



AGENDA

BOARD OF GOVERNORS – **OPEN SESSION**

Thursday, March 26, 2026 — 3:15 – 4:15 p.m.
Microsoft Teams Webinar

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

Time	Item	Speaker	Action	Page #
3:15	1. Call to Order and Territorial Acknowledgment 2. Disclosure of Conflict of Interest	L. O’Melinn		

	Consent Agenda 3. Items for approval by consent	L. O’Melinn		
	IT IS HEREBY RESOLVED that the Board approves the items included under the Consent Agenda			
	3.1 Agenda		Approval	1 – 2
	3.2 Minutes of Board Open Session held on February 5, 2026		Approval	3 – 7
	3.3 Q3 Forecast		Ratification	8 – 10
	<i>IT IS HEREBY RESOLVED that the Board, on the recommendation of the Audit + Finance Committee, ratifies the Q3 Forecast for the fiscal year 2025/26 as submitted to the Ministry of Post-Secondary Education and Future Skills.</i>			

	4. Business			
3:15	4.1 Chair’s Remarks	L. O’Melinn	Information	
3:20	4.2 President’s Remarks	T. Kelly	Information	
3:25	4.3 Suspension of Intake	D. Achjadi	Approval	11 – 14

IT IS HEREBY RESOLVED that the Board, on the recommendation of the Audit + Finance Committee, approves the suspension of intake of new students to the BMA Major in New Media and Sound Arts (NMSA), the BFA in Photography (PHOT), and the BFA in Critical and Cultural Practices (CRCP) effective March 27, 2026, until further notice.

3:30	4.4 2026-27 Budget Presentation	L. O'Melinn/ M. Douglas	Approval	15 – 27
	IT IS HEREBY RESOLVED that the Board, on the recommendation of the Audit + Finance Committee, approves the 2026/27 All Funds Budget, as presented by Administration, with a \$1,105,339 surplus, including an operating fund surplus of \$27,474.			
	5. Reports			
3:50	5.1 President + Vice-Chancellor's Report	T. Kelly	Information	28 – 29
4:00	5.2 Vice President, Academic + Provost's Report	D. Achjadi	Information	30 – 31
	6. Next Meeting – June 4, 2026		L. O'Melinn	
4:15	7. Conclusion		L. O'Melinn	



MINUTES – DRAFT

BOARD OF GOVERNORS — OPEN SESSION

Thursday, February 5, 2026
2:15 p.m. – 3:15 p.m.
MS Teams

ATTENDANCE:

Board Members:	Saanvi Bhat, Student-elected Board Member Ashley Chung, Student-elected Board Member Brenda Crabtree, Board Member Alla Gadassik, Faculty-elected Board Member Mimi Gellman, Faculty-elected Board Member Trish Kelly, President + Vice-Chancellor Steve Kinsey, Board Member Mary Macaulay, Board Member Lorcan O’Melinn, Acting Board Chair Harv Phandal-Dhanda, Board Member Eduardo Rodriguez, Employee-elected Board Member Natasha Tony, Board Member Sung Van, Board Member
Regrets:	Carleen Thomas, Chancellor
Guest Presenters:	Justin Kramchynsky, Emily Carr Students’ Union (“ECSU”) representative Linda Riestra, ECSU representative Lori McDonald, Executive Director, ECSU
Employee Resources:	Diyan Achjadi, Vice-President, Academic + Provost Mark Douglas, Interim Vice-President, Finance + Administration Natasha Himer, University Secretary Kathryn Verkerk, Registrar + Executive Director of Enrolment Kayla Stuckart, Executive Director, Communications, Marketing + Public Affairs Adrian Tees, Associate Vice-President, Human Resources Alexander Muir, Technical Support
Recorder:	Bessie Chow, Recording Secretary

1. CALL TO ORDER AND TERRITORIAL ACKNOWLEDGEMENT

With quorum present, the Acting Board Chair, L. O’Melinn, called the meeting to order at 2:27 p.m.

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

2. DISCLOSURE OF CONFLICT OF INTEREST

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

3. CONSENT AGENDA

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

THAT the Board of Governors approves the items included under the Consent Agenda, as circulated.

3.1. Agenda

3.2. Minutes of the Board Open Session held on December 4, 2025

4. BUSINESS AND PRESENTATION

4.1. Acting Chair’s Opening Remarks

The Acting Chair noted that the provincial post-secondary review is underway and remarked on the challenging time for the sector.

Representatives of the ECSU, Linda Riestra and Justin Kramchynsky, were welcomed to the meeting.

4.2. Emily Carr Students’ Union Presentation

The ECSU representatives delivered a presentation on the current state of student finances, highlighting the relative burden of tuition compared with essential living costs (food, housing, and medical care). They outlined student advocacy in Victoria addressing longstanding provincial underfunding and noted concerns that mandatory fees could increase barriers for low-income students. The ECSU requested that the Board vote against the proposed tuition and fee increases.

During discussion, questions and comments were offered on:

- Student advocacy in Victoria and the broader provincial funding context.
- The importance of affordability and support for students facing financial barriers.
- The impact of tuition and fees on student well-being, access to services, and the creative/artistic environment.
- Request for a high-level synthesis of ECSU’s document on short- and long-term student priorities to aid Board oversight of supports.
- Opportunities for earlier and broader engagement with students in future consultation cycles.

- Improving communication to students regarding available financial and non-financial supports.
- Rising cost-of-living pressures and the role of tuition and fee adjustments in sustaining student services.
- Strengthening collaboration between the Board and students in planning and decision-making.
- Recognition that tuition and fee decisions involve broader social, economic, and strategic considerations beyond immediate fiscal impacts.

4.3. Tuition + Fees

The following resolution was moved, seconded, and **CARRIED**, with nine (9) in favour, one (1) opposed, and two (2) abstentions:

THAT, on the recommendation of the Audit + Finance Committee, the Board approves proposed tuition and fees according to the fee schedule attached and marked “Schedule A.”

M. Douglas, Interim Vice-President, Finance + Administration, and D. Achjadi, Vice-President, Academic + Provost, delivered a presentation on the proposed tuition and fee adjustments. A financial update was included in the meeting materials, and the 2026/27 Budget will be presented for Board approval at the March meeting.

Presentation highlights included:

- Tuition and fee adjustments support student success and institutional sustainability.
- Comparative studies, engagement with the community, and student consultation informed the recommendations.
- The Tuition and Fees Committee mandate and recommendations guided the proposed changes.
- A holistic approach has been taken to student supports, including financial assistance, space, and food access.

During discussion, questions and comments were offered on:

- Whether student support fees will be restricted to student supports or could be applied towards the University’s deficit; it was noted that the fees are intended to fund student supports, and will include areas identified by students as needing investment, and are monitored by the Ministry to ensure funds are directed to the intended services.
- The financial risk for applicants and mitigation of student recruitment impacts; it was noted that acceptance letters include information about potential tuition and fee adjustments. Applications are currently under review, and letters will be delivered in early March.
- Broader challenges faced by the University community and the opportunity to continue collaboration between students and the Board, particularly on advocacy efforts.

4.4. Academic Schedule Policy

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

THAT, on the recommendation of the Governance Committee and the Senate, the Board approves the new Academic Schedule Policy, as presented.

The University Secretary, N. Himer, described the governance and regulatory background for the Academic Schedule Policy, noting that it has gone through extensive consultation with Senate and faculty members and is aligned with the *University Act*.

K. Verkerck, Registrar + Director of Enrolment, reviewed key provisions of the new policy.

During discussion, a question was raised about whether the Spring semester schedule includes sufficient preparation time for faculty and students. It was confirmed that the policy formalizes a preparation break at the beginning of the Spring semester. The Board noted that any shift in semester start dates affects subsequent dates, including for graduation and student exhibitions.

