

AGENDA

BOARD OF GOVERNORS — REGULAR SESSION

Thursday, December 1, 2022— 3:30-5:00 p.m.

Online via Zoom webinar:

<https://emilycarru.zoom.us/j/67607436777?pwd=bGFjbGZ0dm1HK2hqNlFwZXp aSGxsUT09>

Webinar ID: 676 0743 6777

Passcode: 058063

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 + Chair's Remarks K. Kerrigan, Board Chair

2. APPROVAL: Adoption of the Agenda Chair

MOTION: That the agenda for the Board Regular Session of December 1, 2022 be approved as presented.

Chair

3. APPROVAL: Previous Meeting Minutes – AGM + Regular Session

MOTION: That the Minutes of the Board AGM of Sept. 29, 2022 be approved as presented.

MOTION: That the Minutes of the Board Regular Session of Sept. 29, 2022 be approved as presented.

II. BUSINESS

1. INFORMATION: Financial Review for the seven months ended October 31, 2022 L. O'Melinn, Chair,
F+A Committee /
V. Sokha, VP,
Finance + Administration

2. PRESENTATION: Preliminary Budget 2023/2024 and Proposed Tuition 2023/2024 Chair /
Chair, F+A Committee /
VP, Finance + Admin.

- **Attachment:** Memorandum Preliminary Budget and Proposed Tuition 2023/24 (pp. 4-14)

3. INFORMATION: Report from Senate Budget Committee G. Siddall, President
4. INFORMATION: Presentation from the ECSU – Students' Financial Challenges L. MacDonald, Exec Director, ECSU
5. INFORMATION/APPROVAL: Motion on Tuition Fee Increase 2023/24 Chair/ Chair, A+F Committee / VP, Finance + Admin.

MOTION: That, having reviewed the financial situation of the university in detail, the Audit and Finance Committee recommends approval of tuition fee increases for 2023/2024 as set out below:|

Domestic

- a. Domestic Undergraduate Students: 2% increase in 2023/24
- b. Domestic Graduate Students: No increase in 2023/24

International

- c. International Undergraduate Students:
 - (i) Returning International Undergraduate Students: 10% increase in 2023/24
After the 2023/24 increase, tuition for this cohort of students only will be frozen while they are actively pursuing their current degree.
 - (ii) Incoming International Undergraduate Students: 30% increase in 2023/24
- d. International Graduate Students:
 - (i) Returning International Graduate Students: No increase in 2023/24
 - (ii) Incoming International Graduate Students: 5% increase in 2023/24

III. REPORTS

1. President + Vice-Chancellor's Report (*verbal*) G. Siddall
2. Vice President, Academic + Provost's Report (*verbal*) T. Kelly

3. VP, Finance + Administration (*pp. 15-19*)

V. Sokha

4. Vice Provost Students Report (*pp. 20-28*)

M. Guno

IV. **NEXT MEETING:** The next Regular Session of the Board is February 23, 2022.

V. **ADJOURNMENT**



520 EAST 1ST AVENUE
VANCOUVER, BC, CANADA V5T 0H2

Memorandum

OFFICE OF THE VICE-PRESIDENT, FINANCE AND ADMINISTRATION

TO: Board of Governors

FROM: Viktor Sokha
Vice-President, Finance and Administration
Trish Kelly
Vice-President Academic and Provost

DATE: November 28, 2022

SUBJECT: 2023/24 Preliminary Budget Review and Tuition Fees 2023/2024

Introduction.

The 2023/24 preliminary budget shows a deficit of **\$2.75M**. As outlined below, this reflects a roll-forward deficit of \$6.25M and aggressive mitigation strategies that can potentially reduce this figure by \$3.5M. It does not include Ministry one-time funding, as ongoing correspondence with the Ministry indicates that one-time funding may not be possible for the next fiscal year. The University will continue to look at ways to reduce this deficit; however, many of the costs that have been projected in the preliminary budget are unavoidable.

Background.

In recent years ECU has relied on one-time provincial funding and internal savings to help supplement revenue. A comparison to the growth in general revenue to expenditures (i.e. excluding one-time funding and use of savings), shows that revenue generation is not keeping up with increases in costs (see figure 1). With inflation currently around 7% costs are expected to climb, leading to the likelihood that this gap will continue to grow unless addressed.

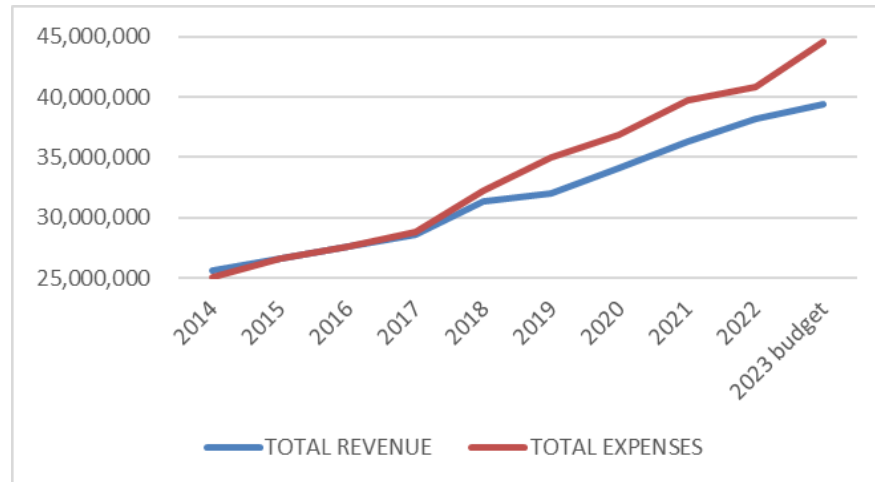


Figure 1: 10-year Revenue and Expenditure Growth

An increase in expenses in recent years without proportional growth in revenues has led ECU to consistently run deficits in each of the past 6 years, including 2022/23. We have enacted several strategies to address past deficits, including:

- Increasing international undergrad FTEs by over 25% since 2018/19
- Increasing Foundation intake by 34% since 2019/20
- Deferring hiring of critical positions
- Employing a high proportion of non-regular faculty
- Holding high teaching loads for regular faculty

As part of the 2019/20 Deficit Mitigation Plan ECU also increased studio class sizes from 18 to 20 students and engaged with the movie industry in an effort to raise revenue through space rentals. Despite these efforts, deficits realized by the University have continued to grow (see figure 2).

