deficit Funding</b> - accumulated savings	2,540,446		1,036,488		1,503,958
<b>Adjusted Balance</b>	<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>

## **Emily Carr University of Art + Design**

### **2024/25 Budget Assumptions**

#### **REVENUE**

- Provincial base funding will increase by \$4.6M, primarily due to funding received for the Shared Recovery Mandate. The additional funds offset increases to salaries for all employee groups.
- The Ministry has confirmed that Emily Carr will not receive one-time funding in advance of the 2024/25 fiscal year; however, the Ministry will revisit the possibility of one-time funding closer to the end of the calendar year.
- Tuition revenue is expected to increase by \$1.2M above 2023/24 budget, which includes the Board approved tuition increases for 2024/25, and adjustments to registration targets in line with targeted program growth.

#### **EXPENDITURES**

The budget was prepared primarily on a roll forward expense basis; however, non-discretionary additions have been included. This includes increases for utilities, P3 annual service payments, software licensing fees and other contractual expenses.

##### **Salary Expenses**

- Faculty
  - There are 9 hires budgeted for new or replacement faculty positions.
  - Effective September 2024, teaching load for Studio faculty will move to 8 courses per academic year, down from 10.
  - Increases to salaries, in line with the Collective Agreement, will be funded by the province, per the Shared Recovery Mandate.
- CUPE
  - There are no new positions budgeted.
  - Increases to salaries, in line with the Collective Agreement, will be funded by the province, per the Shared Recovery Mandate.
- Excluded
  - There are no new positions budgeted.
  - Salary increases are budgeted in line with the Shared Recovery Mandate; the Ministry has confirmed funding for excluded staff increases will be provided in 2024/25.
- Benefits
  - The University is considering opting into the Provincial Buying Group Extended Health Plan, which is administered by Manulife, the University's current carrier. This results in a budgeted savings of \$115,000.

##### **Non-Salary Expenditures**

- The 2024/25 budget is prepared primarily on a roll forward expense basis, with no increases for non-salary, non-contractual budgets.
- A 50% reduction is applied to travel, conference, and hosting budgets.
- The University will forego the annual Professional Development allocation to the Administrator's Group and instead draw upon unused allocations from prior years.

**Emily Carr University of Art + Design**  
**Budget Summary - All Funds**  
**Year Ending March 31, 2025**

	<b>2024/25 Budget</b>	<b>2023/24 Budget</b>	<b>Difference</b>
<b>REVENUE</b>			
Grants	\$ 28,449,431	\$ 25,334,782	\$ 3,114,649
Tuition	25,573,561	24,368,016	1,205,545
Amortization of deferred contributions	3,671,017	4,030,242	(359,225)
Income from equity accounted organizations	374,875	290,193	84,682
Other	1,743,830	1,236,430	507,400
<b>Total revenue</b>	<b>\$ 59,812,714</b>	<b>\$ 55,259,663</b>	<b>\$ 4,553,051</b>
<b>EXPENDITURES</b>			
Instruction	\$ 24,822,597	\$ 22,261,994	\$ 2,560,603
Instruction support	34,824,231	30,735,214	4,089,017
Research	1,116,677	1,768,269	(651,592)
Externally sponsored activity and trust	875,341	996,744	(121,403)
<b>Total expenditures</b>	<b>\$ 61,638,846</b>	<b>\$ 55,762,221</b>	<b>\$ 5,876,625</b>
Projected annual operating deficit	(1,826,132)	(502,558)	(1,323,574)
Endowment contributions	24,000	32,000	(8,000)
<b>Projected annual deficit</b>	<b>\$ (1,802,132)</b>	<b>\$ (470,558)</b>	<b>\$ (1,331,574)</b>

