

AGENDA BOARD OF GOVERNORS — OPEN SESSION

Thursday, December 7, 2023 — 1:00 p.m. – 2:00 p.m.

Location of Meeting: ECU Boardroom (D2315)

Zoom Webinar Link:

<https://emilycarru.zoom.us/j/63369384319?pwd=Zytnank1Q2lkQXJwVkhHL214dGVEQT09>

Webinar ID: 633 6938 4319

Passcode: 374348

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 D. Avison, Board Chair

2. APPROVAL: Adoption of the Agenda Chair

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

3. APPROVAL: Past Meeting Minutes – AGM + Open Session Chair

- *Attachment: Draft Minutes of the Board AGM of September 28, 2023 (pp. 3-4)*

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

- *Attachment: Draft Minutes of the Board Open Session of September 28, 2023 (pp. 5-9)*

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

II. BUSINESS

1. Chair's Remarks Chair

2. Interim President's Remarks T. Kelly

3. INFORMATION: Financial Review as of October 31, 2023 V. Sokha,
Vice-President,
Finance +
Administration

- **Attachment:** Refer to VPFA Report below under III. Reports

4. INFORMATION: 2024/2025 Preliminary Budget V. Sokha

- **Attachment:** Refer to VPFA Report below under III. Reports

III. REPORTS

1. Interim President + Vice-Chancellor Report (pp. 10) T. Kelly
2. Vice-President, Finance + Administration Report (pp. 11-18) V. Sokha
3. Interim Vice President, Academic + Provost Report (pp. xx) D. Achjadi

IV. NEXT MEETING: Thursday, February 8, 2024

V. ADJOURNMENT



MINUTES – Draft for Approval

BOARD OF GOVERNORS — ANNUAL GENERAL MEETING

Thursday, September 28, 2023 — 12:30-1:00 p.m.
D2315 Main Boardroom and via Zoom webinar.

ATTENDANCE:

Board Members:

Don Avison (Board Chair)	Lindsay McIntyre
Trish Kelly (Interim President + Vice Chancellor)	Keith Reynolds
Carleen Thomas (Chancellor)	Esther Rausenberg
Lorcan O'Melinn (Vice-Chair)	Alex Phillips
Mary Macaulay	Gaye Fowler
Keith Kerrigan	Ishika Tripathi
	Parnian Anaa

Regrets: Sung Van

Guests: Viktor Sokha (Vice-President, Finance + Administration), Adrian Tees (Associate Vice-President, HR), Mark Douglas (Executive Director, Financial Services), Marcia Guno, (Vice-Provost, Students), Natasha Himer (University Secretary), Nicole Shin (Associate University Secretary)

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I. ADMINISTRATIVE BUSINESS

1. Call to Order — Don Avison, Chair of the Board, called the meeting to order at 12:45 p.m.
2. Adoption of the Agenda.

MOTION: That the agenda for the Board of Governors' Annual General Meeting of September 28, 2023 be approved as presented.

Moved / Seconded

Carried.

3. Welcome New Board Members

The Chair reported that new Board members were welcomed and sworn in during the closed session of the August Special Board meeting and took a moment to recognize newly appointed, elected and re-elected Board members again during the open session of the AGM:

- Ishika Tripathi, re-elected for another year, student member in her last year of study;
- Sung Van, Alumni OIC Member, who was unable to join the meeting today, and
- Parnian Anaa, Student Member, a 2nd year Industrial Design student, in her 4th year at ECU.

4. Board Bylaws & Annual Conflict Declaration Form

The Chair reminded Board members that the conflict declaration form is completed annually and typically at this first meeting in September. He asked Board members to send signed forms to the University Secretary following the Board meeting.

II. BUSINESS

1. Appointment/Elections

a) Election of Vice-Chair

Lorcan O'Melinn was nominated and agreed to stand for the position of Vice Chair. There were no further nominations.

b) Election of Board Executive + Human Resources Committee Member(s)

The following Board members expressed their interest to serve and were appointed by the Board as members of the Executive + Human Resources Committee: Lorcan O'Melinn, Esther Rausenberg and Lindsay McIntyre.

c) Election of ECU Board Governance Committee Member(s)

The following Board members expressed their interest to serve and were appointed by the Board as members of the Governance Committee: Keith Reynolds, Alex Phillips, Mary Macaulay and Lindsay McIntyre.