5. REPORTS

5.1. President + Vice-Chancellor's Report

The President, T. Kelly, mentioned highlights from her written report, as included in the meeting materials.

No questions or comments were offered.

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

D. Achjadi reported that ECU received approximately 1,500 undergraduate applications and 250 graduate applications, representing an increase of approximately 400 applicants over the previous year. The residency of ECU alumnus and University of California faculty member Salar Mamani at the Libby Leshgold Gallery was also noted.

No questions or comments were offered.

5.3. Interim Vice-President, Finance + Administration's Report

M. Douglas reported that preparations for the 2026/27 budget will continue, with the final draft to be presented for Board approval on March 26, 2026. Work with ECU's auditors in support of the Audit + Finance Committee's oversight responsibilities is also underway. Additional detail regarding facility statistics is available in the Interim Vice-President, Finance + Administration's written report.

No questions or comments were offered.

6. CLOSING REMARKS

Prior to the Acting Chair’s closing remarks, a Board member requested that the Board consider a resolution to suspend the introduction of any new mandatory fees for the next four years. The intent is to mitigate the financial impact of the current fee increase on incoming and current students and their families, and to provide assurance to prospective domestic students that they will not face similar unexpected increases during a typical degree timeline.

L. O’Melinn directed that the proposal be referred to the Audit + Finance Committee to develop a recommendation, taking into account short-, medium-, and long-term impacts. Timing of the recommendation may depend on the outcomes of the sector review.

The Acting Chair then thanked Board members, the Student Union, Administration, and community members for their participation and attention.

7. NEXT MEETING

The next meeting of the Board of Governors was confirmed as scheduled on March 26, 2026.

8. CONCLUSION

With no further business, the Open Session of the February 5, 2026 Board of Governors meeting concluded at 3:40 p.m.

DRAFT



BOARD OF GOVERNORS

Information Briefing Note

TO:	Board of Governors
FROM:	Mark Douglas, Interim Vice President, Finance + Administration
DATE:	March 26, 2026
SUBJECT:	Q3 Forecast
PURPOSE:	<input checked="" type="checkbox"/> For Action <input checked="" type="checkbox"/> For Discussion <input type="checkbox"/> For Information
RESPONSIBLE PORTFOLIO:	Vice President, Finance + Administration

RECOMMENDED MOTION

IT IS HEREBY RESOLVED that, on the recommendation of the Audit + Finance Committee, the Board ratify the Q3 Forecast for the fiscal year 2025/26 as submitted to the Ministry of Post-Secondary Education and Future Skills.

EXECUTIVE SUMMARY/OVERVIEW

The forecast is provided to keep the Audit + Finance Committee (AFC) and the Board informed of the financial projections for the current year. Per the direction of the Ministry of Post-Secondary Education and Future Skills (Ministry) Emily Carr University's (ECU) Q3 projections for the reporting period are conservative and reflect known information **as of early December 2025**.

With the approval of the AFC Chair, ECU's Q3 forecast was submitted to the Ministry on December 5, 2025.

KEY POINTS/CONSIDERATIONS

The Q3 submission was updated to reflect the following:

- Per the Ministry's direction:
 - ECU's projections for the current fiscal year (i.e. to March 31, 2026) are conservative and reflect actual registration and tuition revenue for the Summer and Fall terms; however, they include registration for the Spring term up to December 1 only. Actual Spring tuition revenue improved compared to the Q3 forecast, increasing by approximately \$485K.

- ECU's projections for 2026/27 included deficit mitigation strategies that are known to be achievable. This includes savings identified through strategic enrolment management, such as reduced course releases for academic administrative positions and reductions in course section count due to changes in format for specific classes (e.g. adjustments to class size).
- Deficit mitigation strategies that are dependent on other factors were not included. This includes non-tuition fee increases that were not approved by the Ministry or Board on the date of submission.
- A reduction in expenditures, which is primarily the result of:
 - mandatory delays for hiring into vacant positions;
 - a freeze on performance-based salary increases for Excluded staff; and,
 - a reduction to the non-contractual professional development budget for Excluded staff.

The forecast is submitted on an all-funds basis (see attachment); however, the Ministry has started requesting more detail within the submission to help them understand the different sources of funds held by institutions and whether they are available to support operations or restricted for specific purposes. Through this additional information, ECU can illustrate for the Ministry the university's cashflow challenges related to supporting operations.

Operating Deficit: Overall, the Q3 forecast shows a worsening of the approved operating deficit by approximately \$1M. For Q3 ECU is projecting an operating deficit of \$2,908,210 compared to the approved operating deficit of \$1,876,960.

- The current projection for 2025/26 is an operating deficit of approximately \$2.5M

All Funds Deficit: The changes to the forecast are limited to ECU's operating fund, with other ECU activity expected to be in line with the approved budget. As a result, on a consolidated all-funds basis, for Q3 ECU is reporting the same \$1M decline compared to the approved budget: a deficit of \$2,161,429 for Q3 compared to the approved deficit of \$1,130,179.

- The current projection for 2025/26 is an All Funds deficit of approximately \$732K. The improvement over Q3 is primarily due to improvements in GNW Trust's unrealized gains on investments.

NEXT STEPS

The next forecast will be submitted for Q1 2026/27 (a Q4 submission for 2025/26 is not required). The deadline for submission has not been confirmed by the Ministry but is expected to be early in July 2026.

ATTACHED SUPPORTING MATERIALS

1. Q3 Forecast figures



OFFICE OF THE VICE-PRESIDENT, FINANCE AND ADMINISTRATION

Q3 Forecast Figures

Q3 Forecast, submitted December 5, 2025

	Forecast <u>2025/26</u>	Forecast <u>2026/27</u>	Forecast <u>2027/28</u>	Forecast <u>2028/29</u>
----- \$thousands -----				
Statement of Operations				
Total revenue	(62,978)	(63,103)	(65,720)	(66,203)
Total expenditure	65,172	65,405	67,330	66,141
Net (Revenues)/Expenses **	2,194	2,302	1,610	(62)
(Gain) loss on sale of capital assets	-	-	-	-
Unallocated Pressures (use in Q1 only)	-	-	-	-
Operating Net (Income) Loss (for Ministry)	2,194	2,302	1,610	(62)
Endowment (restricted asset) contributions	(32)	(34)	(34)	(34)
Net (Income) Loss	2,162	2,268	1,576	(96)

Figure 1: ECU Q3 Forecast, submitted to Ministry

Q2 Forecast, submitted October 1, 2025 (provided for comparison)

	Forecast <u>2025/26</u>	Forecast <u>2026/27</u>	Forecast <u>2027/28</u>	Forecast <u>2028/29</u>
----- \$thousands -----				
Statement of Operations				
Total revenue	(63,963)	(63,728)	(66,674)	(66,747)
Total expenditure	66,042	66,600	68,443	67,169
Net (Revenues)/Expenses **	2,079	2,872	1,769	422
(Gain) loss on sale of capital assets	-	-	-	-
Unallocated Pressures (use in Q1 only)	-	-	-	-
Operating Net (Income) Loss (for Ministry)	2,079	2,872	1,769	422
Endowment (restricted asset) contributions	(32)	(34)	(34)	(34)
Net (Income) Loss	2,047	2,838	1,735	388

Figure 2: ECU Q2 Forecast, submitted to Ministry



BOARD OF GOVERNORS

Information Briefing Note

TO:	Board of Governors
FROM:	Diyan Achjadi, Vice President, Academic + Provost
DATE:	March 26, 2026
SUBJECT:	Suspension of Intake <ul style="list-style-type: none">- BMA Major in New Media and Sound Arts (NMSA)- BFA in Photography (PHOT)- BFA in Critical and Cultural Practices (CRCP)
PURPOSE:	<input checked="" type="checkbox"/> For Action <input checked="" type="checkbox"/> For Discussion <input type="checkbox"/> For Information
RESPONSIBLE PORTFOLIO:	Vice President, Academic + Provost

PROPOSED RESOLUTION:

IT IS HEREBY RESOLVED that, on the recommendation of the Audit + Finance Committee, the Board approves the suspension of intake of new students to the BMA Major in New Media and Sound Arts (NMSA), the BFA in Photography (PHOT); and the BFA in Critical and Cultural Practices (CRCP) effective March 27, 2026, until further notice.

