



# AGENDA

## SENATE BUDGET COMMITTEE

Wednesday, March 11, 2026

10:00-11:20 a.m.

ECU Boardroom (D2315)

Join the Teams Webinar: [https://teams.microsoft.com/l/meetup-join/19%3ameeting\\_NWEzNDQ2NGQtNWlxNi00NmVjLTlmYWMtMDlkZGNmYzVjMjQ1%40thread.v2/0?context=%7b%22Tid%22%3a%22d22686a0-c1be-48e0-8f91-5bdd033f7dad%22%2c%22Oid%22%3a%228213acc8-8315-4cc8-88fb-8de2c15b0ebd%22%7d](https://teams.microsoft.com/l/meetup-join/19%3ameeting_NWEzNDQ2NGQtNWlxNi00NmVjLTlmYWMtMDlkZGNmYzVjMjQ1%40thread.v2/0?context=%7b%22Tid%22%3a%22d22686a0-c1be-48e0-8f91-5bdd033f7dad%22%2c%22Oid%22%3a%228213acc8-8315-4cc8-88fb-8de2c15b0ebd%22%7d)

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

### I. ADMINISTRATIVE BUSINESS

1. Call to Order Diyan Achjadi, Chair
2. Adoption of the Agenda Chair
3. **MOTION:** To approve February 11, 2026, Senate Budget Committee minutes as circulated. Chair
  - **Attachment:** Draft minutes of the Senate Budget Committee meeting of February 11, 2026 (pages 1-3)

### II. BUSINESS

1. **PRESENTATION:** Budget Development & Draft 2026/27 Budget M. Douglas
  - **Attachment:** Briefing Note – Draft 2026/27 Budget (pages 4-12)

### III. CONCLUSION

**SENATE BUDGET COMMITTEE MINUTES - DRAFT**

WEDNESDAY, FEBRUARY 11, 2026, 10:00 -11:20 AM  
Main Boardroom D2315 / Online via Teams\*

**Attendance:** Diyan Achjadi, Chair  
Amory Abbott  
Haig Armen\*  
Lyana Ayesha Aznell  
Helene Day Fraser  
Beth Howe  
Adriana Jaroszewicz  
Mark Johnsen\*  
Vanessa Kam\*  
Trish Kelly

Justin Kramchynsky  
Justin Langlois  
Celeste Martin  
Sara Osenton  
Alexandra Phillips  
Mia Roxas  
Cory Seney-Coletta  
Jaiden Su\*  
Jacqueline Turner  
Kathryn Verkerk

**Regrets:** Shawn Choi  
Carleen Thomas

**Guests:** Mark Douglas, Interim VP, Finance + Administration  
Diana Falcon, EA to the VP, Finance + Administration/Recorder  
Natasha Himer, University Secretary\*  
Gabriel Liosis, Administrative Coordinator, Senate  
Alexander Muir, Technical Support

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**I. ADMINISTRATIVE BUSINESS**

Chair D. Achjadi provided the territorial acknowledgement and recognized the tragedy that recently occurred in Tumbler Ridge, BC, noting that student support services are available.

1. With quorum present, the Chair, D. Achjadi, called the meeting to order at 10:08 am.
2. **Moved/Seconded that the Senate approve the agenda as presented** **Carried.**
3. **Moved/Seconded that the Senate approve the minutes of the Senate Budget Committee meeting of November 19, 2025, as presented** **Carried.**

**II. BUSINESS**

**1. Financial Update**

By way of a presentation, M. Douglas provided a Financial Update noting that work is being done to finalize the 2026/27 Draft Budget which will be presented at the Senate Budget Committee meeting being held on March 11, 2026.