Secretary's Note: Gaye Fowler subsequently confirmed interest in continuing to serve on the Governance Committee. Notice was provided to the Governance Committee Chair and this item will be brought forward to the next Board meeting for ratification.

d) Senate: One Board member to serve as a non-voting member of Senate

Ishika Tripathi confirmed her interest to serve in the role; there were no further nominations; I. Tripathi was appointed by the Board to serve in the role.

It was noted that I. Tripathi is also a current student Senator.

e) Sabbatical Committee: One Order-in-Council Board member

Esther Rausenberg confirmed her interest and agreed to continue her position to serve on the Sabbatical Committee. There were no further nominations, and E. Rausenberg was appointed by the Board to serve in the role.

III. ADJOURNMENT: The meeting adjourned at 12:58 p.m.



DRAFT

MINUTES – Draft for Approval

BOARD OF GOVERNORS — REGULAR SESSION

Thursday, September 28, 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)	Esther Rausenberg
Lorcan O'Melinn (Vice-Chair)	Alex Phillips
Mary Macaulay	Gaye Fowler
Keith Kerrigan	Ishika Tripathi
	Parnian Anaa

Regrets: Sung Van

Resources and/or Guests: Viktor Sokha (Vice-President, Finance + Administration), Adrian Tees (Associate Vice-President, HR), Marcia Guno (Vice-Provost, Students), Mark Douglas (Executive Director, Financial Services), Natasha Himer (University Secretary), Nicole Shin (Associate University Secretary, Recording Secretary)

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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 September 28, 2023 be approved as presented.

Moved / Seconded

Carried.

3. Approval of Previous Meeting Minutes

MOTION: That the Minutes of the Open Session Board Meeting of June 1, 2023 be approved as presented.

Moved / Seconded

Carried.

II. BUSINESS**1. Chair's Remarks**

The Chair confirmed that this was the last meeting for Board member Keith Kerrigan. The Chair and the Interim President + Vice Chancellor recognized and thanked K. Kerrigan for his dedication and service to the Board and the ECU community over the past five and half years. K. Kerrigan was presented with a gift by Board member Gaye Fowler. He shared personal remarks and his gratitude with the Board and the ECU community.

2. Institutional Accountability Plan and Report

The Chair reported that the 2022-2023 ECU Institutional Accountability Plan and Report is an annual report and is an important way in which the University demonstrates how it is achieving its mandate, and to highlight successes.

The report was submitted to the Ministry of Post-Secondary Education and Future Skills over the summer. The Ministry provided feedback on the draft 2022-2023 ECU IAPR, the report was updated in accordance with the feedback and is before the Board for approval.

There was general discussion, and:

- In response to a question, it was noted that the Telecommuting Framework highlighted in the report refers to hybrid work arrangements, whereby employees may arrange with the supervisor to work from home.
- It was clarified that the Vice President Finance + Administration portfolio is responsible for the P3 contract performance monitoring.
- The Emergency Management Program and the Risk Management framework referenced in the report are evolving and will come to the Board for further discussion and feedback.
- The University is thinking of ways in which it can gather feedback on student satisfaction without creating another survey.
- ECU is looking to provide flexibility and opportunities for students to build different pathways whether it be through credit courses or through certificate programs or micro-credentialing provided through Continuing Students.

It was noted that the report is a public document that will be shared on the Ministry's website as well as on the ECU webpage.

MOTION: That that Board ratify the 2022/23 Institutional Accountability Plan and Report as presented.

Moved / Seconded

Carried.

Secretary's Note: Following the Board meeting, it was noted and the report was updated on page 10 to add the Bachelor of Media Arts under the Faculty of Arts.

3. 2022/2023 Statement of Financial Information (SOFI) Report

L. O'Melinn reported that SOFI is a standard report that all post-secondary intuitions are required to submit to the Ministry annually, and it is before the Board for approval.