**Emily Carr University of Art + Design**

**Budget Detail - All Funds**

**Year Ending March 31, 2025**

	Operating	Special Purpose/ Research	Contingency	Capital	Trust	GNW Campus Trust	Total Budget
<b>REVENUE</b>							
Grants							
Provincial							
Base funding	\$ 20,364,803			\$ 651,971			\$ 21,016,774
One-time funding	-						-
Annual service payments	3,499,545			3,740,512			7,240,057
Other	192,600						192,600
Tuition	25,573,561						25,573,561
Amortization of deferred contributions		\$ 1,585,177		1,721,499	\$ 364,341		3,671,017
Income from equity accounted organizations						\$ 374,875	374,875
Gifts, grants and bequests		4,725			34,500		39,225
Interest	675,000	9,000		4,000	10,000		698,000
Other	882,005	1,000		123,600			1,006,605
<b>Total revenue</b>	<b>\$ 51,187,514</b>	<b>\$ 1,599,902</b>	<b>\$ -</b>	<b>\$ 6,241,582</b>	<b>\$ 408,841</b>	<b>\$ 374,875</b>	<b>\$ 59,812,714</b>
<b>EXPENDITURES</b>							
Instruction	\$ 22,632,237			\$ 2,190,360			\$ 24,822,597
Instruction support	31,095,723			3,728,508			34,824,231
Research		\$ 1,116,677					1,116,677
Externally sponsored activity and trust		474,000			\$ 401,341		875,341
<b>Total expenditures</b>	<b>\$ 53,727,960</b>	<b>\$ 1,590,677</b>	<b>\$ -</b>	<b>\$ 5,918,868</b>	<b>\$ 401,341</b>	<b>\$ -</b>	<b>\$ 61,638,846</b>
Projected annual operating surplus (deficit)	(2,540,446)	9,225	-	322,714	7,500	374,875	(1,826,132)
Endowment contributions				24,000			24,000
<b>Projected annual surplus (deficit)</b>	<b>\$ (2,540,446)</b>	<b>\$ 9,225</b>	<b>\$ -</b>	<b>\$ 322,714</b>	<b>\$ 31,500</b>	<b>\$ 374,875</b>	<b>\$ (1,802,132)</b>

**Emily Carr University of Art + Design****Accumulated Surplus****Year Ending March 31, 2025**

	2021-22 Actual	2022-23 Actual	2023-24 Projection	2024-25 Budget
<b>Opening Accumulated Surplus</b>	<b>2,761,302</b>	<b>2,628,586</b>	<b>3,329,046</b>	<b>3,354,046</b>
Total Revenue	40,005,753	45,633,516	50,953,879	51,187,514
Total Expenditures	40,886,350	44,933,056	51,103,879	53,727,960
<b>Surplus (Deficit)</b>	<b>(880,597)</b>	<b>700,460</b>	<b>25,000</b>	<b>(2,540,446)</b>
Accounting Transfers	747,881			
<b>Change to Surplus</b>	<b>(132,716)</b>	<b>700,460</b>	<b>25,000</b>	<b>(2,540,446)</b>
<b>Ending Accumulated Surplus</b>	<b>2,628,586</b>	<b>3,329,046</b>	<b>3,354,046</b>	<b>813,600</b>