The following points were noted:

- The university reported a preliminary deficit of \$3.6M for the 2026/27 fiscal year.
- Cash reserves are almost depleted.
- Funding is not expected from the Ministry, and the university needs to balance the 2026/2027 budget in a way that does not impact the quality of services for students.
- A number of deficit mitigation strategies have been implemented as follows:
  - Targeted Academic Interventions
    - program adjustments and resource optimizations.
  - Revenue Generating Measures
    - On February 5, the Board approved tuition increases that will help to improve the overall student experience, maintain strong academic programs, keep up with rising costs, and support the university's financial stability. The Board also approved new fees that will go toward updating equipment and expanding student services to better support students on campus.
    - Increasing cohort sizes of Graduate Studies' Programs.
    - Adjusting class size for specific courses.
    - Adjusting delivery mode + class size for courses currently delivered as multiple sections.
  - Cost Containment Exercises
    - Cost containment is being pursued through targeted spending reductions and adjustments to operations.
  - Changes to Academic Administration
    - Reducing the number of Assistant Deans and Faculty Coordinators.
    - Reviewing distribution of course release credits for Assistant and Associate Deans.
    - Review the academic environment.
- Other Academic Adjustments
  - Reducing course release credits provided for Graduate student supervision.
  - Suspending intake into NMSA and CRCP majors.
- Investing in Student Success
  - Provide holistic student experience – provide a full ecosystem of academic, technical, operational, and student services.
  - Fees introduced by the Board are about enhancing these services.
- Protecting ECU's Reputation
  - ECU's world class reputation requires sustained investment in key student support services, program quality, people and infrastructure.

#### Outcomes

- Applications are up from previous year. To ensure the programs are financially sustainable, we target 30% international students. Meeting that goal will be challenging but not impossible.
- The application deadline was January 31<sup>st</sup> with reviews conducted the following week. Enrolment projections will be finalized within the next two weeks; however, we will not have a clear picture of fall registration trends until July.

A discussion was held and questions were addressed covering several key areas, to build understanding for the implications of budgetary decisions and to identify areas that may require further analysis or communication.

1. Strategic Enrolment Management (SEM) initiatives, including curricular adjustments and program requirement review.
2. Tuition transparency and financial transparency.
3. Reductions to course-releases for graduate supervisors.
4. Program costing for graduate studies.
5. Student access to and knowledge of scholarships and bursaries.
6. Reductions to administrative professional development funds.
7. The domestic student FTE target set by the province and the impact of surpassing the target.
8. Sector review.
9. Possibility of domestic tuition review.

It was noted that the Final 2026/27 Draft Budget will be presented to the SBC on March 11, 2026, and to the Board for approval on March 26, 2026.

### **III. ADJOURNMENT**

The meeting was adjourned at 11:20 a.m.



# SENATE

## Information Briefing Note

<b>TO:</b>	Senate Budget Committee
<b>FROM:</b>	Mark Douglas, Interim Vice President, Finance + Administration Diyan Achjadi, Vice President Academic + Provost
<b>DATE:</b>	March 11, 2026
<b>SUBJECT:</b>	Draft 2026/27 Budget
<b>PURPOSE:</b>	<input type="checkbox"/> For Action <input checked="" type="checkbox"/> For Discussion <input checked="" type="checkbox"/> For Information

### 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 response to provincial expectations regarding financial sustainability, ECU identified and implemented measures within its control to improve its financial position.

As presented to the Senate Budget Committee, a preliminary operating deficit of over \$3.6M was projected for the 2026/27 fiscal year. Through targeted mitigation strategies, the proposed 2026/27 operating budget reflects a balanced budget, providing a foundation for greater financial stability moving forward.

### BUDGET ENGAGEMENT

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.

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.

## **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. For more details, refer to Appendix 1, 2026/27 All Funds Budget.

While the university reports its finances on an all funds basis, the operating budget is the primary indicator of ECU's capacity to support the university's day-to-day operations. For 2026/27, the operating budget is balanced, with revenues and expenditures each approximately \$53.9M, resulting in an operating surplus of \$27,474 (see Appendix 2, 2026/27 Operating Budget Summary).