With reference to page 76 regarding the Campus Redevelopment Project P3 Debt, a Board member asked if the amount outstanding of \$53M has increased overtime. V. Sokha explained that under the current agreement ECU is obligated to repay the cost of the building as well as the continued maintenance over a period of 30 years. He indicated that he would provide an update for the Board with information regarding the difference in the amount outstanding.

In response to a question, it was explained that severance agreement figures are not disclosed due to privacy requirements and other contractual terms.

In response to a question, it was explained that individual expenses are permitted under certain categories, and include expenses related to professional development. A. Tees, Associate Vice President Human Resources, offered to provide further information if needed, regarding the compensation framework and noted that ECU's practices are consistent with the sectoral framework.

MOTION: That, on the recommendation of the Audit + Finance Committee, the Board approve the Statement of Financial Information (SOFI) for 2022/23 as presented.

Moved / Seconded

Carried.

4. 2023/24 Mandate Letter – Ministry of Post-Secondary Education and Future Skills

The Chair reported that the Board reviewed and approved the Mandate letter at the August 17, 2023, Special Board meeting. The Board Chair is required to sign on behalf of the Board and return the letter to the Ministry by September 21, 2023. It was important that the Mandate letter was brought back to the Board during open session.

T. Kelly, Interim President + Vice Chancellor, provided the following highlights from the Mandate letter:

- Reconciliation: Supporting lasting and meaningful Reconciliation and delivering on specific commitments as outlined in the Declaration on the Rights of Indigenous Peoples Act action plan.
- Climate Action: Implementing targets and strategies for minimizing greenhouse gas emissions and managing climate risk to align with the CleanBC target by 2023.
- Anti-Discrimination Work: Adopting the Gender Based Analysis Plus (GBA+) lens to ensure gender equity is reflected in our operations and programs, and as part of broader anti-discrimination work.
- Privacy and Cyber/Info security: Maintaining up to date systems and effective cybersecurity practices, including evaluating the organization against industry standards and maintain appropriate security and privacy practices.
- Risk Management: Implementing and maintaining an effective fraud risk management strategy.
- Additional Priorities + Linkages with the StrongerBC Future Ready Action Plan

In response to a question, T. Kelly explained that all BC public post-secondary institutions may raise domestic tuition and mandatory fees at the cap identified by the Ministry of Post-Secondary Education and Future Skills, which is currently 2%.

III. REPORTS

1. Interim President + Vice-Chancellor's Report

T. Kelly provided the following highlights:

- ECU hosted its first Welcome Week for new and returning students for the Fall 2023 term. The activities helped students create connection and engagement and provided opportunities to reset as a community during a period of transition.
- The planning process of the strategic vision has been an ongoing process. The Board will be engaging in a strategic planning session early October to provide further feedback on the draft plan.
- Over the past few months T. Kelly has been re-establishing relations by meeting with leaders of other cultural organizations in the city, donors and connecting with government and other post-secondary partners.
- Reminded the Board that following the Board meeting, the university will unveil *Pacific Song of the Ancestors*, a totem pole that is meant to embody the spirit of the community building, deepen our relationship with our host nations, and reverence for the diverse Indigenous culture within BC.

T. Kelly also noted that ECU is extending and expanding the support and resources for international students. The Ministry has indicated that they are building a framework with guidelines on how institutions can better support international students.

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

D. Achjadi reported on the following:

- The University launched an ECU-wide survey in order to gather input on experiences and data on community member's experiences with Equity, Diversity and Inclusion. The data that is gathered will help to identify and shape EDI initiatives at ECU.
- Direct Entry model was introduced in the fall, and it was a success. It is an important component of deficient mitigation that provides more predictability in enrollment patterns for course planning and budgeting. We are continuing to work on refining the process.
- In the summer the University piloted an accelerated Foundation Program entry, which is an intense and accelerated pathway to second years for students. The current plan is to expand the program to 60-80 students going forward.

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

DRAFT

V. Sokha reported that the Q1 Forecast was submitted to the Ministry in July. He noted that the University is in line with the approved budget and that 2024-25 and 2025-26 fiscal year projections closely align with the deficit mitigation plan.

The deadline to submit the Q2 Forecast is early October. It will be provided to the Audit + Finance Committee for information and reported on at the December meeting.