PROPOSAL

To suspend the intake of new students to the BMA Major in New Media and Sound Arts (NMSA), the BFA in Photography (PHOT), and the BFA in Critical and Cultural Practices (CRCP) effective March 27, 2026, until further notice.

University Secretary Note: The suspension of intake in these instances is being brought to the Board on a without precedent basis.

RATIONALE FOR BMA MAJOR IN NEW MEDIA AND SOUND ARTS (NMSA)

The BMA Major in New Media and Sound Arts (NMSA), housed in the Audain Faculty of Art, was established in 2017, with an initial enrolment target of 20 per year. While consistent efforts have been made over the years in recruitment, marketing, and communication regarding this degree program, it has never enrolled a full cohort of 20 students.

New Media and Sound Arts – Applicants + headcount numbers

Year	2023	2024	2025	2026
Applications to first year	16	15	22	18
Registered / headcount first year	11	7	12	
Percentage filled (Capacity: 20)	55%	35%	60%	

Suspending entry as of the 2026 admissions cycle will support deficit mitigation plans through section count reduction. The program is not sustainable as an independent Major with the small number of students, but the curriculum could thrive as part of a more interdisciplinary degree such as the BFA Visual Arts. Making this program of study more visible through the BFA Visual Arts may increase fill rates of current courses and increase opportunities for engagement with media-based practices.

With intake suspension in place, this will allow for further analysis and to come forward with a proposal in 26-27 for program amalgamation, program sunset, and/or program redevelopment.

Impacts + Mitigation

We anticipate minimal impacts as a result of this suspension. Reduced section counts will mean fewer courses available for non-regular faculty. Technical resources and staffing remain stable as NMSA courses will continue to be available to all students via the BFA Visual Arts degree. Current students enrolled in the NMSA degree program will be able to progress through degree requirements to complete their degrees. Current applicants to the degree program who meet admission requirements will be informed via their admissions letter that their chosen path of study will be available via the BFA Visual Arts degree.

RATIONALE FOR THE BFA IN PHOTOGRAPHY (PHOT)

The BFA in Photography (PHOT), housed in the Audain Faculty of Art, is a long-standing independent Major at ECU. When program costing and enrolment targets were introduced in 2021 as part of ECU’s broader deficit mitigation strategies, the plan was for PHOT to have an annual intake of 40 students or two cohorts. The curriculum and faculty staffing for this area are built around this number.

While consistent efforts have been made over the years in recruitment, marketing, and communication regarding this degree program, it has not enrolled a full cohort of 20 students. More concerning, the current attrition rate is quite high. While 18 students began year 1 in 2024; that cohort has reduced to 13 in their third year in 2025 (27% attrition). Last year’s 4th year headcount was 9 students, which is less than a quarter of the intended 40-student Major size. Because of this, upper-level courses are cancelled on a regular basis, and the regular faculty cohort must teach outside of the Photography area to maintain a full load.

Photography – Applicants + headcount numbers

Year	2023	2024	2025	2026
Applications	45	37	37	39
Registered / headcount	18	17	19	
Percentage filled (Capacity: 40)	45%	42.5%	47.5%	

Suspending entry as of the 2026 admissions cycle will support deficit mitigation plans in the reduction of overall section counts. The program is not sustainable as an independent Major with the current small number of students but could potentially thrive in another form or as part of a more interdisciplinary degree such as the BFA Visual Arts. With intake suspension in place, this will allow a period for analysis and the goal is to come forward with a proposal in 26-27 for program amalgamation, program sunset, and/or program redevelopment.

Impacts + Mitigation

Reduced section counts will mean fewer courses available for non-regular faculty and may also require redeployment of regular faculty line(s) currently assigned to PHOT. Technical resources and staffing remain stable as PHOT courses will continue to be available to all students via the BFA Visual Arts degree and as electives for students in other degree programs. Current students enrolled in the PHOT degree program will be able to progress through degree requirements to complete their degrees. Current applicants to the degree program who meet admission requirements will be informed via their admissions letter that their chosen path of study will be available via the BFA Visual Arts degree. A full review of the costing of PHOT with the current structure will be part of the mitigation process.

RATIONALE FOR THE BFA IN CRITICAL AND CULTURAL PRACTICES (CRCP)

The BFA in Critical and Cultural Practices (CRCP), housed in the Faculty of Culture and Community (CAC), was established in 2011, with an initial enrolment target of 20 per year.

While consistent efforts have been made over the years in recruitment, marketing, and communication regarding this degree program, it has never approached a full cohort of 20

students. In the past three years, admissions have been <5 students per year. With these small numbers, it has been difficult to offer extended support and co-curricular programming. Students currently in the program do not have many peers or opportunities for collaboration and academic exchange, which also impacts student experience. For this reason, the Faculty of Culture and Community decided not to promote this Major in the 2026-27 recruitment cycle.

Critical and Cultural Practice– Applicants + headcount numbers

Year	2023	2024	2025	2026
Applications	9	5	6	0
Registered / headcount	4	1	4	
Percentage filled (Capacity: 20)	20%	5%	20%	

Suspending entry as of the 2026 admissions cycle provides a much-needed reset that has long been in discussion within the CAC Faculty. A proposal for program sunset will likely be forthcoming. Work is already underway in the CAC Faculty to develop new Major and Minor proposals that will be brought forward through the governance processes.

Impacts + Mitigation

We anticipate minimal impacts as a result of this suspension: there will be no reduction in staffing or resourcing because of this change, and the majority of CRCP courses are not specific to this degree program. Current students enrolled in the degree program will be able to progress through degree requirements to complete their degrees.



BOARD OF GOVERNORS

Information Briefing Note

TO:	Board of Governors
FROM:	Mark Douglas, Interim Vice President, Finance + Administration
DATE:	March 26, 2026
SUBJECT:	2026/27 Budget
PURPOSE:	<input checked="" type="checkbox"/> For Action <input checked="" type="checkbox"/> For Discussion <input type="checkbox"/> For Information
RESPONSIBLE PORTFOLIO:	Vice President Finance + Administration

RECOMMENDED MOTION:

IT IS HEREBY RESOLVED that, on the recommendation of the Audit + Finance Committee, the Board approves the all funds budget, as presented by administration, with a \$1,105,339 surplus, including an operating fund surplus of \$27,474.

EXECUTIVE SUMMARY

The 2026/27 budget represents the financial plan for Emily Carr University of Art + Design (ECU), providing a roadmap for how we allocate our resources in service of our continued commitment to delivering an exceptional, practice-based education in art, media and design. This plan carefully considers fiscal realities facing the post-secondary sector and the university's strategic goals, developed through a year-round budget cycle.

ECU entered the 2026/27 budget planning cycle in an accumulated deficit position, with limited cash reserves, following several years of operating deficits. In a shifting provincial post-secondary environment, and through ongoing discussions with the Ministry and broader sector signals, the importance of institutions strengthening their financial positions became clear. In this context, ECU worked to address its financial position through measures within its own control.

As presented to the Board in December, ECU projected a preliminary operating deficit of over \$3.6M for the 2026/27 fiscal year. Over the past few months, administration identified strategies to reduce the projected deficit to achieve a balanced budget. The proposed 2026/27 operating budget reflects these actions and provides a foundation for greater financial stability moving forward.