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.

Revenue pressures have been addressed 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.

For academic areas, strategies were focused on targeted academic interventions, such as suspension of intake into low enrolled majors, adjustments to course releases, cohort sizes in Graduate Studies programs, and class sizes in specific courses. These measures reflect an effort to balance fiscal responsibility with the need to protect ECU's distinctive academic model and student learning experience.

## **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. The budget includes 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.

## **SUMMARY OF ACADEMIC IMPLICATIONS**

The 2026/27 budget reflects a deliberate effort to stabilize the university's financial position while maintaining continuity in instructional delivery, student supports, and core operations. Through conservative enrolment assumptions, disciplined expense management, and targeted investments, the budget supports a more sustainable environment within a constrained fiscal context.

While financial and enrolment risks remain, achieving a balanced operating position in 2026/27 provides a more stable foundation for academic planning and reinforces the importance of continued alignment between academic priorities, resource availability, and the student experience. Senate's awareness of this context is essential as the university navigates ongoing sector uncertainty while maintaining the integrity of its practice based educational approach.

## **APPENDICES: SUPPORTING MATERIALS**

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

**Emily Carr University of Art + Design**

**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.

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 cash for operations.

Much of the nonoperating 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
<b>REVENUE</b>						
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
<b>Total revenue</b>	<b>\$ 53,896,375</b>	<b>\$ 2,917,718</b>	<b>\$ 7,054,894</b>	<b>\$ 555,181</b>	<b>\$ 348,527</b>	<b>\$ 64,772,695</b>
<b>EXPENDITURES</b>						
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
<b>Total expenditures</b>	<b>\$ 53,868,901</b>	<b>\$ 2,924,125</b>	<b>\$ 6,357,200</b>	<b>\$ 540,130</b>	<b>\$ -</b>	<b>\$ 63,690,356</b>
Projected annual operating surplus (deficit)	\$ 27,474	\$ (6,407)	\$ 697,694	\$ 15,051	\$ 348,527	\$ 1,082,339
Endowment contributions				23,000		23,000
<b>Projected annual surplus (deficit)</b>	<b>\$ 27,474</b>	<b>\$ (6,407)</b>	<b>\$ 697,694</b>	<b>\$ 38,051</b>	<b>\$ 348,527</b>	<b>\$ 1,105,339</b>

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**APPENDIX 2**  
**2026/27 Operating Budget Summary**

The 2026/27 operating budget is balanced, with total revenues and expenditures each budgeted at approximately \$53.9M, resulting in a modest operating surplus of \$27,474. This represents a significant improvement from the projected 2025/26 operating deficit and reflects a deliberate shift toward financial stabilization through conservative revenue assumptions and disciplined cost management.

Total operating revenue of \$53,896,375 is \$931,142 lower than the prior year, driven primarily by reduced tuition and fee projections associated with conservative enrolment assumptions for international students. Operating expenditures of \$53,868,901 are \$2.8M lower year over year, with savings concentrated in salary and benefit costs through targeted mitigation strategies across academic and administrative areas. While financial risks remain, the balanced 2026/27 operating budget provides a more stable foundation for ongoing efforts to restore financial sustainability.

	<b>2026/27 Budget</b>	<b>2025/26 Budget</b>	<b>Increase (Decrease)</b>
<b>REVENUE</b>			
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)
<b>Total Revenue</b>	<b>\$53,896,375</b>	<b>\$54,827,517</b>	<b>\$ (931,142)</b>
<b>EXPENDITURES</b>			
Salaries	\$41,570,553	\$44,591,431	\$(3,020,878)
Other	12,298,348	12,113,046	185,302
<b>Total Expenditures</b>	<b>\$53,868,901</b>	<b>\$56,704,477</b>	<b>\$(2,835,576)</b>
<b>Surplus (Deficit)</b>	<b>\$ 27,474</b>	<b>\$(1,876,960)</b>	<b>\$ 1,904,434</b>