- IV. **OTHER BUSINESS** – No other business.
- V. **NEXT MEETING:** Next Regular Open Session of the Board has been moved from November 30, 2023 to December 7, 2023.
- VI. **ADJOURNMENT:** The meeting adjourned at 2:07 p.m.



Report to the Board of Governors

Interim President + Vice -Chancellor
December 2023

Campus Climate

Much like other universities, ECU has been impacted by the Israeli/Palestinian conflict. Our community is diverse, and includes faculty and students with direct ties to both Israel and Palestine. As an open learning environment, with space for all community members, the university has issued messaging in line with other post-secondary institutions, condemning violence, calling for peace, offering resourcing and support for community members, and prioritizing safety and security. The goal is to continue to provide a safe, welcoming, and inclusive environment where everyone can work, study, and create.

BC Accessibility Plan

In compliance with the Accessible BC Act, the university's Accessibility Plan is now [posted](#) on our website, and a mechanism has been established for community members to identify barriers to inclusion at the university (accessibility.feedback@ecuad.ca). The Accessibility Committee, as a permanent standing committee, has extended a call for new membership, specifically to ensure more fulsome student and alumni participation. Individuals with lived experience, or involved in the disability justice community, are prioritized. Community outreach is expected in the coming months, both to communicate the plan outwards, and to further consult on what may be missing. The intention is to use this plan to prioritize true inclusion for all community members.

Strategic Planning

Work on strategic planning has continued throughout the term, with consultation from the Board, Senate, the President's Executive Committee, the Academic Affairs area, and the Advisory Committee. Feedback on internal accountability and transparency of the plan, the vision statement, terminology ,and inherent goals, is being used to rework the existing draft. A special session of the Board in January will be scheduled to consider the new draft, and to discuss communication and implementation strategies.

Student Sale

The 50th anniversary of the annual student sale took place November 23-25, and was an incredible success. Approximately 200 emerging artists and designers participated, and objects for sale included paintings, ceramics, photographs, prints, wearable art, sculpture, and more. Total sales exceeded \$100,000, (a university record) with over 500 individual customers. Many areas of the university came together to support the sale, including Advancement + Events, Communication, Facilities, and Alumni-relations, and the public response was exceedingly positive.



Report to the Board of Governors

VP Finance + Administration
December 2023

Finance

Financial Review and Cashflow

For the seven months ended October 31, 2023, the University is reporting the following:

	Actual	Budget	Variance	Variance %	Annual Budget
	Year to Date	Year to Date	Actual to Budget		
Revenue					
Grants	12,440,439	12,434,214	6,225	0%	21,163,454
Tuition	10,101,008	10,532,650	(431,642)	-4%	23,555,941
Other Fees	291,250	254,820	36,430	14%	812,076
Other Income	1,213,732	655,179	558,553	85%	1,002,230
Total Revenue	24,046,429	23,876,863	169,566	1%	46,533,701
Expenditures					
Salaries	19,870,726	20,460,213	589,487	3%	36,777,429
Other	6,642,438	6,177,217	(465,221)	-8%	10,792,760
Total Expenditures	26,513,164	26,637,430	124,266	0%	47,570,189
Operating Fund Surplus (Deficit)	(2,466,735)	(2,760,567)	293,832		(1,036,488)

Figure 1: Budget Summary, month ended October 31, 2023

Tuition Revenue:

Fall registration met total head and credit targets; however, the mix between domestic and international students varied from budget: ECU budgeted 65% domestic and actual results are 68% domestic.

Adding to the variance, while registration in 2nd, 3rd and 4th years exceeded targets, the university fell short on its Foundation-level intake.

ECU saw a shortfall in international tuition revenue through the Summer and Fall terms that was partially offset by strong domestic registration; however, we see a total shortfall in tuition revenue

of \$430,000 to the end of October.