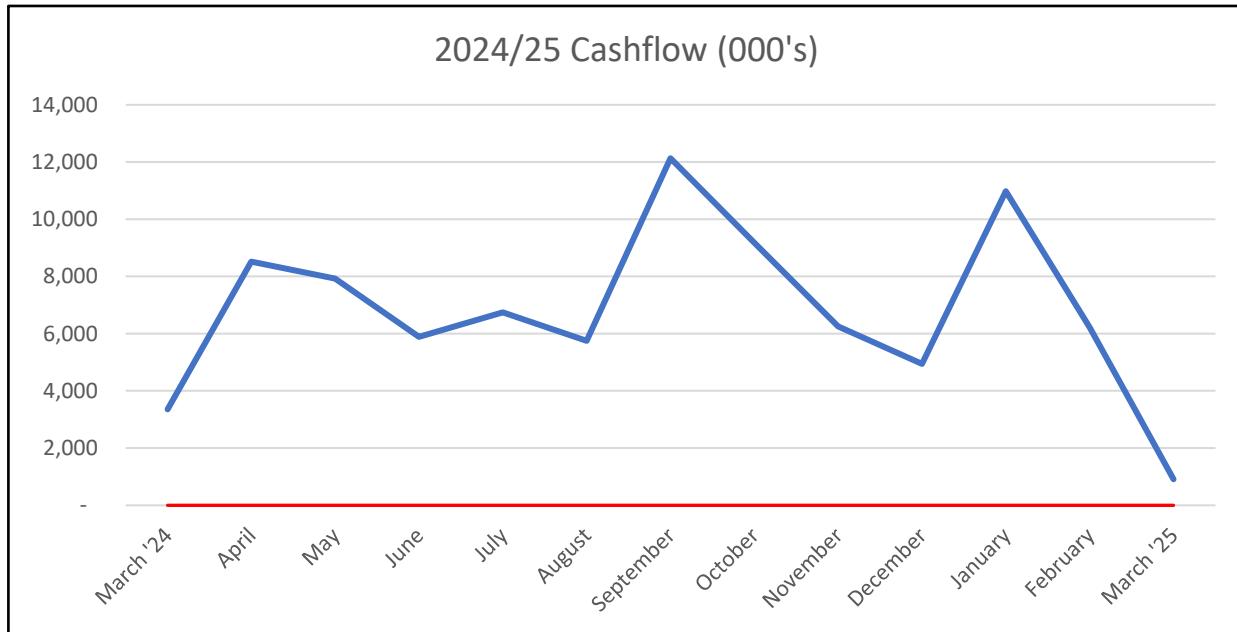
**Summary**

- In years of surplus ECU has been able to contribute funds to its accumulated surplus, while in years of deficit, funds have been applied as needed. In 2024/25 the available funds are expected to be \$3,354,046, and usage will deplete the fund to \$813,600 by March 2025.

# Emily Carr University of Art + Design

## Cashflow Projections

March 2024 to March 2025



### Notes:

1. Cashflow is based on budget projections for 2024/25, with an estimate made for available accumulated surplus based on current year projections to March 31.
