



# MINUTES

## BOARD OF GOVERNORS — REGULAR SESSION

Thursday, December 1, 2022 — 3:30-5:00 p.m.  
In person + Zoom webinar

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### ATTENDANCE:

#### Voting Members:

Keith Kerrigan (Board Chair)	Gaye Fowler	Esther Rausenberg
Lorcan O'Melinn (Vice-Chair)	Mary Macaulay	Keith Reynolds
Gillian Siddall (President + Vice Chancellor)	Lindsay McIntyre	Stephanie Schneider
Megan Ellis	Alex Phillips	Ishika Tripathi

Regrets: Carleen Thomas

Resources/Staff: Natasha Himer (University Secretary), Heather Sanford (Interim University Secretary), Christen Downie (Associate University Secretary and Recording Secretary), Trish Kelly

Guests: (Vice-President, Academic + Provost), Victor Sokha (Vice-President, Finance + Admin), Mark Douglas (Executive Director, Financial Services), Jacob Hranjnik (IT)

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*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 — Keith Kerrigan, Chair of the Board, called the meeting to order at 3:44 p.m.

2. Adoption of the Agenda.

**Moved / Seconded**

**Carried.**

A Board member requested an addition to the agenda under 'Other Business' that the Board invite the ECU Faculty Association to make regular reports to the Board as part of the standing 'Reports' agenda item. The University Secretary noted that the request will be taken back for consideration. A Board member inquired why 'Other Business' was not included on the agenda and the University Secretary confirmed due to timing available for the matters on the agenda.

3. Approval of the Previous Meeting Minutes – AGM + Regular Session Minutes of Sept. 29, 2022

**Moved / Seconded**

**Postponed.**

**Moved / Seconded**

**Postponed.**

Board members requested the following amendments to the Regular Session of the Board minutes – Sept 29, 2022:

- *II. Business, 1. Election: Board Executive + HR Committee: Additions to indicate that there are differences in how elected Board members participate on committees or in the committee structure and that this be taken up for review*
- *I. Administrative Business, 2. Adoption of the Agenda: Inquiry about the sentence “There was a request for a closeout report on the previous Strategic Plan for the next meeting in December 2022” G. Siddall, President + Vice Chancellor, noted that the closeout report was provided to the Board in the September 29, 2022 Regular Session agenda package.*

The University Secretary recommended taking comments on the draft minutes back and bringing forward revised minutes for approval at the next meeting of the Board.

Approval of the draft AGM minutes and Regular Session minutes of September 29, 2022 was postponed to the next meeting of the Board.

## **II. BUSINESS**

### **1. Information: Financial Review for the seven months ended Oct. 31, 2022**

L. O’Melinn, Chair of the Board Audit + Finance Committee referred to the circulated VP, Finance + Administration report and provided an overview of the budget summary and Financial Review for the seven months ended Oct. 31, 2022, cashflow projection and Q1 and Q2 forecasts.

There was discussion, including:

- Inquiry about the \$7 million related to advances in the Central Deposit Program (CDP).
- Explanation about management of the CDP to generate additional revenue on interest gained.
- Inquiry about statement “International tuition will increase by 10% per year over the next 3 years” (2022/23 forecast assumption) and differential of proposed tuition increase. It was explained the forecast had been based on a different model.

### **2. Presentation: Preliminary Budget 2023/2024 and Proposed Tuition 2023/2024**

V. Sokha, VP, Finance + Administration, provided an overview of the preliminary budget and proposed tuition for 2023/2024. It was noted the budget had been built upon a number of assumptions, including that Ministry one-time funding may not be available next year; ECU has identified strategies to address the deficit; tuition increases are integral to improving ECU’s financial position and ensuring financial sustainability; result would be a preliminary deficit projection of over \$2.75 million.

### **3. Information: Report from Senate Budget Committee**

The President provided an overview of discussions held at the two recent Senate Budget Committee meetings on November 23, 2022 and November 30, 2022, in relation to the Board’s

consideration of budget-related recommendations. It was noted that the impact on students was discussed and motions were debated at the Senate Budget Committee meetings.

It was reported that the following motion was made at the November 30<sup>th</sup> Senate Budget Committee meeting:

1. Be it resolved that Senate Budget Committee recommend that the increase for International student tuition fees be adjusted to be equal to the domestic tuition fee increases.
2. Be it further resolved that as an interim intervention to implement a best practice moving forward, that the following occur: The Senate Budget Committee recommend to the Board of Governors that the decision for the 2023/2024 tuition fee amounts be postponed to the first meeting of the Board in Spring 2023.
3. Be it further resolved that the Senate Budget Committee refer an item to the Senate Governance Committee to review best practices on governance for a robust community process for a University budget and tuition fee increase process and develop recommendations for further discussion and adoption.
4. Be it further resolved that the Senate Budget Committee recommend to the Board of Governors that they endorse the student campaign: Fund it Fix it, asking for a \$200 million addition to the post-secondary system annually.