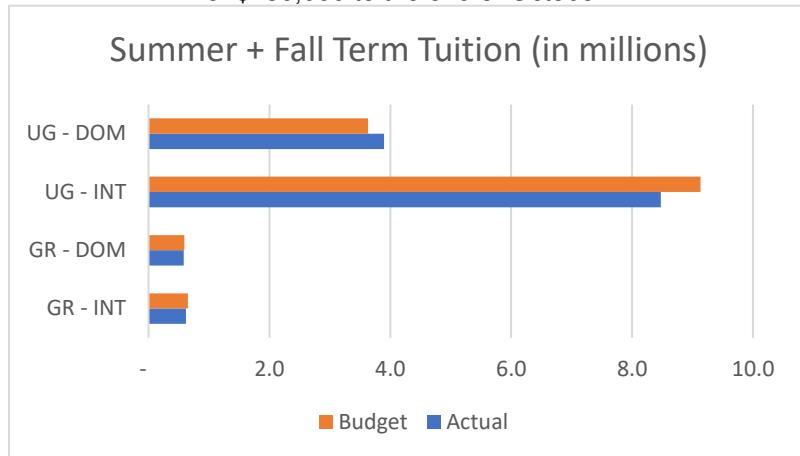


Figure 2: Summer and Fall Tuition variance

ECU has made an effort to offset some of the Fall shortfall by increasing our Spring student intake target by approximately 23 students more than prior years. We anticipate that our Spring intake will meet expectations and compensate for the shortfall in the Fall.

Other Income:

ECU continues to experience higher than budgeted investment income related to money temporarily deposited in the Central Deposit Program (CDP). The CDP rate remains at 5.7%, which has resulted in approximately \$432,000 above projected amounts.

Salary Expenses:

Hiring lags for position vacancies have resulted in a savings of approximately \$620,000. Many positions have now been filled, but 10 vacancies remain. These savings are partially offset by increases to Faculty instruction costs (due to additional section offerings) for a net savings on salaries close to \$590K.

Non-salary Expenses:

Savings in salary are partially offset through the engagement of consultants required to perform in the absence of employees. Consultants have been hired to assist with the implementation of M365, project management and to assist with the university's Privacy portfolio.

Overall non-salary costs are approximately \$465,000 greater than where we expected to be by the end of October.

Mid-Year Budget Review:

As occurs each year, Budget Managers have performed a mid-year review of their budgets. The purpose of this exercise is to provide Financial Services with a clear understanding of our projected financial position to the end of the current fiscal year.

The variances identified above are incorporated into our revised projections. Financial Services is working with Budget Managers in cases where significant cost increases are identified. This collaboration is ongoing and projections will be refined again in January as ECU implements a new Q3 review process.

Cashflow:

Based on the information above, ECU could see an improvement to our budgeted deficit; however, predictions are difficult to make in advance of Spring registration. At this point ECU is not revising its cashflow projections and remains confident that it can meet its obligations as expected through the current fiscal year (see figure 3).

As a reminder, ECU received advances to its base grant through the summer months; funds which have been deposited into the Central Deposit Program to gain interest. In the new year the university will not receive base grant funding until April 2024 and will draw from the Central Deposit as required. This is the reason for the sharp decline in cash between January and March 2024.