2. The Ministry has confirmed that Emily Carr will not receive one-time funding in advance of the 2024/25 fiscal year. The Ministry will revisit the possibility of one-time funding closer to the end of the current calendar year.
3. The University has confirmed with the Ministry that advances to base grant and annual service payments will be provided in 2024/25 to assist with cashflow challenges.
4. Under these assumptions, management concludes that the University has sufficient resources to meet its financial obligations to the end of fiscal 2024/25.

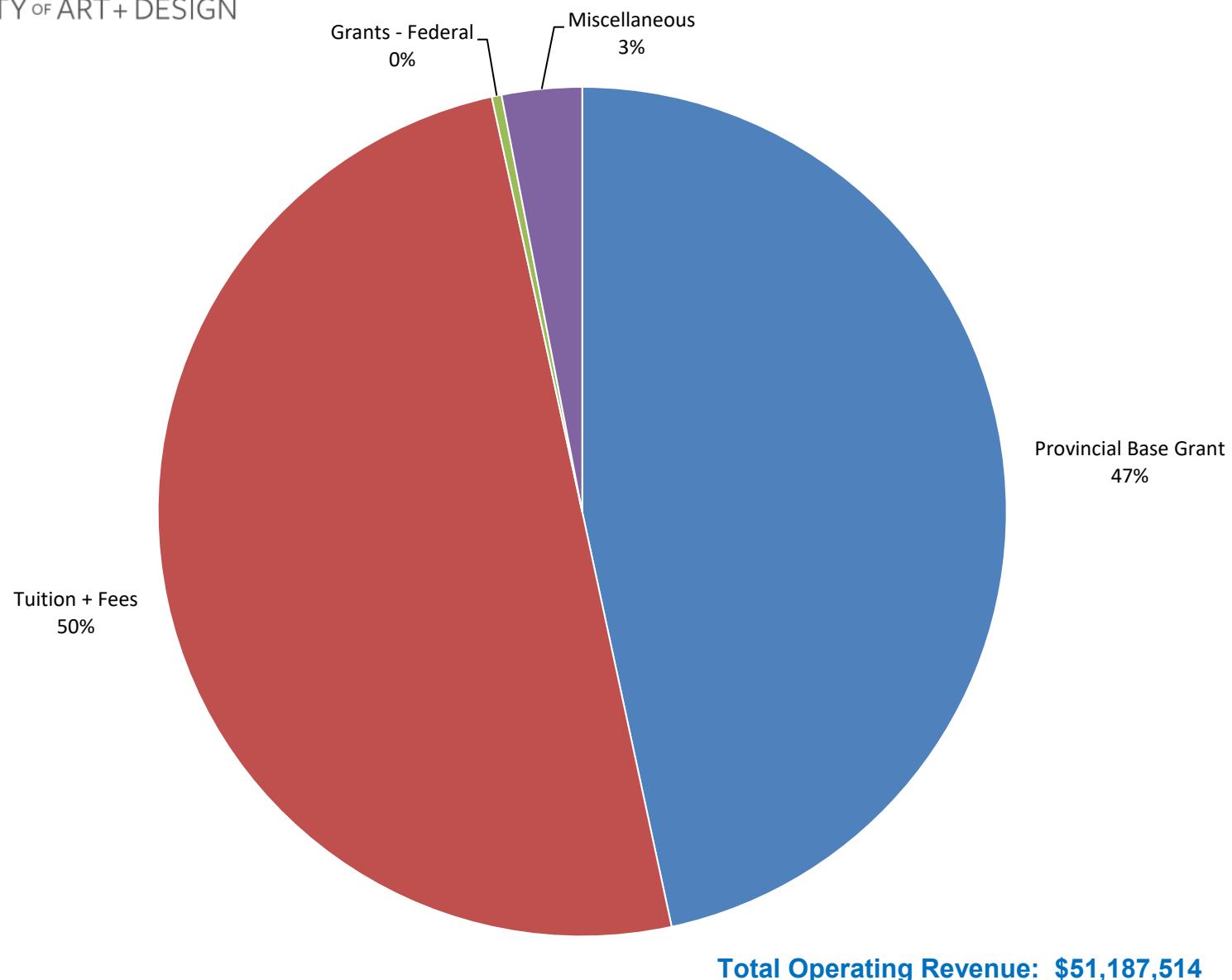
**Emily Carr University of Art + Design**  
**Student Full-Time Equivalents**  
**Year Ending March 31, 2025**