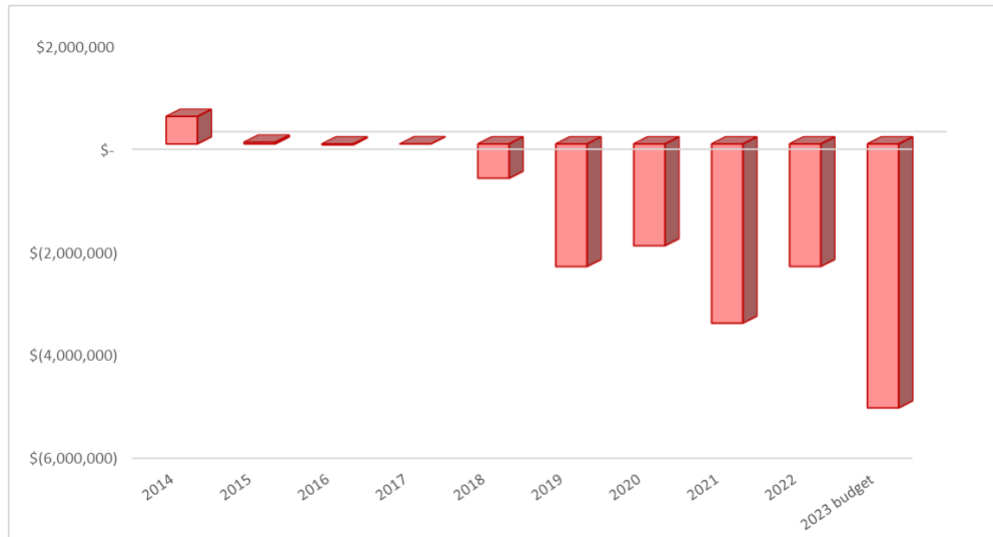


Figure 2: 10-year History - Surpluses and Deficits

Due to the level of deficits experienced, ECU has been reliant on one-time funding since 2018 to meet our obligations. Over the past six years the Ministry has provided one-time funding (or repurposed funds) totaling almost \$14M to enable ECU to offset our deficits (see figure 3).

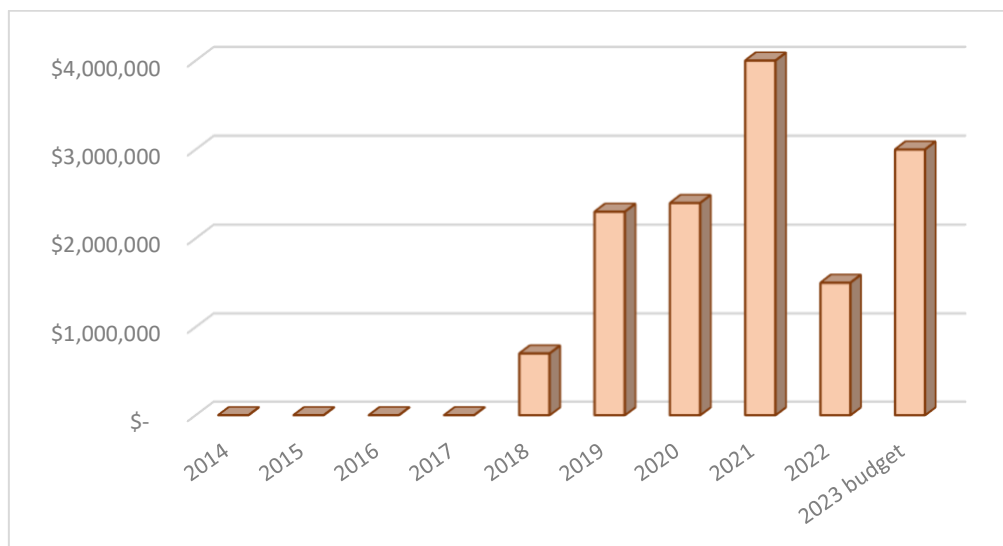


Figure 3: 10-year history - one-time funding

While one-time funds have been integral to ECU's ability to meet our obligations each year, they have not been sufficient to cover the full deficit in the past two years. In 2021/22 ECU used over \$1.7M in accumulated savings and has budgeted to use another \$2.1M in 2022/23. By March 31, 2023 ECU could have as little as \$586,000 in savings remaining (depending on final results for the current fiscal year). As ECU's savings have been depleted and ongoing correspondence with the Ministry indicates that they cannot guarantee one-time funding for next fiscal year, ECU needs to pivot quickly to find ways to mitigate our deficit internally.


2023/24 Budget.

As a starting point, ECU was faced with a \$5.1M deficit in 2022/23, which was partially offset by \$3M one-time Ministry funding. Without confirmation of additional funding in 2023/24, the University needs to address a deficit of \$5.1M *plus* added non-discretionary costs, which includes employee step increments, annualization of salaries for new hires, and increases to utilities and contracted costs. The result is a deficit of \$6.25M (see figure 4).