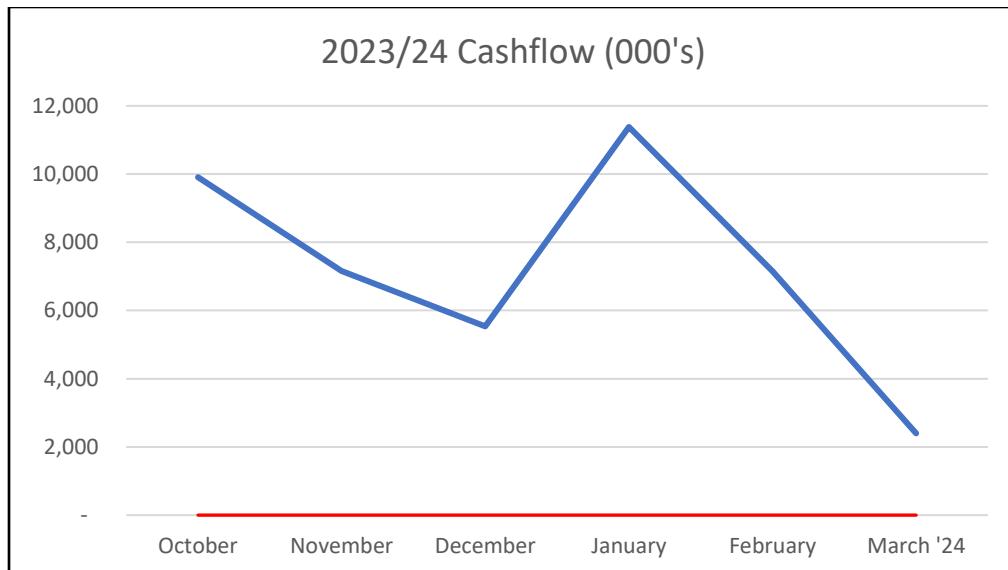


Figure 3: Cashflow projection to March 2024

2024/25 Preliminary Budget Review

Introduction:

The 2024/25 preliminary budget shows a deficit of **\$3,648,716**. As outlined below, this reflects a roll forward budget for non-salary, non-discretionary costs. It does not include Ministry one-time funding, but correspondence with the Ministry is ongoing. The University will continue to look at ways to reduce this deficit; however, the costs that have been projected in the preliminary budget are felt to be unavoidable.

Background:

2023/24 saw the implementation of ECU's Deficit Mitigation Plan (DMP), which focuses on revenue generation through program capacity maximization, targeted tuition increases and program growth in Continuing Studies.

Effective Fall 2023, the university introduced a direct entry admission model, which improves our ability to target admissions by program. As we continue under this model, ECU aims to match the number of students in each program to the number the program can accommodate.

Continuing Studies has created new micro-credential programs in digital design skills and creative technology, introducing 32 new courses in animation, gaming and visual FX. The number of courses is expected to grow in the coming years and will provide a future for certificate programming with a focus on creative technology, which is in high demand within the tech industry.

Along with the efforts above, in 2024/25 ECU aims to grow Graduate Programming. In the coming year, Graduate Studies will be looking to introduce a new low-residency Master of Design program, to mirror its existing low-residency Master of Fine Arts program.

Statement of Changes to Budget

As illustrated in the Statement of Changes to Budget (see figure 4), the most significant increase to revenue is 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.

Other increases to salary expenses relate to the sectoral alignment of faculty course loads. 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.

The other noteworthy change in the preliminary budget is that we have not assumed one-time funding for the coming year. Management is confident that the Ministry will continue to support us as we implement our Deficit Mitigation Plan; however, at this point we cannot confirm additional funding. This results in a \$2M difference in our preliminary budget compared to 2023/24.

Statement of Changes to Budget

Deficit 2023/24 (Budget)	\$ (1,036,487)
Remove:	
One-time funding	(2,000,000)
Add:	
Provincial Funding:	
Technology Expansion	535,000
Shared Recovery Mandate	3,771,207
Annual Service Payments	473,136
Program Growth:	
Credit Programming	654,272
Continuing Studies Programming	190,357
Tuition Fee Increase	365,323
Other Revenue	152,775
Less:	
Salaries	(6,060,976)
Non-discretionary Expenses	
Annual Service Payments	(469,652)
Other Expenses	(223,671)
Deficit 2024/25 (Preliminary)	\$ (3,648,716)

Figure 4: Statement of Changes to Budget

The university's Deficit Mitigation Plan prepared in January 2023 projected a deficit of \$2,570,049 in 2024/25. The primary reason for the increased deficit is the change to faculty course load, referenced above. The change came as a result of Collective Bargaining and was not forecast in the Deficit Mitigation Plan.

2024/25 Budget

As illustrated above, the preliminary budget is projected to be a deficit of over **\$3.6M**. The budget incorporates the revenue generation efforts identified above along with further deficit mitigation through roll forward budgeting.

Consultation Process:

The budget is prepared in collaboration with the ECU community. Budget Managers and Deans are consulted on the projected budget to ensure it accurately reflects a roll forward state.

On November 17, management presented on the budget process in an open townhall for the community. Future sessions will be held through to the approval of the final budget, with the next two community sessions already scheduled for December 5 and 14. A session specifically for students has been scheduled for January 10.

In addition to the community townhalls, management will review the preliminary budget with the Senate Budget Committee on November 29.

At each session the attendees will be provided time to ask questions and provide feedback.