	2024/25 Budget			2023/24 Projections			Difference
	DOM	INT	Total	DOM	INT	Total	
Undergraduate Domestic	1,346	-	1,346	1,365	-	1,365	(19)
Undergraduate International	-	631	631	-	626	626	5
Graduate Studies:							
MFA	10	12	23	16	8	24	(1)
MFA Low Residency	16	7	23	19	6	25	(2)
MDSI	10	11	21	13	8	21	(0)
MDSX	6	16	22	4	18	22	(0)
MDES Low Residency	3	3	6	-	-	-	6
Continuing Studies	160	-	160	143	20	163	(3)
<b>Total FTE</b>	<b>1,551</b>	<b>680</b>	<b>2,231</b>	<b>1,560</b>	<b>686</b>	<b>2,246</b>	<b>(15)</b>
Ministry Target	1,428	-		1,408	-		20
<b>Percent of Target</b>	<b>108.6%</b>			<b>110.8%</b>			<b>-2.2%</b>

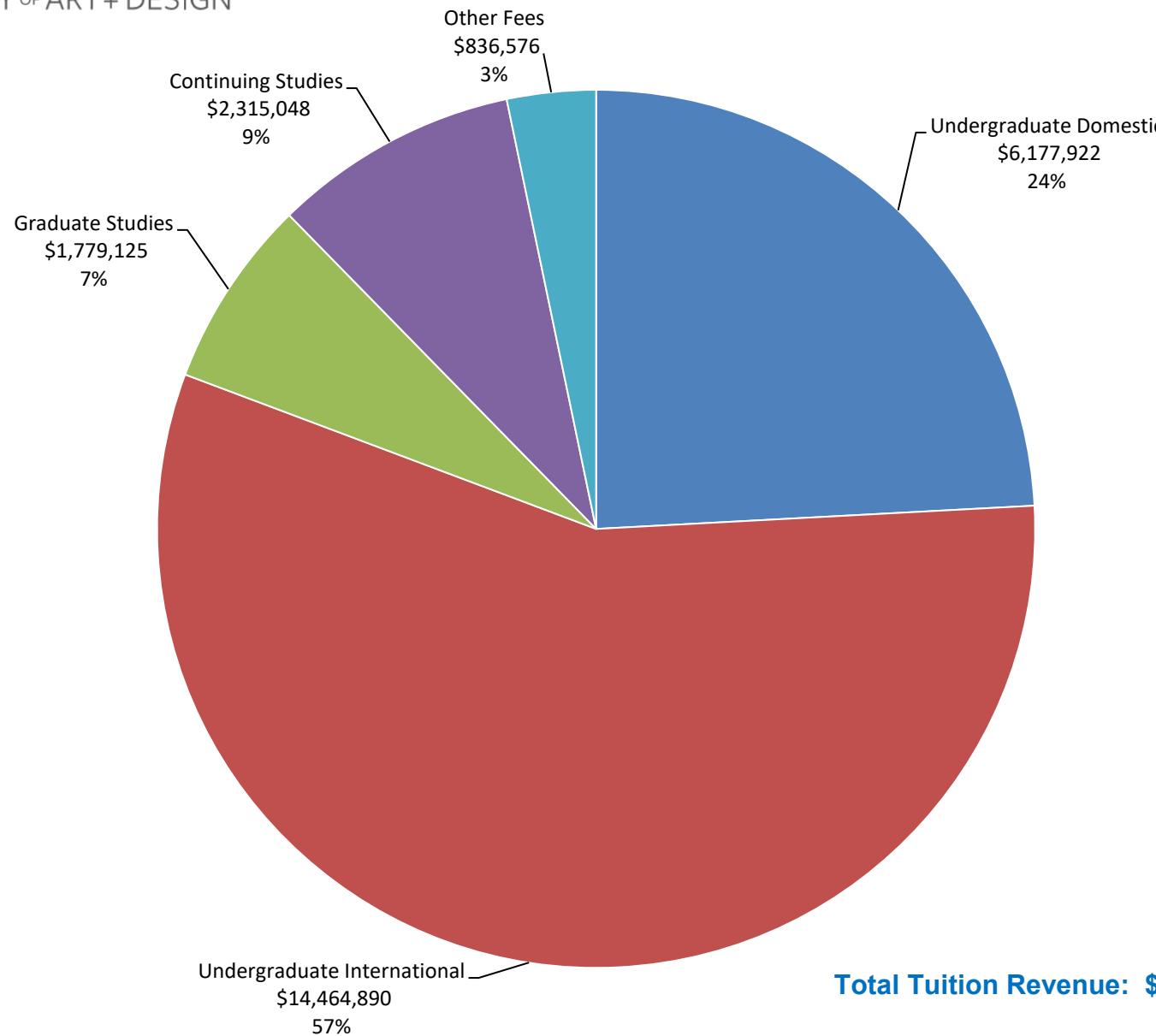
**Notes:**

- The FTE information above is a summary of what is required for submission to the Ministry each fiscal year.
- While the Ministry provides an FTE target to institutions, the target is not directly linked to base grant funding.
- All domestic students (Undergraduate, Graduate, and Continuing Studies) are treated equally in FTE reporting, i.e., all domestic students count towards the FTE target regardless of program.
- Similarly, funding does not vary by student type. For example, ECU does not receive additional funding for its Graduate Programs.
- ECU aims to maximize capacity in each program, in line with its Deficit Mitigation Plan, while maintaining an appropriate mix between domestic and international students.
- Maximizing capacity without increasing the number of sections offered is the ideal strategy to maximize tuition revenue. As a result, ECU consistently exceeds the Ministry target for domestic FTEs.