<u>2023/24 Budget - Before Mitigation Strategies</u>	
Deficit 2022/23 (Budget)	\$ (2,125,062)
Remove:	
One-time funding	(3,000,000)
Add:	
Other Revenue	47,718
Less:	
Salaries	(997,457)
Non-discretionary Expenses	(178,074)
<u>2023/24 Deficit before mitigation</u>	<u>\$ (6,252,874)</u>

Figure 4: 2023/24 Budget before mitigation strategies

To address the deficit, ECU has identified a strategy that could improve projections by approximately \$3.5M: the 2023/24 preliminary budget has been prepared on a roll forward basis for all non-salary expense budgets, includes significant increases to registration targets,



and includes increases to tuition fees to close the gap between ECU's tuition rates and our closest comparator, OCADU.

Roll Forward Expenses.

In 2021/22 ECU approved a 5% reduction to non-contractual, non-salary budgets and in 2022/23 approved a roll forward at this reduced level (with a few exceptions targeting revenue growth). Effectively, this means that non-contractual, non-salary budgets have not grown since 2020/21, and in many cases, will have shrunk. For 2023/24, ECU is again preparing a roll forward budget and, as a result, is showing an increase of only \$178,000 to non-salary costs, which includes increases to utilities, contracted parking fees and other non-discretionary amounts.

While this has a positive impact on deficit mitigation, ECU continues to face deficiencies in staffing levels and faculty teaching load, and has been unable to improve service levels in critical areas. For 2023/24 Budget Managers requested approximately \$1.2M in additional costs, including in the following areas: Equity, Diversity and Inclusion, Risk Management, Operational Health + Safety, and Student Wellness. For budgetary reasons, ECU is unable to financially support these additions.

A roll-forward budget also leaves departments very lean in available budget, especially in times where inflation is hovering around 7%.

Increases to Registration Targets.

Beginning in 2023/24 the University will move to a direct entry admissions model. This model enables students to apply into their program of choice before their first year at ECU rather than after their first year, as they do currently.

Direct entry will benefit students, as they are guaranteed a space in their program of choice from the outset. It will also enable the university to grow popular programs through targeted enrolment. ECU is targeting growth in two key areas: animation and illustration and is planning to introduce an intensive summer intake for first-year students in specific programs as early as summer 2023.

This growth is expected to lead to approximately 7% (130) more undergraduate students and net over \$1.5M in 2023/24. Growth in Continuing Studies is expected to add another \$164,000 net revenue compared to 2022/23.

Tuition Fees.

ECU runs very expensive curriculum compared to other institutions with more traditional, classroom-based programming. ECU classes are largely studio-based, requiring smaller class sizes and specialized equipment and teaching environments.

As such, when comparing operations at ECU with other institutions, the most relevant comparisons are to the other art and design universities in Canada: Ontario College of Art and Design University (OCADU), Nova Scotia College of Art and Design University (NSCADU), and the Alberta University of the Arts (AUArts). This was also the opinion of Peter Lockie after performing his financial review of ECU in 2021.

The Canadian art and design universities have similar curriculum and compete for the same students. A prospective student is more likely to compare ECU to the art and design universities than any other post-secondary institution in BC or Canada. As ECU has consistently been ranked the highest art and design university in Canada, currently ranked 24th in the world, it has a proven reputation, and with a new state-of-the-art and purpose-built campus, ECU should be a leading competitor for attracting students.


Undergraduate Tuition

ECU currently has the lowest undergraduate tuition fees of the four art and design universities in Canada and charges 39% less for undergrad domestic tuition fees and 43% less for undergrad international tuition fees than our closest competitor, OCADU (see figure 5). Given our international reputation ECU is confident that student demand for an art and design education at our university can support increasing fees further.

	DOMESTIC FEES			INTERNATIONAL FEES		
	2022/23 Tuition Fees	vs ECUAD Tuition	% difference	2022/23 Tuition Fees	vs ECUAD Tuition	% difference
ECU	4,352			18,305		
OCAD U	6,052	1,701	39%	26,119	7,814	43%

Figure 5: Current Undergrad Tuition Fees - ECU/OCADU (full course-load)

ECU has made an effort to keep fees competitive. However, keeping tuition fees low has an obvious impact on our ability to balance our budget or improve operations. While ECU is making efforts to generate tuition revenue through program growth and higher registration levels, to fully mitigate our deficit, the university also needs to increase tuition fees. ECU is



restricted by the provincial tuition limit policy for domestic students but can aim for more comparable international tuition to that of OCADU. These increases could yield up to \$1.8M in additional tuition revenue in 2023/24 (based on current registration targets).

The additional tuition revenue would improve ECU's deficit immediately and provide certainty of fees for returning international students for the next three academic years.

Graduate Programs

Domestic tuition for ECU graduate programs is significantly higher than the other art and design universities and, in many cases, double what the other universities charge. Because ECU does not receive provincial funding specifically for its graduate programs, tuition was initially set at a level to cover the full cost of running the curriculum; however, due to the significant difference in ECU rates, the university has decided to freeze domestic graduate tuition since 2017/18. This means domestic tuition has not increased to offset rising costs; however, ECU is proposing again to freeze domestic graduate tuition for 2023/24.

By comparison, international fees for graduate programs at ECU are still well below most other programs at the other art and design universities. When compared to OCADU, ECU charges 14% (Master of Design) to 21% (Master of Fine Arts) less than the median international rate charged by our closest competitor. OCADU graduate programs vary in tuition fees. Each program is identified below (see figure 8), along with the median rate of tuition.