Roll Forward Expenses:

At ECU non-contractual, non-salary budgets have not increased since 2020/21, and in many cases have shrunk. For 2024/25, ECU again is preparing a roll forward budget and, as a result, is showing an increase of only \$223,000 to non-salary costs, excluding P3-related annual service payments, which are funded by the Ministry. Identified non-discretionary costs consist entirely of software licensing and other contractual obligations.

Salary costs have increased only in relation to contractual increases: step increments and increases related to the university's recently ratified Collective Agreements. At this point, there have been no new positions added to the 2024/25 budget.

Requests for budget increases by Budget Managers total approximately \$5M, including in the following areas: Counselling, Accessibility and Student Wellness, University Advancement, Communication and Marketing, and ITS/cybersecurity. Management will review all requests and identify whether any are urgent and necessary for the successful operations of the university; however, our ability to fund any increases will limit the number of requests that can be fulfilled.

Tuition Fees

ECU's tuition fees for 2024/25 have not been determined. The preliminary budget incorporates a 2% increase for domestic students and 4% increase for eligible international students (students newly registered in 2023/24 and 2024/25); however, lesser increases and their financial impact are being considered.

Management intends to bring the proposed tuition increases to the Board for consideration in the new year.

Preliminary Budget Summary

	2024/25 Projection	2023/24 Budget	Difference
REVENUE			
Grants			
Provincial annual block funding	\$ 23,497,697	\$ 18,718,354	\$ 4,779,343
Provincial one-time funding	-	2,000,000	(2,000,000)
Other			-
Research Support Fund	192,600	192,600	-
Total Grants	23,690,297	20,910,954	2,779,343
Tuition Fees			
Credit Program - Undergraduate	20,642,553	19,680,530	962,023
Credit Program - Graduate	1,765,662	1,732,591	33,072
Other Fees (application / learning access / LinkedIn Learning)	836,576	812,076	24,500
Continuing Studies	2,333,177	2,142,821	190,357
Total Tuition	25,577,969	24,368,017	1,209,952
Other	1,155,005	1,002,230	152,775
Total Revenue	\$ 50,423,271	\$ 46,281,202	\$ 4,142,070
EXPENDITURES			
Salaries			
Faculty - Credit Program	\$ 13,750,401	\$ 10,829,644	\$ 2,920,757
Faculty - Continuing Studies	896,276	849,618	46,658
Support	9,935,995	8,913,605	1,022,390
Administration	10,197,827	9,062,767	1,135,060
Hourly Support	369,696	387,704	(18,008)
Benefits	7,801,295	6,847,176	954,119
Total Salaries	42,951,490	36,890,514	6,060,976
Other Expenditures			
Annual Service Payments	3,464,239	2,994,587	469,652
Other Expenses	7,656,258	7,432,587	223,671
Total Expenditures	\$ 54,071,988	\$ 47,317,688	\$ 6,754,299
Surplus (Deficit)	\$ (3,648,716)	\$ (1,036,487)	\$ (2,612,229)

Figure 5: 2024/25 Preliminary Budget

Conclusion

The 2024/25 preliminary budget shows a deficit of **\$3,648,716** (see figure 5). Over the next few months, the University will look at ways to mitigate costs and ensure that registration targets are achievable. Discussions with the Ministry will continue, with a goal to securing one-time funding as we transition to a more sustainable financial model through the implementation of our Deficit Mitigation Plan.

Our budget relies on increases to tuition fees. Consultation with students regarding fees will occur before proposed tuition increases are brought to the Audit and Finance Committee and the Board.

Financial results in 2023/24 will impact the level of accumulated surplus available for 2024/25. Early indications show that ECU could see improvements to budget; however, an estimate of the outcome cannot be made until student registration occurs for the Spring Term (see *Memorandum: Financial Review and Cashflow*).

Management will finalize the 2024/25 budget for Board review in March 2024.

Q2 Forecast

With the approval of the AFC Chair, ECU's Q2 forecast was submitted to the Ministry on October 4, 2023. The forecast is based on the 2023/24 approved budget and the Deficit Mitigation Plan through the next three years.