It was reported that the proposed motion was then split into four motions and voted on separately; the first and second did not pass, the third and fourth passed.

It was also reported that a motion was put on the floor that Senate Budget Committee endorse the tuition increases that have been recommended to the Board; the motion passed, and Senate Budget Committee did not endorse a delay in making that decision.

It was noted that some members of Senate Budget Committee had requested their names be recorded in the minutes as having not voted in favour of the motion.

#### 4. Information: Presentation from the ECSU – Students' Financial Challenges

J. Gao, Chair of ECU Students' Union, presented the following recommendations to the Board from the ECU Students' Union:

1. Delay the Board of Governors' vote.
2. Review best practices for a robust community engagement process.
3. Provide more tuition options for review.

A board member requested the addition to the agenda of a motion to endorse the Fund it Fix it students' campaign. The University Secretary noted that good practice would entail provision of information to the Board on a topic prior to the Board being asked to make a decision. A Board member requested more information about the students' campaign before being asked to make a decision.

The Chair of the ECSU will provide background on the campaign for the Board. Background information and the motion to endorse the Fund it Fix it students' campaign will be brought forward at a future meeting of the Board.

1. Information / Approval: Motion on Tuition Fee Increase 2023/24

The Chair of the Board Audit + Finance Committee provided an overview of the Committee's rationale for recommending the motion on the tuition fee increase for 2023/24. It was noted the Committee is concerned about ECU's ability to maintain its programming and level of service. It was further noted the Committee was unanimous in its decision to increase tuition fees as presented; the Committee focused on the long-term implications on ECU to resolve the structural deficit; management has explored alternatives and alternatives to the recommended tuition fee increase were not advised.

**Moved / Seconded 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**

A Board member moved the following motion:

**That the motion that vote on increased tuition be moved to the next Board meeting.**

A Board member moved the following friendly amendment to the motion:

**Moved / Seconded to postpone the tuition increase to a special meeting in January 2023.**

It was noted this would provide more time to allow for discussion and consultation before making the decision.

The VP, Academic + Provost, provided an overview of the negative impact of a delayed vote from an operational perspective. It was noted that student recruitment is underway and there is a desire to be transparent with students about tuition rates; academic planning for next year is underway now but without the \$1.8 million in revenue from tuition fee increases, austere measures would need to be undertaken to make up some funding, including adjustments in class sizes, reductions in section counts and the potential need to find efficiencies in program areas.

The President noted that in past years, delayed decisions regarding proposed tuition increases has resulted in consequences described previously by the Provost.

There was general discussion.

**The motion failed.**

A Board member moved the following motion:

**Moved / Seconded to split the motion into separate votes on each of the proposed tuition increases.**

The Chair of the Audit + Finance Committee noted that the Committee discussed the potential of dividing the motion, and was not in support.

**The motion failed.**

A Board member made a motion to amend the motion:

**Moved / Seconded that tuition fee increases for 2023/2024 be amended 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:**

- (iii) **Returning International Undergraduate Students: 10% increase in 2023/24 with a 5% rebate provided 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.*

- (iv) **Incoming International Undergraduate Students: 15% increase in 2023/24**

**d. International Graduate Students:**

- (iii) **Returning International Graduate Students: No increase in 2023/24**

- (iv) **Incoming International Graduate Students: 5% increase in 2023/24**

There was one abstention.

**The motion failed.**

The original motion as proposed by the Audit + Finance Committee with no amendments:

**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:**

- (v) **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.*

- (vi) **Incoming International Undergraduate Students: 30% increase in 2023/24**

**d. International Graduate Students:**

- (v) **Returning International Graduate Students: No increase in 2023/24**

(vi) **Incoming International Graduate Students: 5% increase in 2023/24**

There was one abstention.

**The motion passed.**

A Board member requested the minutes note who voted against the motion. The following Board members voted against the motion: Stephanie Schneider, Lindsay McIntyre, Alex Philipps, Ishika Tripathi.

**III. REPORTS**

1. President + Vice-Chancellor's Report

There was not time for the President + Vice-Chancellor's Report.

2. Vice President, Academic + Provost's Report

There was not time for the Vice President, Academic + Provost's Report.

3. Vice President, Finance + Administration Report

There was not time for the Vice President, Finance + Administration's Report.

4. Vice Provost, Students' Report

There was not time for the Vice Provost, Students' Report.

**IV. NEXT MEETING:** February 23, 2023

A number of Board members began departing the meeting. A motion to adjourn the meeting did not pass.

**V. ADJOURNMENT:** The meeting adjourned at 5:12 p.m. when there was no longer quorum.