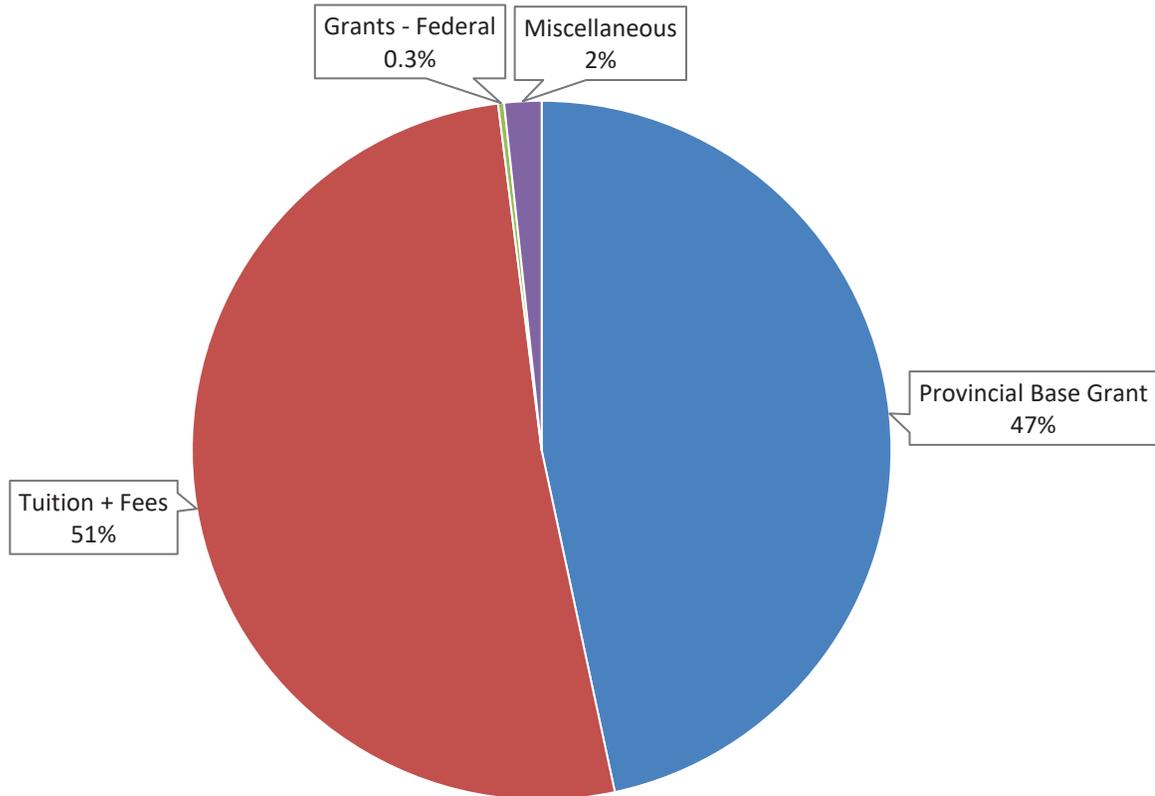
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**APPENDIX 3**