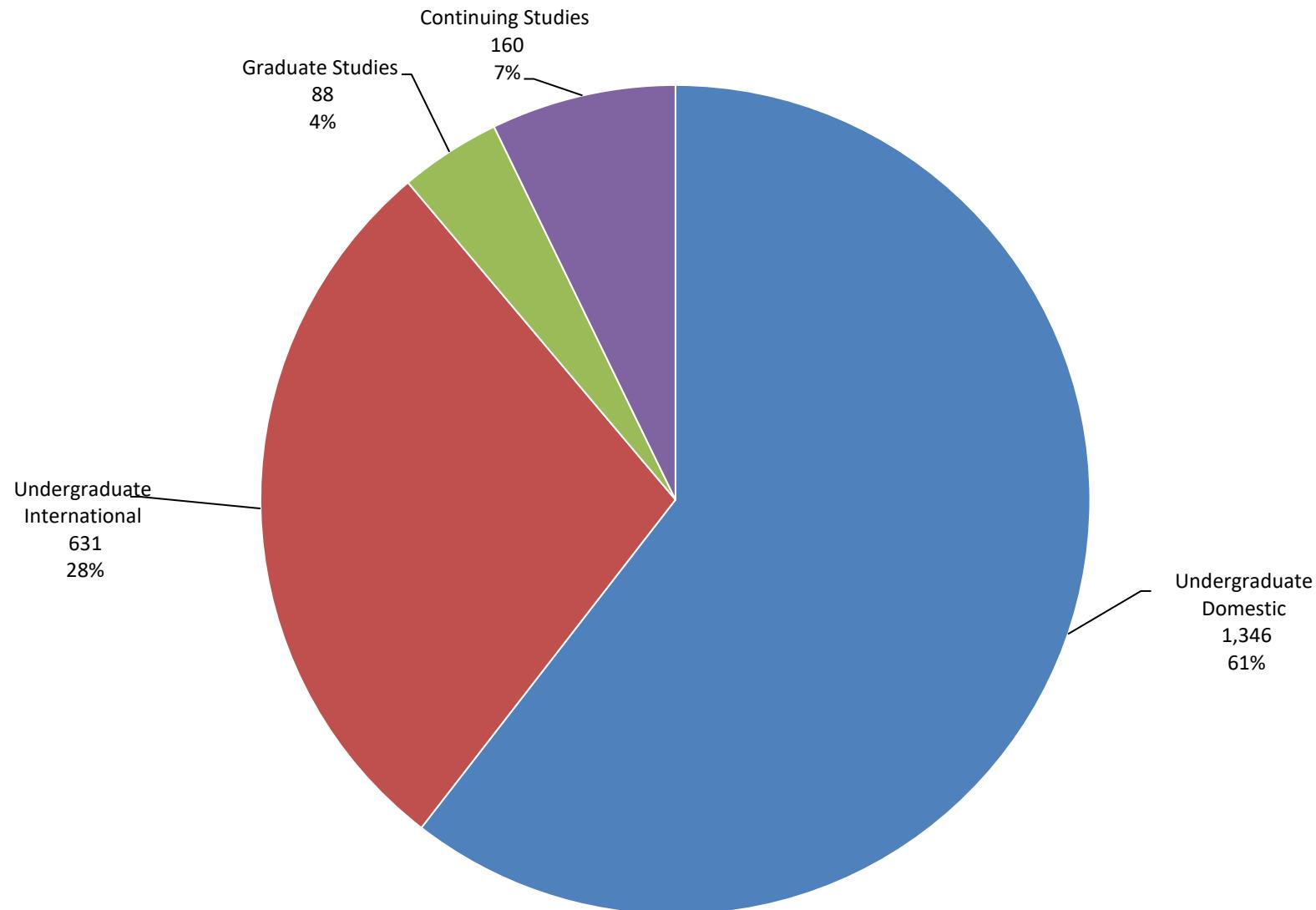
## 2024/25 Operating Revenue



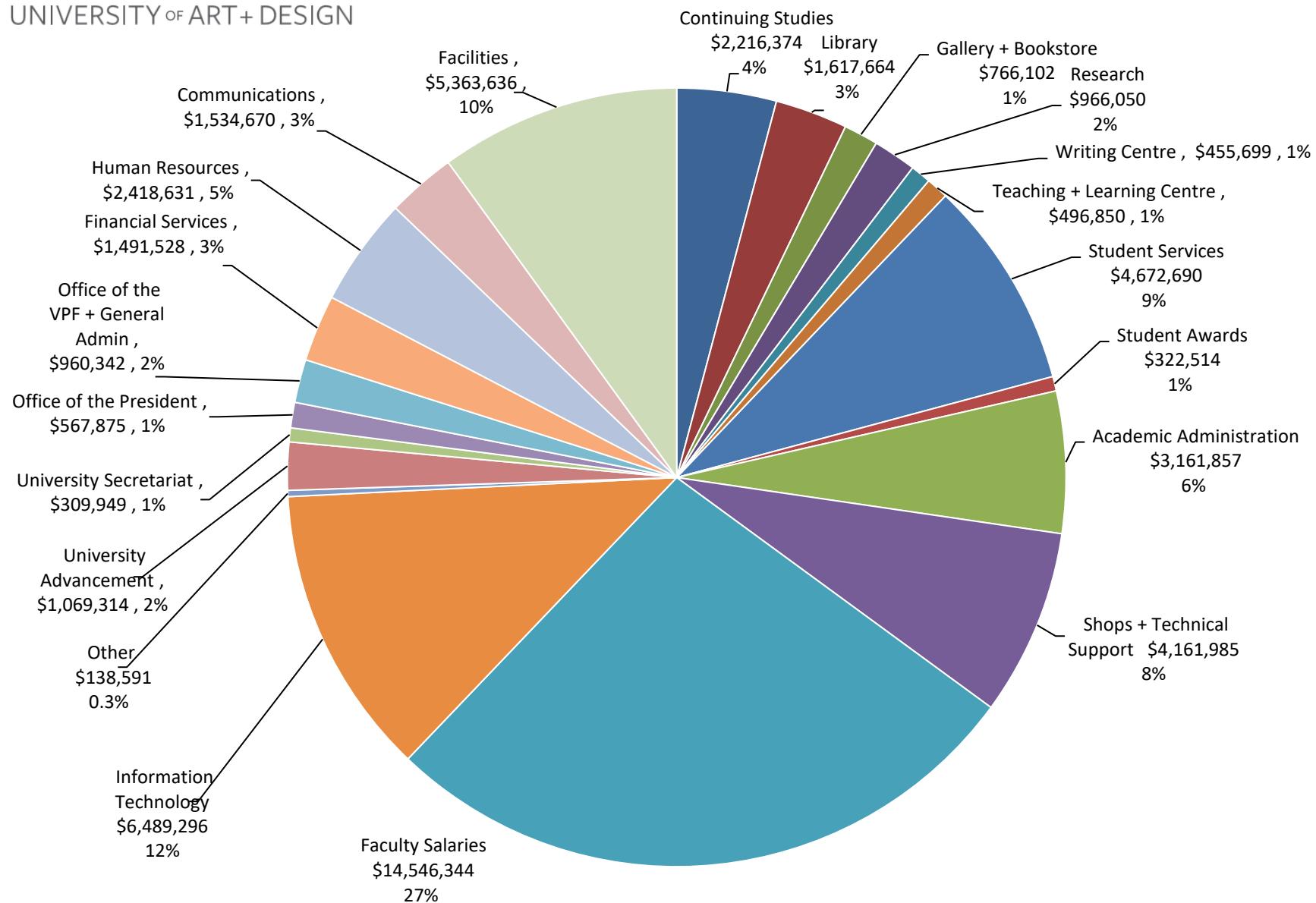
## 2024/25 Tuition + Fees Revenue



## 2024/25 Student Full-Time Equivalents



## 2024/25 Operating Expenditures



**Total Expenditures: \$53,727,960**



# BOARD OF GOVERNORS

## Information Briefing Note

<b>TO:</b>	Board of Governors
<b>FROM:</b>	Viktor Sokha, Vice President Finance + Administration Diyan Achjadi, Vice President Academic + Provost
<b>DATE:</b>	March 22, 2024
<b>SUBJECT:</b>	Transcript Fee
<b>PURPOSE:</b>	<input checked="" type="checkbox"/> For Action <input checked="" type="checkbox"/> For Discussion <input checked="" type="checkbox"/> For Information
<b>RESPONSIBLE PORTFOLIO:</b>	Vice President Finance + Administration

### MOTION

**That the Board, on the recommendation of the Audit + Finance Committee, approve the reintroduction of transcript fees at the revised rates, effective April 1, 2024.**

### EXECUTIVE SUMMARY/OVERVIEW

In 2019 ECU suspended transcript fees charged to students when PayPal Service was disrupted. During the pandemic, ECU made the decision to continue providing transcripts at no charge. In recent months, management has been corresponding with the Ministry to enable ECU to reintroduce these fees in line with the provincial tuition limit policy.