The Q2 submission has been updated from Q1 to reflect the following:

- New confirmed provincial funding related to the Shared Recovery Mandate and Excluded staff compensation.
- Revised tuition revenue for domestic and international variances in the Summer and Fall terms + a revised domestic and international mix in 2024/25.
- Increased interest revenue due to higher rates provided by the Central Deposit Program.
- Known increases to spending on prioritized projects in the current year, e.g. the Continuing Studies Digital Transformation project and M365 implementation.

On a consolidated all funds basis, ECU reported a deficit of \$(407,426) for Q2 (see figure 6), down from a reported deficit of \$(470,557) in Q1.

The Q3 forecast will be submitted to the Ministry by December 11, 2023 with the approval of the AFC Chair, and will be brought to the Board for information at the February 2024 meeting.

Q2 Forecast, submitted October 4, 2023

	Forecast	Forecast	Forecast	Forecast
	2023/24	2024/25	2025/26	2026/27
----- \$thousands -----				
Statement of Operations				
Total revenue	(58,666)	(61,128)	(63,363)	(64,085)
Total expenditure	59,105	62,684	63,047	63,751
Net (Revenues)/Expenses **	439	1,556	(316)	(334)
(Gain) loss on sale of capital assets	-	-	-	-
Unallocated Pressures (use in Q1 only)	-	-	-	-
Operating Net (Income) Loss (for Ministry)	439	1,556	(316)	(334)
Endowment (restricted asset) contributions	(32)	(60)	(60)	(50)
Net (Income) Loss	407	1,496	(376)	(384)

Figure 6: ECU Q2 Forecast, submitted to Ministry

Broadway Subway Project (BSP)

High level activity schedule provided by BSP as follows:

Nov 2023

- Pile setting work to North of ECU is complete. The last section of elevated guideway is in place and the abutment section is now in progress. Both tunnel boring machines are west of the Oak/VGH station at this point.

2023-2025

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

Facility Operations

Maintenance Activity

- 87 scheduled preventive maintenance activities were completed this period. Highlights of this work consist of monthly service to HVAC equipment, Emergency Generator, Fire and Life Safety equipment, Sprinkler Systems inspections, Exit Lighting, CCTV system, access control and panic duress systems and elevators.
- 127 service requests were responded to and addressed in this period. Highlights of this work consist of requests for service related to, housekeeping, plumbing and drainage, access control, waste management and recycling.

Waste Diversion

- The average waste diversion rate for the rolling 12-month period is 49%. Meaning that of all materials removed from campus, 49% of the volume is diverted from the landfill.

Energy

- Campus energy use is tracking at 98% of the energy performance target for the rolling 12-month period.



Report to the Board of Governors

Interim VPA + Provost Board Report
December 2023

Faculty Hiring

Canada Research Chairs

- We are currently in the preliminary process of identifying candidates for the positions of **Tier 2 CRC in Indigenous Research** and **Tier 2 CRC in Sustainability, Ecological Justice + Climate Action in Creative Practices**. The successful candidates from this preliminary process will be working with the Research and Industry Office in preparing their extended applications for submission to SSHRC for approval.

Faculty

- The hiring process for a non-teaching faculty role for **Educational Developer**, situated within the Teaching and Learning Centre, is in the shortlist interview phase.
- Tenure-track teaching faculty position searches **in Art History, Foundation, Communication Design, Industrial Design** and **Painting** will be conducted this year
- Tenure-track non-teaching faculty position search for an **Electronic Resources + Discovery Librarian** will commence shortly.

Undergraduate Academic Area

Implementation of CRM platform *Slate*

- We have begun implementation of the new Customer Relationship Management Program, *Slate*, which will allow us to maintain better oversight and understanding of multiple data points in relation to the student's experience from applicant to graduation
- Initial rollout during the National Portfolio Day enabled us to seamlessly connect with 63.5% of potential applicants that were seen during this event, with follow up emails and communications
- This was a successful collaboration between the IT area and the Student Services area in ensuring a seamless project plan on the programming and implementation

Implementation of new course evaluation platform *Blue*

- The first round of course evaluations using this new platform are starting to be completed
- This new system will allow faculty to better customize their course evaluations, as well as better data management for the Academic Affairs (AA) team, which will support our quality assurance work and reporting needs