BUDGET ENGAGEMENT PROCESS

Budget planning began in May, with units assessing anticipated needs and pressures. Budget requests were completed in September to support development of the preliminary budget. Throughout the 2025/26 academic year, the Interim Vice President, Finance + Administration (VPFA) and the Vice President, Academic + Provost (VPAP) engaged with staff, faculty and students through targeted forums, including student townhalls, faculty meetings, and departmental staff meetings, to provide context on ECU's financial environment and sector-wide challenges.

These sessions focused on deficit mitigation strategies, the purpose of fees, and the services and investments they support. Designed to broaden participation following historically low attendance at budget townhalls, the sessions were well attended and received positively, with strong appreciation for increased financial transparency.

The VPFA and VPAP continue regular engagement with Ministry representatives, providing updates on ECU's financial position and cashflow. The next meeting is planned for July 2026, following the initial Fall registration period. The Ministry has expressed support for ECU's mitigation strategies and has consistently acknowledged the transparency of information provided.

FINANCIAL OVERVIEW

As is required, ECU reports on an all-funds basis, which includes non-operating activities, such as external gifts, grants and bequests, and the university's 25% share in the Great Northern Way Campus Trust. Many of the non-operating activities are self-funded or restricted and do not directly impact the funds available for the university's day-to-day operations. On an all-funds basis, ECU is budgeting a surplus of \$1,105,339.

The surplus is primarily generated in the Capital Fund and through ECU's 25% share in Great Northern Way Campus Trust; however, neither source represents available cash. For more details, refer to Appendix 1, 2026/27 All Funds Budget.

The all-funds budget must be reviewed and approved by the Board, as required by the Ministry.

A summary of the all-funds budget is provided below:

2026/27 All Funds Budget Summary

	2026/27 Budget	2025/26 Budget	Difference
REVENUE			
Grants	\$ 29,069,271	\$ 28,910,280	\$ 158,991
Tuition and fees	28,598,984	28,441,281	157,703
Amortization of deferred contributions	5,720,905	6,875,871	(1,154,966)
Income from equity accounted organizations	348,527	374,348	(25,821)
Other	1,035,008	1,503,518	(468,510)
Total revenue	\$ 64,772,695	\$ 66,105,298	\$ (1,332,603)
EXPENDITURES			
Instruction	\$ 24,725,089	\$ 25,859,382	\$ (1,134,293)
Instruction support	35,501,012	37,020,538	(1,519,526)
Research	2,075,685	3,086,648	(1,010,963)
Externally sponsored activity and trust	1,388,570	1,300,909	87,661
Total expenditures	\$ 63,690,356	\$ 67,267,477	\$ (3,577,121)
Projected annual operating deficit	1,082,339	(1,162,179)	2,244,518
Endowment contributions	23,000	32,000	(9,000)
Projected annual deficit	\$ 1,105,339	\$ (1,130,179)	\$ 2,235,518

Operating Budget:

The university's financial pressures are concentrated in the operating budget, which is supported by core revenues such as provincial funding and tuition. The operating budget is where ECU faces ongoing structural challenges and where mitigation strategies are focused.

ECU's operating budget results in a surplus of \$27,474 in 2026/27, with total revenues of \$53,896,375 and expenditures of \$53,868,901 (see below).

	2026/27 Budget	2025/26 Budget	Increase (Decrease)
REVENUE			
Grants	\$25,288,759	\$25,129,768	\$ 158,991
Tuition + Fees	27,683,984	28,441,281	(757,297)
Other	923,632	1,256,468	(332,836)
Total Revenue	\$53,896,375	\$54,827,517	\$ (931,142)
EXPENDITURES			
Salaries	\$41,570,553	\$44,591,431	\$(3,020,878)
Other	12,298,348	12,113,046	185,302
Total Expenditures	\$53,868,901	\$56,704,477	\$(2,835,576)
Surplus (Deficit)	\$ 27,474	\$(1,876,960)	\$ 1,904,434

Revenue projections for 2026/27 are 1.7%, or \$931K, less than the amount budgeted in 2025/26. While total revenue reflects Board approved tuition and fee increases, it also incorporates lower international enrolment resulting from federal restrictions on international student study permits. Tuition and fee projections have been prepared conservatively, based on current application volumes and yield rates consistent with 2025/26, which were below historical norms. Recruitment and admissions efforts remain focused on improving yield for the coming year.

The Ministry has advised that there are no changes to ECU's base operating grant and that one-time funding is not anticipated in 2026/27. The Ministry has announced that performance-based increases for Excluded employees will be funded retroactive to April 1, 2025. As the timing and amounts associated with this funding, as well as potential collective bargaining outcomes, have not been confirmed, these items are not reflected in the budget. It is assumed that any confirmed funding will fully offset the associated salary costs.

Revenue pressures have been offset through targeted deficit mitigation strategies focused on expense reduction. In total, approximately \$2.8M in targeted adjustments have been incorporated relative to the 2025/26 budget. These adjustments are concentrated primarily in personnel costs across all employee groups and consist largely of deferred hiring into vacant positions and are not a result of reductions to existing staff.

CONTEXT + CHALLENGES

Like many post-secondary institutions, ECU continues to operate in a financially constrained environment. Rising cost pressures, constrained government funding, economic uncertainty, and changes in federal policy are collectively impacting the sector and require disciplined planning and prioritization.

ECU has operated with a structural deficit for over 15 years, driven by the unique characteristics that define our institution. Our small size, commitment to low student-instructor ratios, and delivery of a high-cost, practice-based art and design curriculum create a financial model that is fundamentally different from larger, more traditional universities. These pressures are compounded by inflationary increases across nearly all areas of university operations – from wages and benefits to utilities and service contracts.

At the same time, ECU's revenue growth opportunities are limited by its size, specialized programming, and current constraints on international student enrolment.

In recent years, accumulated surplus and one-time funding have helped mitigate operating deficits; however, these resources have now been exhausted. ECU is projected to end 2025/26 with a significant accumulated deficit of approximately \$3.2M (see below). Achieving a balanced operating budget in 2026/27 was therefore necessary to stabilize the university's financial position and maintain its status as a going concern.

	2024/25 Actual	2025/26 Projection	2026/27 Budget
Opening Accumulated Surplus (Deficit)	\$ 1,863,109	\$ (680,908)	\$ (3,197,552)
Total Revenue	52,244,114	51,910,225	53,896,375
Total Expenditures	54,788,131	54,426,869	53,868,901
Annual Surplus (Deficit)	\$ (2,544,017)	\$ (2,516,644)	\$ 27,474
Ending Accumulated Surplus (Deficit)	\$ (680,908)	\$ (3,197,552)	\$ (3,170,078)

Overall, the 2026/27 operating budget reflects a balance between addressing immediate financial pressures and maintaining institutional stability to support students, faculty, and the long-term health of the institution. The achievement of a balanced operating position ensures that the accumulated deficit does not increase and represents a critical step in stabilizing ECU's financial position. This outcome provides a necessary foundation for future surpluses that will be required to reduce the accumulated deficit over time and support the university's long-term financial sustainability.

KEY INVESTMENTS IN 2026/27

At the core of the 2026/27 budget is ECU's commitment to supporting students through the quality of academic programming, learning environments, and essential student supports. This approach aligns with the priorities set out in the Strategic Plan. While the budget was developed on a roll-forward basis, it incorporates targeted investments enabled through the introduction of new student fees. These investments are intended to protect the student experience and proactively sustain program quality within a constrained financial context.

Key investments include:

- Strengthening core student affairs functions that are currently under resourced or not fully established, including inclusion and accessibility, student engagement, professional development and career support, and student advocacy.
- Targeted investment in technical infrastructure within shops and studios to support program quality, align with industry and safety standards, and ensure graduates are well prepared for the workforce through high quality, practice-based, technology forward education.