In February, the Ministry confirmed that transcript fees are considered mandatory fees under the tuition limit policy; however, fees for additional services, such as rushed, couriered, or mailed transcripts, are not considered mandatory. The Ministry also confirmed that ECU has an option to increase its “base” fee by 2% for each year that the fee was suspended, as if it had been continuously assessed.

The University is requesting Board approval to reintroduce fees for transcript processing at updated rates.

## KEY POINTS/CONSIDERATIONS

- In 2018/19, the last full year before the transcript fee was suspended, transcript fee revenue exceeded \$17,775.
- Student Services currently processes approximately 1,000 transcripts each year.
- The proposed standard processing (“base”) fee is \$11.00, which is the 2019/20 fee of \$10.00 increased by 2% per year, in line with the provincial tuition limit policy.

### Proposed rates (effective April 1, 2024):

Processing Details	2019/20 Fee	Proposed Fee
Standard processing: 3-5 days • picked up by student	\$ 10.00	\$ 11.00
Rushed processing: one day • picked up by student	\$ 20.00	\$ 25.00
Rushed processing and couriered: one day • courier coordinated and paid for by student	\$ 20.00	\$ 25.00
Rushed and mailed: one day • mailed by ECU within one business day	\$ 20.00	\$ 28.00
Digital transcript	\$ 15.00	\$ 15.00

## NEXT STEPS

The Board will consider a recommendation from the Audit + Finance Committee to approve the reintroduction of transcript fees at the revised rates, effective April 1, 2024.

## ATTACHED SUPPORTING MATERIALS

None