**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.



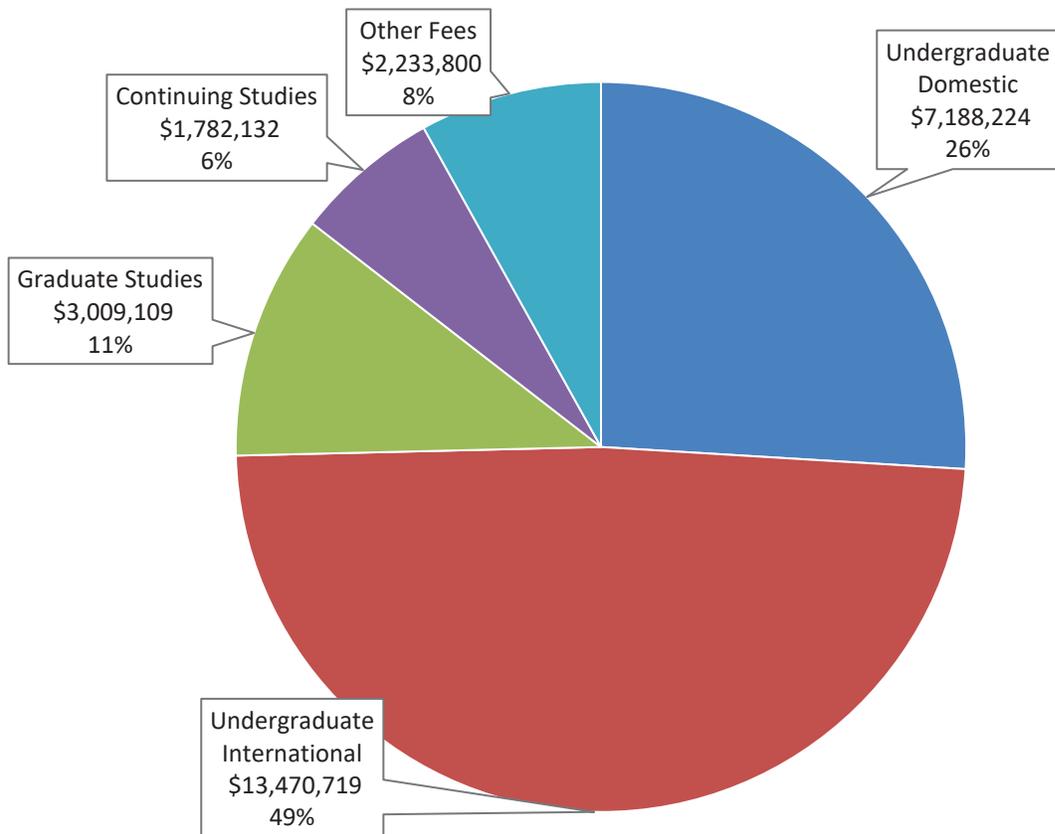
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**APPENDIX 4**