MITIGATION STRATEGIES

In developing the 2026/27 budget, Administration has taken a balanced approach that addresses deficit mitigation, long-term financial sustainability, cost containment, and key risks, including potential volatility in international enrolment, while preserving investments essential to maintaining ECU's academic mission and institutional standing.

As previously discussed with the Board, the university identified, the following areas of focus were identified to support a sustainable operating budget:

1. **Tuition adjustments**, which were approved by the Board on February 5.

2. **Implementation of new non-tuition fees**, including capital refresh and student experience fees, that enable a more sustainable approach to funding core infrastructure and student services.
3. **Targeted academic interventions**, including suspension of intake into low-enrolled majors, adjustments to course releases, cohort sizes of Graduate Studies' programs, and class sizes in specific courses.
4. **Reducing non-essential expenditures** through an exercise to identify a 5% budget reduction in all areas. Departmental recommendations were reviewed by members of the Executive, and feasible reductions have been incorporated into the budget.

Collectively, these measures improved the financial outlook from a preliminary operating deficit of approximately \$3.6M towards a balanced budget for 2026/27, with a projected operating surplus of \$27,474.

RISKS + EMERGING PRESSURES

Applications for the upcoming academic year have increased by approximately 40% compared to the prior year, which is a positive indicator; however, ECU remains cautious given that yield rates in 2025/26 were significantly below historical norms and Federal regulations continue to impact the international enrolment environment. As a result, enrolment projections for 2026/27 have been prepared conservatively.

Due to the province's fiscal constraints, ECU has been advised that additional provincial funding is not expected and it is essential that ECU address its financial position through measures within its own control. Registration activity will be monitored closely and if international registration is lower than budgeted, administration must act immediately to manage any variances internally. This could result in additional cost-saving measures.

The broader sector review adds a further layer of uncertainty as the province examines approaches to improving the financial sustainability of the post-secondary system. Given ECU's history of operating deficits, the university may be subject to increased scrutiny. Ongoing engagement with the Ministry has been constructive, and regular updates have provided assurance that ECU's deficit mitigation strategies are appropriate and progressing as intended.

LOOKING AHEAD + FINANCIAL SUSTAINABILITY

The 2026/27 fiscal year is expected to remain financially challenging. Administration is confident that the activity reflected in the budget, including enrolment targets and deficit mitigation measures, is achievable. The resulting surplus provides a stable foundation on which to build following several years of operating deficits.

Looking ahead, Administration is focused on identifying and advancing longer-term revenue generating initiatives to strengthen ECU's financial position in alignment with the institution's Strategic Plan. Areas under active exploration include:

- The Granville Island Project + Student Housing, as part of a long-term campus and infrastructure strategy

- Sector leadership and government advocacy to advance art and design education in British Columbia
- Targeted, project-based grants aligned with academic priorities
- Strategic partnerships with industry, cultural organizations, and other institutions
- Donor engagement and philanthropy aligned with institutional priorities

Through these initiatives, ECU aims to secure new avenues of financial support. While these initiatives do not represent guaranteed sources of revenue, they are intended to complement existing strategies and support ECU's long-term financial sustainability.

APPENDICES: SUPPORTING MATERIALS

1. 2025/26 All Funds Budget Detail
2. Operating Revenue
3. Tuition + Fees Revenue
4. Student Full-time Equivalents
5. Operating Expenditures

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APPENDIX 1

2026/27 All Funds Budget Detail

The 2026/27 All Funds budget reflects ECU's consolidated financial position across operating and non-operating activities and is presented for Board approval and Ministry submission.

On an all-funds basis, ECU is budgeting a surplus of **\$1,105,339**; however, this surplus is primarily attributable to activity in the Capital Fund and ECU's 25% share in the Great Northern Way Campus Trust, neither of which represents available operating cash.

Much of the non-operating activity is either restricted or self-funded and does not directly support day-to-day operations. As a result, the operating budget remains the primary indicator of ECU's financial sustainability. The all funds presentation provides important context for oversight and reporting requirements, while reinforcing the distinction between accounting results and cash available for operations.

	Operating	Special Purpose/ Research	Capital	Trust	GNW Campus Trust	Total Budget
REVENUE						
Grants						
Provincial						
Base funding	\$ 21,547,922		\$ 40,000			\$ 21,587,922
Annual service payments	3,590,511		3,740,512			7,331,023
Other	150,326					150,326
Tuition and fees	27,683,984		915,000			28,598,984
Amortization of deferred contributions		\$ 2,870,618	2,315,182	\$ 535,105		5,720,905
Income from equity accounted organizations					\$ 348,527	348,527
Gifts, grants and bequests		3,000		9,076		12,076
Interest	275,000	10,100	3,000	11,000		299,100
Other	648,632	34,000	41,200			723,832
Total revenue	\$ 53,896,375	\$ 2,917,718	\$ 7,054,894	\$ 555,181	\$ 348,527	\$ 64,772,695
EXPENDITURES						
Instruction	\$ 21,853,647		\$ 2,871,442			\$ 24,725,089
Instruction support	32,015,254		3,485,758			35,501,012
Research		\$ 2,075,685				2,075,685
Externally sponsored activity and trust		848,440		\$ 540,130		1,388,570
Total expenditures	\$ 53,868,901	\$ 2,924,125	\$ 6,357,200	\$ 540,130	\$ -	\$ 63,690,356
Projected annual operating surplus (deficit)	\$ 27,474	\$ (6,407)	\$ 697,694	\$ 15,051	\$ 348,527	\$ 1,082,339
Endowment contributions				23,000		23,000
Projected annual surplus (deficit)	\$ 27,474	\$ (6,407)	\$ 697,694	\$ 38,051	\$ 348,527	\$ 1,105,339

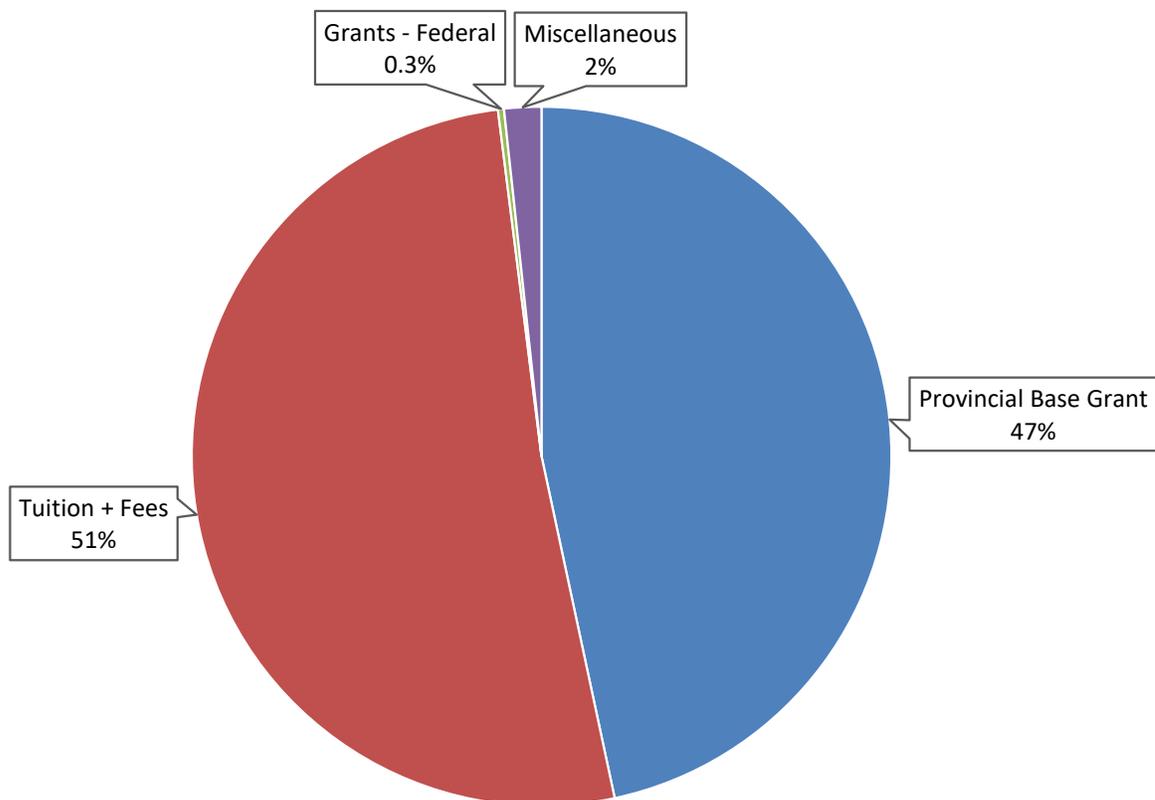
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APPENDIX 2

2026/27 Operating Revenue

Total Operating Revenue is budgeted at \$53,896,375 and is derived primarily from provincial grants and tuition and fees. As illustrated in the chart, tuition and fees account for approximately 51% of total operating revenue, reflecting ECU’s continued reliance on enrolment based funding in an environment of largely static government support.