	DOMESTIC FEES			INTERNATIONAL FEES		
	2022/23 Tuition Fees	vs ECUAD Tuition	% difference	2022/23 Tuition Fees	vs ECUAD Tuition	% difference
MFA						
ECU	30,416			36,482		
OCAD U:						
CADN	16,878	(13,539)	-45%	40,068	3,586	10%
CACP	20,494	(9,922)	-33%	48,654	12,172	33%
DIGF	15,646	(14,771)	-49%	29,397	(7,085)	-19%
IAMD	15,069	(15,348)	-50%	48,532	12,050	33%
Median	16,262	(14,155)	-47%	44,300	7,818	21%
MDES						
ECU	35,996			42,396		
OCAD U:						
DHEA	19,922	(16,074)	-45%	64,200	21,804	51%
DIGF	15,646	(20,350)	-57%	29,397	(13,000)	-31%
INCD	26,248	(9,748)	-27%	48,391	5,995	14%
IAMD	15,069	(20,927)	-58%	48,532	6,136	14%
SFIN	18,083	(17,913)	-50%	44,138	1,742	4%
Median	18,083	(17,913)	-50%	48,391	5,995	14%

Figure 8: Current Graduate Tuition Fees ECU/OCADU (full program cost)

For 2023/24 ECU is proposing a slight increase for incoming international graduate tuition fees. ECU is not proposing an increase for domestic graduate or returning international graduate students. This increase could result in additional tuition revenue of approximately \$37,000 in 2023/24, assuming current registration levels, and ECU would still have lower international rates compared to the *current* rates of most programs at OCADU (current median rates at OCADU are approximately 8% (MDES) to 15% (MFA) more than the proposed ECU rates).

Tuition Summary

Based on current registration targets, the proposed tuition increases could generate approximately \$1.8M in 2023/24. With this additional revenue, ECU is projecting a preliminary deficit of **\$2.75M**. Foregoing this revenue will have a significant impact both in 2023/24 as well as cumulatively over the years.

As domestic tuition increases are capped by the Ministry, it is not possible to make up the difference in future 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 2023/24 may reach up to \$38M.

ECU cannot endure this lost revenue. Current tuition revenue (with our current level of provincial funding) is not able to cover the programming and services currently provided to staff and students. While ECU has a focus on program growth to generate additional revenue, this growth alone will not eliminate our deficit. Increasing tuition fees will provide needed revenue and still result in significantly lower tuition compared to ECU's closest competitor, OCADU. While these increases, particularly to international tuition, will have an obvious impact on students, ECU is committed to providing bursary funds for students who are not able to absorb the fee increase.


Management has been having meetings with the Students' Union and has scheduled a town hall specifically for students on November 22 to discuss the proposed tuition fees. We have had these consultations much earlier than in prior years for a number of reasons, including the need to finalize ECU's deficit mitigation plan for Ministry review; the need to advertise new rates of tuition for incoming students, to allow for timely decisions about curriculum offerings for the 2023/24 academic year; and to provide all students time to plan for tuition increases coming into effect in Fall 2023.

Preliminary Budget Summary.

To close the growing gap between revenue and expenses, ECU has two options: generate revenue or reduce costs. The university must accomplish both to balance its budget moving forward; however, to retain or grow the level of services offered to staff and students, especially during this period of high inflation and increasing costs, growing revenue is the more sustainable option.

ECU has two primary sources of revenue: provincial grants and tuition, each accounting for approximately 50% of annual revenue. The Ministry has given early indications that additional one-time funding might not be available for 2023/24. Consequently, the university needs to focus on generating revenue internally.

Through program growth and tuition increases, ECU can reduce the projected deficit by approximately \$3.5M. As illustrated in the Statement of Changes to Budget (see figure 11), the result is a preliminary budget deficit of approximately **\$2.75M**.



Statement of Changes to Budget

Deficit 2022/23 (Budget)	\$(2,125,062)
Remove:	
One-time funding	(3,000,000)
Add:	
Program Growth:	
Credit Programming	1,525,615
Continuing Studies Programming	164,034
Tuition Increase	1,798,356
Other Revenue	47,718
Less:	
Salaries	(997,457)
Non-discretionary Expenses	(178,074)
<u>Deficit 2023/24 (Preliminary)</u>	<u>\$(2,764,869)</u>

Figure 11: Statement of Changes to Budget

Conclusion.

The 2023/24 preliminary budget shows a deficit of **\$2.75M**. Over the next few months, the University will look at ways to mitigate costs and ensure that registration targets are achieved. 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. A significant part of our budget relies on increases to tuition fees. Without fee increases it is not feasible to solve our financial situation.

Financial results in 2022/23 will impact the level of accumulated surplus available for 2023/24. Early indications show that improvements to budget are likely; however, an estimate of the outcome cannot be made until student registration occurs for the Spring Term.

Management will finalize the 2023/24 budget and prepare for Board approval in March 2023.

Having reviewed the financial situation of the university in detail, the Audit and Finance Committee recommends approval of tuition fee increases for 2023/2024 as set out below:

Domestic

- a. **Domestic Undergraduate Students: 2% increase in 2023/24**
- b. **Domestic Graduate Students: No increase in 2023/24**

International

- c. **International Undergraduate Students:**
 - (i) **Returning International Undergraduate Students: 10% increase in 2023/24**

After the 2023/24 increase, tuition for this cohort of students only will be frozen while they are actively pursuing their current degree.

- (ii) **Incoming International Undergraduate Students: 30% increase in 2023/24**
- d. **International Graduate Students:**
 - (i) **Returning International Graduate Students: No increase in 2023/24**
 - (ii) **Incoming International Graduate Students: 5% increase in 2023/24**

Vice President Finance & Administration Report to Board of Governors Meeting – Dec 1, 2022

1. Financial Review for the seven months ended October 31, 2022

For the seven months ended October 31, 2022, the University is reporting the following:

	Actual Year to Date	Budget Year to Date	Variance Actual to Budget	Variance %	Annual Budget
Revenue					
Grants	\$ 12,762,517	\$ 12,750,124	\$ 12,393	0%	\$ 21,315,210
Tuition	9,202,369	8,964,917	237,452	3%	19,334,926
Other Fees	250,667	230,575	20,092	9%	734,565
Other Income	812,806	549,302	263,504	48%	898,706
Total Revenue	\$ 23,028,358	\$ 22,494,917	\$ 533,441	2%	\$ 42,283,407
Expenditures					
Salaries	\$ 19,149,530	\$ 19,330,218	\$ 180,688	1%	\$ 34,648,140
Other	5,319,193	5,436,527	117,334	2%	9,760,329
Total Expenditures	\$ 24,468,724	\$ 24,766,745	\$ 298,022	1%	\$ 44,408,468
Operating Fund Surplus (Deficit)	\$ (1,440,366)	\$ (2,271,828)	\$ 831,462		\$ (2,125,062)

Figure 1: Budget Summary, month ended October 31, 2022

Tuition Revenue:

Tuition is recognized equally in each month of the current term. To the end of October, prorated tuition revenue is approximately \$237,000 above budget projections; however, by December this will increase to \$360,000 above budget for the Summer (\$120K) and Fall (\$240K) Terms. This is an improvement of \$125,000 compared to what was reported to the end of August, resulting from continued strong registration as students finalized their course loads into September.

Spring Term registration commenced November 9, but it is too early to predict registration levels for the upcoming term.

Other Income:

ECU has seen significant improvement to our investment income related to money temporarily deposited in the Central Deposit Program (CDP). Related income was budgeted at 1.2%, the interest rate available in April 2022. CDP rates have increased periodically over the first half of the year and currently sit at 4.45%. To date this has resulted in approximately \$237,000 additional interest revenue.

Salary Expenses:

Hiring lags for position vacancies have resulted in a savings of approximately \$281,000. Many positions have now been filled, but related savings should endure to the end of the fiscal year.

These savings are partially offset by increases to Faculty instruction costs (due to increased registration).

Non-salary Expenses:

There are no significant non-salary variances to report.

Mid-Year Budget Review:

As occurs each November, Budget Managers are performing 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.

Managers were given to November 10 to make submissions and results are currently being compiled.

2. Cashflow Projection

As a reminder, ECU received its one-time funding and the full allocation of its annual service payments and parking grant from the Ministry in April 2022, and advances on base grant funding in July and August. Funds not required immediately were deposited to the Central Deposit Program (CDP) to earn interest.

The University still holds \$7M related to these advances in the CDP, which under increased interest rates are gaining approximately \$60K interest per month. This balance will be held in the CDP and drawn as needed, most notably January to March 2023, the period from which the base grant advances were borrowed.

Along with increases to investment income, most recent financial projections show improvements to tuition revenue and a savings on delayed hiring (see memorandum on *Financial Review for the seven months ended October 31, 2022*). These improvements will better our cashflow and are reflected in the projections below (see figure 1).

The University remains confident that it can meet its obligations as expected through the current fiscal year.



Figure 2: Cashflow projection to March 2023

Notes:

- Cashflow is based on preliminary projections made from activity to October 31, 2022.
- Cash available includes utilization of savings and contingency reserves, as per the approved 2022/23 budget.
- ECU is in regular contact with the Ministry to discuss the availability of one-time funding and will request advances to grants in 2023/24 similar to the current year.

3. Q1 and Q2 Forecasts

With the approval of the Finance and Audit Committee Chair, ECU's Q1 and Q2 Forecasts were submitted to the Ministry July 8 and October 4, respectively. Due to a full agenda during the September 15 FAC meeting, review of the Q1 forecast was overlooked. It is brought forward now for review alongside the Q2 submission.

The forecasts are based on the 2022/23 approved budget and preliminary assumptions made for the next three years (see page 4). These assumptions and the related outcomes were made in advance of the University's deficit mitigation planning. Improvements related to the deficit mitigation plan will be included in ECU's Q3 submission.

The Q1 and Q2 submissions are identical with one exception to the projections related to GNW Campus Trust. Initial projections from GNWCT showed a surplus of \$752,333, and ECU's 25% portion was reported on the Q1 forecast. GNWCT's projections were revised for Q2 due to expected unrealized losses to their investment portfolio, resulting in a projected deficit of \$3,327,428. ECU's 25% portion of the unrealized loss was reported on our Q2 submission.

On a consolidated all funds basis, ECU reported a deficit of \$(2,807,230) for Q2, down from a reported deficit of \$(1,787,290) in Q1 (see figures 1 and 2). The difference is entirely due to the change in GNWCT projections.

The deadline for submission of the Q3 Forecast is December 9, 2022.

Q1 Forecast, submitted July 8, 2022

	Forecast	Forecast	Forecast	Forecast
	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>	<u>2025/26</u>
	----- \$thousands -----			
Statement of Operations				
Total revenue	(52,923)	(50,577)	(53,610)	(55,002)
Total expenditure	54,751	54,593	55,759	56,403
Net (Revenues)/Expenses **	1,828	4,016	2,149	1,401
(Gain) loss on sale of capital assets	-	-	-	-
Unallocated Pressures (use in Q1 only)	-	-	-	-
Operating Net (Income) Loss (for Ministry)	1,828	4,016	2,149	1,401
Endowment (restricted asset) contributions	(41)	(60)	(60)	(60)
Net (Income) Loss	1,787	3,956	2,089	1,341

Figure 3: ECU Q1 Forecast, submitted to Ministry

Q2 Forecast, submitted October 4, 2022

	Forecast	Forecast	Forecast	Forecast
	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>	<u>2025/26</u>
	----- \$thousands -----			
Statement of Operations				
Total revenue	(52,735)	(50,577)	(53,610)	(55,002)
Total expenditure	55,583	54,593	55,759	56,403
Net (Revenues)/Expenses **	2,848	4,016	2,149	1,401
(Gain) loss on sale of capital assets	-	-	-	-
Unallocated Pressures (use in Q1 only)	-	-	-	-
Operating Net (Income) Loss (for Ministry)	2,848	4,016	2,149	1,401
Endowment (restricted asset) contributions	(41)	(60)	(60)	(60)
Net (Income) Loss	2,807	3,956	2,089	1,341

