



AGENDA

BOARD OF GOVERNORS – **OPEN SESSION**

Thursday, March 27, 2025 — 2:00 – 3:00 p.m.
ECU Boardroom D2315

Zoom Details

https://emilycarru.zoom.us/j/61958586820?pwd=rWzsK8VOZ0zlaC3lLwoUVwIQ_EbUekm.1

Webinar ID: 619 5858 6820
 Passcode: 277576

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 #
2:00	1. Call to Order and Territorial Acknowledgement 2. Disclosure of Conflict of Interest	D. Avison		
Consent Agenda				
2:01	3. Items for approval by consent	D. Avison		
	IT IS HEREBY RESOLVED that the Board of Governors approves the items included under the Consent Agenda.			
	3.1 Agenda		Approval	
	3.2 Minutes of Board Open Session held on February 6, 2025		Approval	1 – 8
	4. BUSINESS			
2:03	4.1 Chair’s Remarks	D. Avison	Information	
2:10	4.2 2025-26 Budget Presentation	L. O’Melinn/ V. Sokha	Approval	9 – 23
	IT IS HEREBY RESOLVED THAT, the Board, on the recommendation of the Audit + Finance Committee, approve the 2025/26 all funds budget, as presented by management, with a \$1,130,179 deficit.			

Time	Item	Speaker	Action	Page #
	5. REPORTS			
2:30	5.1 President + Vice-Chancellor's Report	T. Kelly	Information	24 – 25
2:40	5.2 Interim Vice President, Academic + Provost's Report	D. Achjadi	Information	26 – 27
	6. Next Meeting – June 5, 2025			
3:00	7. Conclusion of Meeting			



MINUTES - DRAFT

BOARD OF GOVERNORS — OPEN SESSION

Thursday, February 6, 2025
2:00 p.m. – 3:00 p.m.
Board Room D2315 and via Zoom

ATTENDANCE:

Board Members:	Parnian Aana, Student-elected Board Member Don Avison, Board Chair Rebecca (Becky) Bair, Faculty-elected Board Member Brenda Crabtree, Board Member Gaye Fowler, Staff-elected Board Member Trish Kelly, President + Vice-Chancellor Steve Kinsey, Board Member Mary Macaulay, Board Member Eknoor Matharoo, Student-elected Board Member Lindsay McIntyre, Faculty-elected Board Member Lorcan O’Melinn, Board Vice-Chair and Audit + Finance Committee Chair Harv Phandal-Dhanda, Board Member Natasha Tony, Board Member Sung Van, Board Member
Regrets:	Carleen Thomas, Chancellor
Employee Resources:	Diyan Achjadi, Interim Vice-President, Academic + Provost Mark Douglas, Executive Director, Financial Services Natasha Himer, University Secretary Alexander Muir, IT Support Viktor Sokha, Vice-President, Finance + Administration Adrian Tees, Associate Vice-President, Human Resources
Guest Presenter:	Yan Wei Lu (Fourth-year Illustration), Emily Carr Student Union Chairperson (<i>item 5.2</i>)
Recorder:	Bessie Chow, Recording Secretary

1. CALL TO ORDER

With quorum present, Board Vice-Chair Lorcan O’Melinn, acting as Chair, called the meeting to order at 2:14 p.m.

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2. LAND ACKNOWLEDGEMENT + WELCOME

The Vice-Chair acknowledged that Emily Carr University is situated on the unceded, traditional, and ancestral territories of the Musqueam, Squamish, and Tsleil-Waututh Nations.

3. DISCLOSURE OF CONFLICT OF INTEREST

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

4. CONSENT AGENDA

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

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

4.1. Agenda

4.2. Minutes of the Board Open Session of November 28, 2024

4.3. Q3 Forecast

IT IS HEREBY RESOLVED that the Board, on the recommendation of the Audit + Finance Committee, ratify the Q3 Forecast for the fiscal year 2024/25 as submitted to the Ministry of Post-Secondary Education and Future Skills.