The composition of operating revenue underscores both the importance of enrolment performance to ECU’s financial position and the limited flexibility available on the revenue side, which has informed the assumptions and mitigation strategies reflected in the 2026/27 budget.



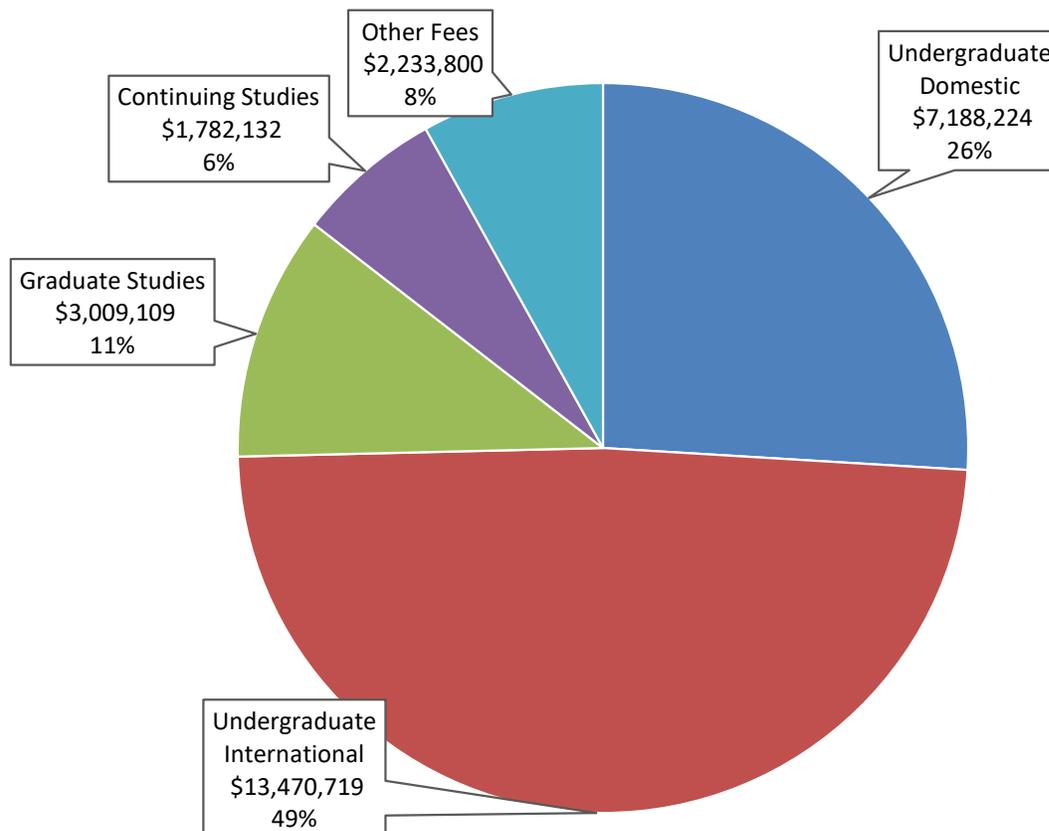
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APPENDIX 3

2026/27 Tuition + Fees Revenue

Tuition and fee revenue remains a critical component of ECU's operating budget. As illustrated in the chart, undergraduate international students represent the largest share of revenue, accounting for approximately 49% of total tuition revenue. Projections for international tuition revenue in 2026/27 are 16%, or approximately \$2.6M, lower than the prior year's budget, reflecting the impact of federal restrictions on international student study permits and conservative enrolment assumptions.

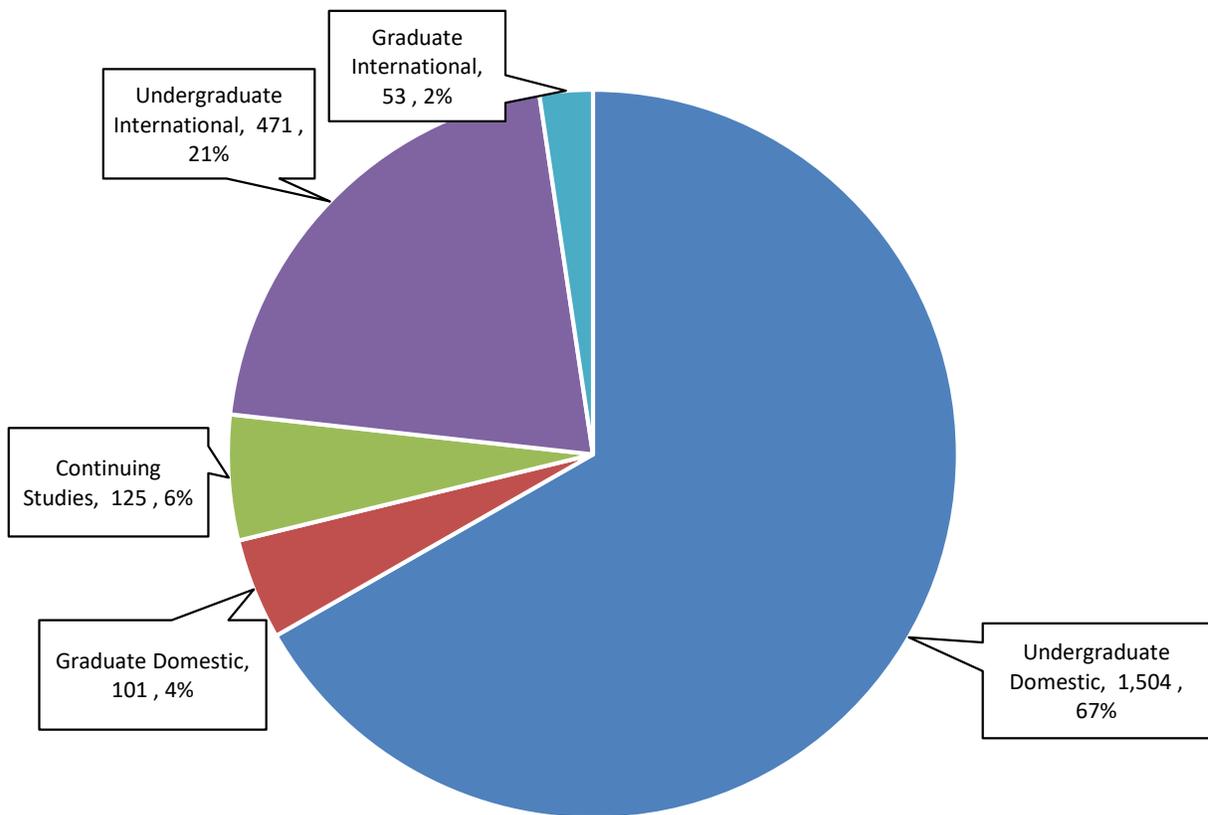
Domestic undergraduate tuition, graduate studies, continuing studies, and other fees provide additional revenue streams that contribute to a diversified funding base. However, the revenue mix illustrates the degree in which ECU, like many Canadian universities, is exposed to shifts in international enrolment patterns. These risks have been incorporated into the 2026/27 budget through conservative forecasting.