Figure 4: ECU Q2 Forecast, submitted to Ministry

ECU FORECAST ASSUMPTIONS

2022/23 Q2 Forecast Assumptions
Provincial Funding <ul style="list-style-type: none"> Base funding will remain constant except for Annual Service Payment increases No one-time funding assumed for future years
Tuition - Undergraduate (actual proposed increases will be reflected in the Q3 submission)* <ul style="list-style-type: none"> Student headcount is projected to increase by 5% by 2025/26 (approx 1%-2.5% per year) Domestic tuition will increase by 2% each year International tuition will increase by 10% per year over 3 years beginning 2023/24
Tuition - Graduate (actual proposed increases will be reflected in the Q3 submission)* <ul style="list-style-type: none"> Masters headcount will remain constant at current levels Domestic tuition will remain constant at current program rates International tuition will increase by 10% per year over 3 years beginning 2023/24
Tuition - Continuing Studies <ul style="list-style-type: none"> CS is projecting increases related to program development/expansion: UXDES expansion, CDES program replacement, and Micro-credential program development Gross tuition revenue projected to increase by 18% by 2025/26
Other Revenue <ul style="list-style-type: none"> Will remain constant through to 2025/26 (based on 5-year averages), except for GNWCT income recognized according to GNWCT forecast update to GNWCT projections for 2022/23 reflects the GNWCT unaudited Q2 (June 30) financial statements*
Salaries and Benefits <ul style="list-style-type: none"> Instruction and technician costs will increase due to increased headcount/registration CS instruction costs will increase due to program development/expansion Estimate of \$250K in approved new position requests each year Administrators will receive 2% salary increase per year; increases to CUPE/Faculty through Collective Bargaining will be funded
Non-Salary Expenses <ul style="list-style-type: none"> Operating costs will increase by 2% per year Amortization is based on existing and estimated purchases of new equipment, based on capital funding estimates. Annual Service Payments are based on P3 agreement, including 2% CPI increase each year (using 2022/23 CPI as the base) - amount is offset by Provincial ASP grant Other expenditures are based on 5-year averages

*Notes:

- highlighted text added to the Q2 Forecast submission. All other assumptions are consistent with Q1.

- Actual proposed increases will be reflected in our Q3 submission as follows:

2% Domestic Undergraduate Students

10% Returning International Undergraduate Students

30% Incoming International Undergraduate Students

5% International Graduate Students

Increasing international fees to this level will enable ECU to freeze international tuition for existing students until at least 2025/26.

4. Broadway Subway Project (BSP)

High level activity schedule provided by BSP as follows:

October 2022

- The first of the two Tunnel boring machines was launched on Oct 7. The second is currently being assembled on site

2022-2025

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

5. Facility Operations

Maintenance Activity

- 81 scheduled preventive maintenance activities were completed this period. Highlights of this work consist of monthly service to HVAC equipment, Fire and Life Safety equipment, lighting, furniture, and access control systems and elevators.
- 110 service requests were responded to and addressed in this period. Highlights of this work consist of requests for service related to Housekeeping, door hardware, lighting, fixtures and furniture and waste management and recycling.

Waste Diversion

- The average waste diversion rate for the rolling 12-month period is 58%. Meaning that of all materials removed from campus, 58% of the volume is diverted from the landfill.

Energy

- Campus energy use is tracking at 109% of target for the rolling 12-month period. This is due to the extended period of higher than average temperature.

Student Services Board of Governors Report - Thursday December 1, 2022

The Vice Provost, Students: Recent Conferences

SEMM (Strategic Enrolment, Marketing and Management) - October 24 – 26, 2022

AACRAO SEM Summit – November 12, 2022

CBIE 2022 – November 14 – 16, 2022

Admissions

The admissions team is presently coordinating our Spring 2023 intake and our recruiters are in market recruiting for our Fall 2023 Direct Entry intake. On November 4th we attended the Vancouver National Portfolio Day event, hosted at Kwantlen Polytechnic University where we reviewed 188 prospective student art portfolios.

International

Work has been focusing on doing the IRCC International Student audit, providing information on student permit/PGWP applications, and helping late registrants coming into Vancouver with their BC MSP and insurance.

Registrarial Information

On November 1st we graduated 38 students who completed their program requirements in the summer semester. Despite the time being between registration periods, Academic Advising answered 483 emails, 75 advising appointments, and saw 15 students in drop-in advising. Registration for Spring 2023 was successfully set-up and tested for registration which started November 9th.

Recruitment

Indigenous Recruitment Coordinator Overview

The recruitment coordinator for Indigenous and Underrepresented students is responsible for recruitment throughout varying areas, including Urban Indigenous Populations, First Nations recognized in Treaties, and On and Off-Reserve communities. One of the main goals of this position will be to develop recruitment initiatives that will attract and support students from Indigenous, Black, and People of Colour, Youth in Care as well as other underrepresented groups. This role in itself is unique since it is new at Emily Carr, now there can be a core focus on recruitment strategies that support, uplift, and provide resources to underrepresented communities who are considering post-secondary education in the areas of Art and Design.

In the inaugural year while we focus on Indigenous Recruitment, we can visualize this position broken into three parts:

1. Establishing Community Connections

- a. Building relationships is a critical component of gaining trust with students and their families, establishing these connections throughout the first year will lead to continuing and maintaining ongoing contact with Indigenous communities and their nations.
- b. establishing community connections through grassroots forms of outreach which will integrate forms of Indigenous community building while engaging and prioritizing recruitment.