**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.

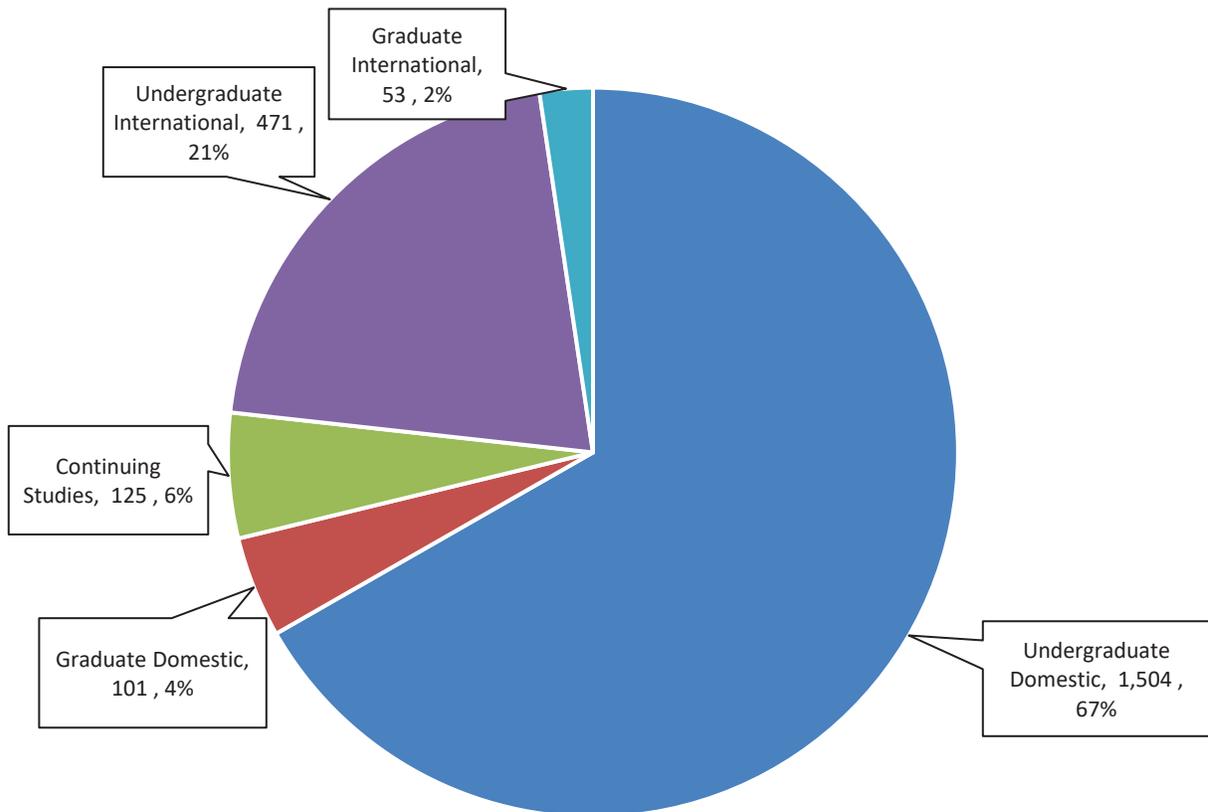
Domestic undergraduate tuition, graduate studies, continuing studies, and other fees provide additional revenue streams that contribute to a diversified funding base. However, the revenue mix illustrates the degree in which ECU, like many Canadian universities, is exposed to shifts in international enrolment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



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**APPENDIX 5**  
**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.



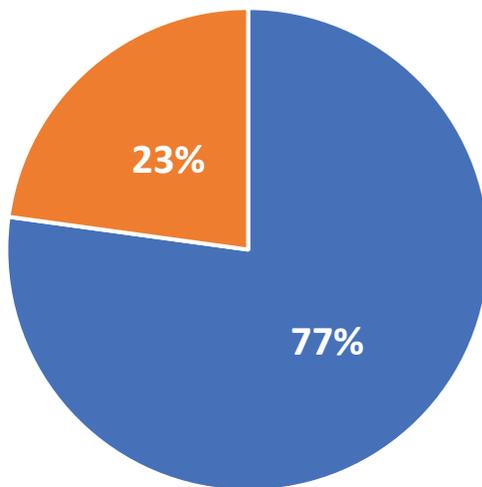
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### APPENDIX 6

#### 2026/27 Operating Expenses

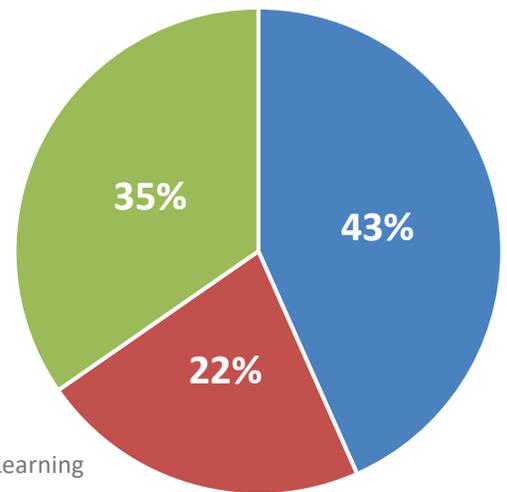
The 2026/27 operating expense budget is \$53,868,901, of which 77% relates to salaries and benefits. Expenses are organized by function to illustrate how resources support ECU's academic mission and operating requirements. They are grouped into Teaching + Learning, Academic + Student Support, and Infrastructure 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.