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APPENDIX 4
2026/27 Student Full-time Equivalents

Student Full-time Equivalents are reported annually to the Ministry and serve as a key indicator of enrolment activity and funding alignment. For 2026/27, ECU is projecting 1,730 total Domestic FTEs, representing 120.7% of the Ministry-assigned target of 1,433. Domestic FTEs, consisting of undergraduate, graduate, and continuing studies, are weighted equally for reporting purposes and are expected to comprise approximately 77% of total FTEs, with international students accounting for the remaining 23%.

Overall, projected FTE levels reflect continued strong domestic demand and conservative assumptions for international enrolment within a constrained federal policy environment.



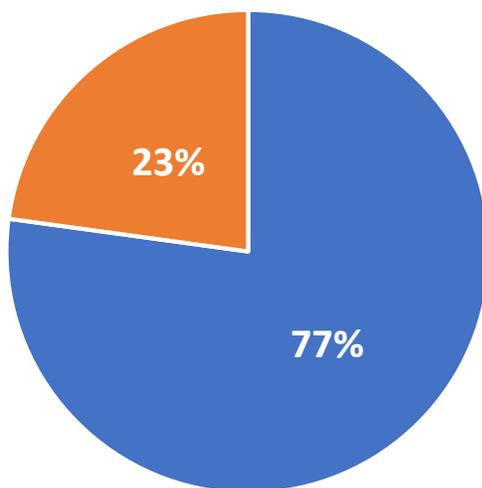
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APPENDIX 5

2026/27 Operating Expenses

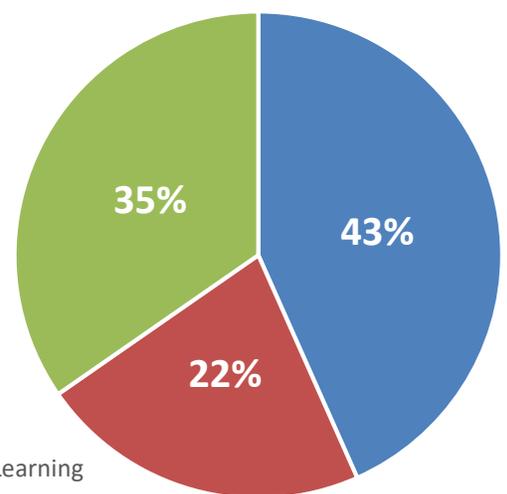
The 2026/27 operating expense budget is \$53,868,901, of which 77% relates to salaries and benefits. Expenses are organized by function to illustrate how resources support ECU's academic mission and operating requirements. They are grouped into Teaching + Learning, Academic + Student Support, and Infrastructure to reflect the core activities that enable program delivery, student success, academic governance, and the systems and services required to sustain university operations.

Expenses by Type



- Salaries + Benefits
- Operating Expenses

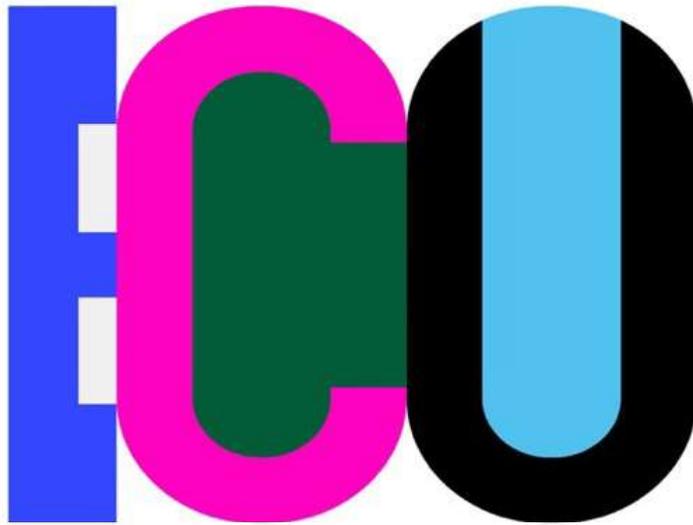
Expenses by Function



- Teaching + Learning
- Academic + Student Support
- Infrastructure

Costs included in each Function are summarized as follows:

- **Teaching + Learning** – costs associated with the direct delivery of academic programs and the learning experience, including: instruction of undergraduate, graduate and continuing studies programming, technician support in shops and studios, and learning support provided by the Library, Teaching and Learning Centre, Writing Centre and Research.
- **Academic + Student Support** – costs associated with academic governance, student-facing supports, and mission-enabling services, including: Academic Administration, Student Services and Awards, the Gallery and Bookstore, University Secretariat, University Advancement, and Strategic Initiatives.
- **Infrastructure** – costs associated with administrative services, executive functions, and enabling systems, including: Facilities, Information Technology, Human Resources, Financial Services, Communications + Marketing, and the Offices of the President + Vice Chancellor and Vice President Finance + Administration.



100 YEARS
IN THE MAKING



Report to the Board of Governors

President + Vice-Chancellor

March 26, 2026

ECU 100 | Mid-Year Update

On April 1, 2026, ECU reaches the midpoint of its Centennial year. Across Advancement, Communications + Marketing, and institutional programming, the ECU 100 campaign continues to move forward its three goals: celebrating ECU's legacy, connecting audiences to the university, and communicating the impact of creative education in Canada and beyond.

In Advancement, a fall giving appeal — developed in collaboration with the Communications + Marketing team — highlighted individual student stories to demonstrate the direct the impact of scholarships, and resulted in a 50% + increase in giving compared to the prior year's fall appeal. ECU also received a substantial grant from the Audain Foundation to expand the Centennial lecture series, supporting public programming that connects the university to cultural and civic life.

On October 1, Communications + Marketing, launched the "[100 Stories for 100 Years](#)" series, which delves into ECU's institutional archives, uncovering projects and stories never told publicly. Now approaching the halfway mark, these stories are amplified across communications channels — a [visually-driven social media campaign](#), the ECU website, and [our monthly EMIX newsletter](#) — bringing the archive to new and existing audiences. A national brand awareness campaign in late Fall 2025 extended that reach further, combining international digital marketing with out-of-home traditional placements across Canada. All of the visuals embedded with the ECU 100 campaign were drawn from the work of ECU alumni. Look out for the second wave showcasing more ECU alumni over spring/summer 2026.

Centennial programming continues to bring people to campus. Public talks, the Centennial lecture series, and community events are creating ongoing opportunities for dialogue. A full calendar of upcoming events is available at ecquad.ca/ecu100.

ECU's Centennial theme — *100 Years in the Making* — carries a built-in forward momentum. We will continue to advance student scholarships that reach the next generation of artists and designers, deepen partnerships that extend ECU's influence beyond campus, and drive public conversations about the role of creative education in shaping culture, the economy, and community.

External Conversations / Practice-Based Education

On March 3 in honour of ECU's Centennial celebration, I was invited by the Terminal City Club, to deliver a talk on the power of practice-based education. As we know well at ECU, practice-based, art and design education is a form of “learning through making,” inherently collaborative, community-oriented, and iterative (based in experimentation and critique). But its transformative power is that it hones creativity, adaptability, and resilience at a moment when more traditional forms of knowledge creation can be easily replicated through automation or Generative AI.

Practice-based learning emphasizes what machines cannot, by leaning into the value of human agency, collaboration, community-oriented decision making, ethical judgment, and relational awareness. This was a great opportunity to demonstrate to an external audience that at ECU we provide the space for this type of learning to happen, in the process building the next generation of creative leaders for British Columbia and Canada.