2. Presence

- a. Having ECU visible in the community will be a crucial component to outreach and positioning ourselves to show consideration that we are prioritizing groups of students who are not necessarily targeted through our current recruitment materials
- b. Presence through outreach and community events as well as recruitment materials provide the opportunity for potential students to see themselves at ECU
- c. Enhancing Indigenous presence we are creating the framework and structure that will support the recruitment process within Student Services to engage Indigenous folks through a community-focused approach.

3. Retention

- a. Retention is a key component of strengthening relationships, especially through community engagement and recruitment.
- b. Ensuring that Indigenous students and marginalized students have access to support externally and internally at ECU enhances their ability to have a strong foundation and positive academic experience at ECU
- c. Building supportive programming that is culturally relevant and specific shows a level of care that is often overlooked, this can be making connections to spaces on and off campus to hold space and foster community
- d. This also strengthens connections between ECU and other organizations off campus to support positive relationships in our own communities

These three components help outline the main goals to set the foundation for Indigenous and underrepresented recruitment at Emily Carr University. While we focus on establishing relationships in this first year of recruitment then for the following year we can prioritize maintaining the relationship and utilize the same structure to expand.

Since starting my position in July 2022, I wanted to do a short overview of the work that has happened:

- Updated Recruitment Materials to reflect Indigenous presence at ECU

- Indigenous Undergraduate Admissions Guide both Print and Online, Recruitment Postcards, Presentations, Posters, and Direct Email link
- Creation of Indigenous Specific Resource Sheet outlines current supports in regard to housing, food security, and mental health
- Development of a strategic plan and goals for Indigenous recruitment in the first year
- Recruitment Trip to Treaty 8 and 7 Territories:
 - From September 8th - 11th, I attended the Athabasca First Nation Tribal Council Festival which was located in Dene, Cree, and Metis Territory in Treaty 8, also known as Fort McMurray. This was a four-day cultural festival that most nations around Treaty 8 Territory attended to share culture, and arts from their backgrounds to reconnect communities. While on this trip I spoke with Community Leaders, Educators, Elders, Youth, and Students.
 - Nations visited on reserve: Fort McKay, Siksika, Tsu Tinnu, Maskwacis
 - Met with Delegates from Athabasca Chipewyan First Nation, Fort McKay, Fort McMurray First Nation, Mikisew Cree First Nation, Chipewyan Prairie First Nation, McMurray Metis
 - Ongoing contact with Urban Society for Aboriginal Youth in Calgary, Blackfoot Confederacy, Piikani Nation
- Secured Information sessions at Urban Native Youth Association
 - Opportunities around portfolio building, presentations on admissions and programs, and tours of ECU campus
 - 11 ECU bags were created to giveaway to attendees of workshops/presentations
 - These bags included an Indigenous Admissions guide, Sketchbook, Pencils, recruitment swag
- Regular tabling at Pow Wow Night family night at Britannia
- 16 Indigenous youth came for a tour from Gitxaala, Lack Klan School
- Acquired Contact List for 203 nations in BC
 - 203 Mailouts are being processed for all Indigenous Nations in BC
- Regular outreach and community connections have been established in the Vancouver area through these organizations:
 - Kilala Lalum Youth Programming
 - Culture Saves Lives
 - Urban Native Youth Association
 - Vancouver Aboriginal Friendship Centre
 - Pow Wow nights every Wednesday
 - Native Education College

Student Exchange Activity

Incoming to ECU for Fall 2022

15 students from 12 partner schools and 9 countries

FMSA	Universidad Nacional de Las Artes (UNA)	Argentina
INTD	Willem de Kooning Academy	Netherlands
CRCP	Universidad Nacional de las Artes	Argentina
INDD	Design school Kolding, DK	Denmark
VIAR	Bergen Academy of Fine Arts, University of Bergen	Norway
VIAR	University of Arts Berlin	Germany
VIAR	Willem de Kooning Academy	Netherlands
FMSA	ZHdK Zurich University of the Arts	Switzerland
COMD	Alberta University of the Arts	Canada
VIAR	Kansas City Art Institute	USA
INTD	Hochschule für Gestaltung Schwäbisch Gmünd	Germany
NMSA	Aalto University	Finland
PHOT	ArtEZ University of the Arts	Netherlands
VIAR	AKI ArtEZ University of the Arts, Enschede	Netherlands
VIAR	Arts University Plymouth	UK
VIAR	OCAD University	Canada

ECU students outgoing for Fall 2022

6 students from 6 partner schools and 4 countries

VISA	Hongik University	Korea
CRCP	California College of the Arts	USA
VISA	Laguna College of Art & Design	USA
COMD	Otis College of Art & Design	USA
COMD	Ontario College of Art and Design	Canada
CRCP	Plymouth College of Art	UK

Financial Aid + Awards

With the conclusion of the 2021/2022 student loan year on July 31st, all the data has been compiled for the same period. Following is a breakdown of the dollars administered by Financial Aid and students funded in each category.

	2021/2022	Students Funded
StudentAidBC	\$ 1,900,727	298
Out-of-Province Loans and Grants	\$ 1,503,405	108
ECU Tuition Scholarships	\$ 187,925	115
Bursaries	\$ 107,925	95
Part-Time Funding Programs	\$ 82,513	53
Former Youth in Care Programs	\$ 25,497	6
Emergency and COVID Funding Initiatives	\$ 51,700	82
TOTALS	\$ 3,859,692	757

Career Development + Work Integrated Learning

FALL STATS

Student/Alumni/Industry Engagement

Programming Attendance	164
Class Presentations Attendance	80+
Student/Alumni Advising	Undergrad 67 Alumni 12
Co-ops	20
Student/Alumni touch points	Email 326 In person 60
Total Employer/Industry Engagement	389
Total Engagement	1,118

Artwork (Job Board)

New Users	290
Total Users	2476
New Jobs	156
Entered Job Board	517
Clicked on Job	650
Applied for Job	300+

ARTIST CALL SPECIFIC TO ECUAD STUDENTS

Herschel BIPOC Artist-in Residence Program - Fall 2022

This 2nd call was to support BIPOC students exclusively.