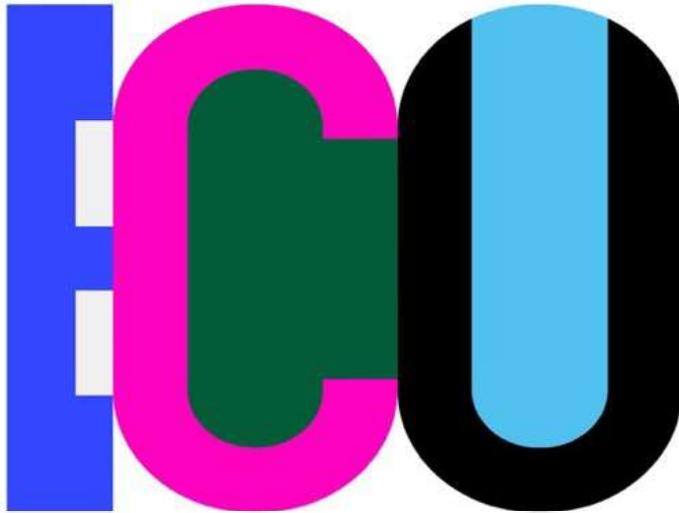
Indigenous Alumni Exhibition – *Somewhere we have travelled*

Curated by alumni Leanne Inuarak-Dall and Vance Wright with support from Daina Warren and the Aboriginal Gathering Place (AGP) in honour of ECU's 100th anniversary, *Somewhere we have travelled* featured 55 artists including Indigenous alumni (44), current students (7), staff (2) and faculty (2). Bringing together the work of emerging, mid-career and established artists, this exhibition was conceptualized as a space of return, recognizing the breadth and diversity of Indigenous artists with a shared community of practice.

The exhibition brought together some of the most formative voices shaping Indigenous contemporary practice today, and included paintings, drawings, carvings, textiles, ceramics, video, photography, printmaking, jewelry and media. Artists from 34 different Nations, 9 provinces and territories were represented, all of which had attended or graduated from ECU between 1967–2025. Gigaemi Kukwits, of Capilano, Kwakwaka'wakw, and Tlingit heritage, was the earliest alumni included in the show, having attended Vancouver School of Art in 1967.

List of artists:

Shane Weston Abbot-Arcan, Sonny Assu, Gigaemi Kukwits, Taylor Baptiste, Haley Bassett, Rebecca Belmore, Diane Blunt, Lara Bode, Raymond Boisjoly, Alison Bremner, Maria-Margaretta Cabana Boucher, Kimberly Campbell Ronning, Grace Edwards, KJ Edwards, Lara Felsing, Jeneen Frei Njootli, Mimi Gellman, Shoshannah Greene / SGidGang.Xaal, Taalrumiq, Whess Harman, Xwalacktun (Rick Harry), Hock E Aye Vi Edgar Heap of Birds, Jen Hiebert, Tsēmā Igharas, Jake Kimble, Cheyenne Rain LeGrande, Toonasa Luggi, Nevada Lynn, Michelle McGeough, Lindsay McIntyre, Syd Mercredi, Peter Morin, Nadia Myre, Carly Nabess, Luke Parnell, Dionne Paul, Cole Pauls, Carmen Redunante, Skeena Reece, Aaron, Serena Steel, Manuel Axel Strain, Michelle Sylliboy, Charlene Vickers, Veronica Rose Waechter, Lisa Walker, Natasha Ashleigh Walter-Pinay, Daina Warren, Laura Wee Láy Láq, Meghan Weeks, Eliot White-Hill, MV Williams, Agnes Seaweed Wisden, T'uy't'tanat Cease Wyss, Lawrence Paul Yuxweluptun Lets'lo:tsetun



Report to the Board of Governors

VP, Academic + Provost

March 26, 2026

Academic Area Highlights

- Aligning with the provincial mandate on enriching K-12 transitions through pathways to postsecondary education, ECU is re-igniting the **Headstart** program through a dual-credit model. High school students in grade 12 in Vancouver, Coquitlam, and Surrey School Districts will be able to take a 3-credit, first-year ECU studio course and receive dual credit that can be applied to both their high school and university requirements. The program is provincially funded, supporting wider access to art education with the removal of the barrier of tuition. The first two cohorts of this program will be on campus on Saturdays in Fall 2026.
- The **Library + Archives** team is committed to improving accessibility to library spaces, as per the Strategic Plan's commitment to Supporting People and Culture. To this end, team members will be undertaking an **accessibility audit** of the library using the [Accessibility Assessment Framework for Library Spaces](#) written by the British Columbia Libraries Cooperative (BCLC). The focus will be on identifying any physical, sensorial, and socio-emotional barriers in our library spaces.

Research – Grants Awarded

- **National Sciences and Engineering Research Council (NSERC) Mobilize Grant:** One new awarded project, for a total of 16 projects awarded to date.
 - Cemre Demiralp awarded \$25,000 with sessional faculty Jennifer Woodin as the faculty project lead. Project title: *Tactile Storytelling: Co-Developing 3D Artefacts for Experiential Learning at Capilano Suspension Bridge Park.*
- **Social Sciences and Humanities Research Council (SSHRC)**
 - Insight Grant: Amanda White and Caylee Raber, co-investigators on the Queen's University led grant (\$307,022 over four years, April 1, 2025 - March 31, 2029).

Project title: *From Charity to Justice: Creating & Evaluating Arts-Based Knowledge Mobilization Projects for Food.*

- Connection Grant: Manuhaia Barcham awarded \$49,515 for one year, January 1 to December 31, 2026. Project title: *Indigenous design: decolonizing and indigenizing design research and practice.*
- **Mitacs Business Strategy Internship (BSI)**
 - Cemre Demiralp as supervisor: \$45,000 (\$30,000 for three student/alum internship units, with \$15,000 for Materials and Research Costs), January 27, 2026 to March 26, 2027, with partner organization, Buffalo Buffalo Labs Inc. Project title: *Robot Bash: Grafting.*
- **Simon Fraser University-BCcampus Research Fellows Program**
 - Allison Yasukawa \$6,000, October 1, 2025 to March 30, 2027. Project title: *Critical critique praxis: Co-creating student-centered feedback methods for equity, diversity, inclusion, and accessibility in the art and design classroom.*
- **Research Council of Norway**
 - Louise St. Pierre awarded a fund allocation of \$657,511 NOK (~\$92,840 CAD) as a researcher on the Oslo Metropolitan University led grant (10,500,000 NOK ~\$1,482,600 CAD over four years, February 1, 2026 - October 1, 2029). Project title: *GREEN BLOOD: Undressing hierarchies to reduce pressure on land through Forest Finn perspectives.*

Research – Shumka Centre

- The Centre is currently delivering programming with the \$250,000 from Business and Higher Education Roundtable (BHER) to engage senior undergraduate and graduate students through Fall 2025 - Spring 2026 in innovative curricular Work Integrated Learning opportunities delivered in partnership with the Faculties of Art, Design and Dynamic Media and Graduate Studies. The programming engages 27 course sections across 13 credit courses, working with 27 unique faculty members and 85 employers to service 487 students. We are currently 39% above our 350-student target.
- The Centre has received a \$45,000 grant from Mitacs to develop an applied research project led by Cemre Demiralp in partnership with Buffalo Buffalo to advance the visual fidelity, motion consistency, and emotional readability of in-game characters improving the overall player experience and production efficiency for a video game currently in development. The project will engage one Research Assistant January - December 2026.

Academic Leadership Updates

- The search for the Dean of the Faculty of Culture and Community has completed the final interview stage and will be concluded within the next month.
- The search for the Dean of the Faculty of Art is in the application review stage.