The successful applicant receives a \$4,000 cash prize and a 4-month residency at Herschel's Water Street location, culminating with an opening event at the end of the residency.

CD + WIL was responsible for the promotion of the call and the collection of applications.

- 24 applications
- Hannah Watkins was the successful applicant and received \$4000.

PROGRAMMING | Fall 2022:

CLASS VISITS and PRESENTATIONS

September 12, 2022 - Embedded Practices - FMSA

CD + WIL provided the class with an overview on resumes, cover letters, search strategies, networking, and interview prep.

October 24, 2022 - SOCS 411 – Design

CD + WIL provided the class with an overview of successful application strategies, networking, reach outs, and a demo of the Leeway and how to connect with alumni for mentorship and networking.

November 7, 2022 - SOCS 411 – Design

CD + WIL provided an overview of best practices and strategies for successful interviews.

November 9, 2022 - MITACS INFO SESSION

CD + WIL provided an overview of supports available in this office for networking strategies and provided a demo of the Leeway and how to use it to connect with alumni for mentorship and networking

INDUSTRY EVENTS:

Thinkingbox + AntiSocial Info Session | Thursday, October 6 - *hosted at Thinkingbox Studios*. A Global creative agency. Students registered to find out more about creative opportunities at Thinkingbox. **38 students in attendance**

Arc'teryx Zoom Info Sessions | Tuesday, October 18 + Wednesday, October 19
(we have no stats on these as they ran the session – I attended but there is no way of knowing how many of the attendees were ECU students).

Lululemon Info Session | Thursday, October 27
Lululemon presented to INDD students about their IDEA Global Internship Program (now in it's 2nd year) including tips on portfolios, applications and skills they are looking for. **28 students in attendance**

Creative Pathways at Creative BC | Tuesday, November 1
Katanna Yee, Creative Pathways Lead presented to students on the expanding opportunities in the BC Film Industry. including roles for visual artists, digital creatives, technicians, designers and more. Kat also provided a live demo of Creative BC's new online career hub.
40 students in attendance

PROFESSIONAL DEVELOPMENT WORKSHOPS + PRESENTATIONS:

How to Apply to Grad School
Monday, October 3 – **15 students attended**

Work Integrated Learning/Co-op Info Sessions
Thursday, October 6 (online) – **37 students attended**
Thursday, November 3 (in-person) – **20 students attended**

Resumes + Cover Letters 101
Thursday, October 20 (in person) – **26 students attended**

UPCOMING PROGRAMMING:

Search Strategies for Finding Work/Summer Internships | Thursday, November 17
This session provides strategies for finding, applying, and securing meaningful employment, (particularly for summer) including; internships, co-ops/work integrated learning, and other types of employment. It's never too early to start planning.

Interview Prep 101 | Wednesday, November 30

Securing an interview is a major win on the path to employment, but now what? Come and find out how to prepare, what to say, and how to answer the tough questions to ensure you maximize your chances for success.

Program Manager Violence Reduction & Incident Response

In September a 2 year review of the data collected by Program Manager Violence Reduction + Incident Response was presented to PEC. The data in the report highlighted that the vast majority of concerns reported by students are a request for informal or alternate measures. The report outlined the need for coordination and collaboration around student issues that do not qualify for Threat Assessment Team (TAT) support. While TAT provides important and necessary safety planning to address complex cases where risk of harm or violence is present. There is a current need for a process for students who raise concerns and have complaints that do not meet the TAT mandate. Early intervention response to student identified needs and concerns is an evidence-based prevention approach that supports an institutional ethic of care is a proven approach to reduce incidents of violence. This report advocates for the creation of a Student Experience Committee that would establish a collaborative approach to managing concerns raised by students that don't fall within the mandate of TAT.

Terms of Reference and work towards this goal will begin early in 2023.

Incident Reports

The data tracking for incident reporting mirrors the academic calendar from April 30th, 2022, to May 1st 2023. The chart below provides data for Summer Semester and for Fall Semester to date.

Policy	Summer Semester (May-August 2022)	Fall Semester to date (September - November 2022)	Active Cases	Total Cases
Policy 6.10 TAT	3	6	3	9
Student Conduct 4.6	3			3
Duty of Care / Wellbeing Checks	1	4	2	5
Professional Consult or Informal Support	4	2		6
2022 Total	11	12	5	23

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Dealing with Threatening Behaviors Policy (6.10) Update

Three of the recent cases reviewed by TAT involved reported health and safety concerns with regards to the use of replica firearms, which are considered a weapon, in student artwork. The realistic nature of replica or airsoft firearms has required TAT to request a review of policy to ensure that Faculty, Staff and Students have clear guidance around weapons on campus and the use of weapons in installations, projects or productions.

Sexual and Gender Based Violence & Misconduct Policy (3.6) Update

No update available. Policy review was requested in May, legal consult obtained has not provided an update. Review of associated procedures is also under review, all activities of Sexual and Gender Based Violence Advisory Committee have been suspended pending the outcome of these reviews. Online education for students, staff and faculty around sexual violence has been created and will launch when Policy and procedures are approved.

Preferred Name System Review

Work has begun to ensure a consultative, holistic and comprehensive approach to implement preferred names at ECU into student ID cards. The purpose of the review is to ensure wide support and clarity of where and when and how preferred names will be utilized. Student Services and IT Services are leading the development of an environmental scan and a university wide committee will be created to review to support, guide and implement this initiative and to coordinate the change process.

NSERC-EDI Grant - Anti-Racism Strategy

Collaboration has started with the Student Union and student representatives. Student services has met and initiated a consultation process with students around the grant proposal that will focus on anti-racism strategy. Review process and grant submission will be completed by December 15th 2022.