5. BUSINESS + PRESENTATION

5.1. Vice-Chair's Remarks

L. O'Melinn, as Board Vice-Chair and Chair of the Audit + Finance Committee (AFC), provided a few opening remarks noting an important focus of the meeting is on tuition fee considerations.

5.2. Emily Carr Student Union (ECSU) Presentation

The Board welcomed Yan Wei Lu, ECSU Chairperson, who presented on the impact of tuition increases on international students.

The presentation addressed:

- Financial pressures on international students, including reductions in government grants and visa challenges.
- The consultation process undertaken by the Administration, with noted improvements and a commitment to ongoing collaboration.
- A suggestion for shared or joint advocacy efforts between ECSU and the University to address student concerns.
- A request to align the international tuition increase with the increase for domestic students, 2% instead of 10%.

Board members thanked Yan Wei Lu and the ECSU for the presentation and showed their support for the spirit of collaboration in addressing financial challenges and the potential for exploring innovative, student-centered solutions, including alternative revenue strategies beyond tuition adjustments.

Student groups were encouraged to engage in further opportunities for consultation prior to the March 27th Board meeting, where the 2025-2026 Budget will be presented.

5.3. Audit + Finance Committee (AFC) Updates

5.3.1. Tuition and Fee Increases

The Board was referred to materials included in the package on proposed tuition, and fee increases for 2025/26 in the context of financial pressures and sector-wide challenges.

In his role as AFC Chair, L. O'Melinn outlined key factors considered by the Committee, including the University's declining accumulated surplus, Ministry requirements for institutions to set international tuition at a level that fully covers educational costs, and sector-wide financial challenges, with eleven institutions facing serious financial challenges.

President Trish Kelly provided additional background on ECU's financial context to foreground the presentation on tuition and fee increases, noting:

- ECU is a relatively high-cost, practice-based institution.
- The University has been managing through a structural deficit, taking steps to actively address the deficit in more than one way while tuition and government grants remain the institution's primary revenue sources.
- ECU will not receive one-time funding from the Ministry for the coming fiscal year.
- ECU must also manage risks, including the risk of potential reductions in international student visa allotments/impacts on enrolment and recruitment.
- Tuition adjustments are considered annually by the Board.
- Tuition adjustments are necessary to sustain services, maintain high-quality academic and student support, account for inflation, and comply with new requirements and to come into compliance such as with the new framework on Education Quality Assurance Guidelines.

Vice-President, Finance + Administration, Viktor Sokha gave a presentation informing the proposed tuition and fee increases. The presentation included:

- Information on the cost per credit and the recommended increases, noting that ECU's costs differ from other institutions due to its studio-based, technology-intensive model.
- The proposed adjustments align with government caps for domestic students and support financial stability while responding to internal and external pressures.
- To support students, additional investments have been introduced, including:
 - increased bursary funding;

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- case-by-case financial support;
- enhanced tuition communication and budgeting guidance for four-year planning; and
- an accessible annual engagement schedule to provide timely updates on budget planning and tuition adjustments.

There was discussion, and the following key questions and points were offered:

- A question was raised about the percentage of students receiving financial aid. Administration confirmed additional funding for international student support and will provide data on its usage.
- Clarification was provided that one-time funding referenced by a Board member in a government letter found online likely applies to capital projects, not operational support. ECU receives multiple one-time grants each year for special projects (e.g., AGP, work-integrated learning, micro-credentials) along with funding for capital projects. It was noted that the Administration was not provided with a copy of said letter but would be pleased to have a follow up meeting to discuss.
- It was noted that multiple sessions have been held to provide opportunities for public input and financial clarifications.
- Questions arose regarding the Learning Access Fee and LinkedIn Learning Fee. The Learning Access Fee, introduced in 2013-14, funds counseling, data governance, and digital access, increasing annually in line with domestic tuition. The LinkedIn Learning Fee covers student access to the platform, with incremental cost increases each year and has not increased since 2017. An increase is needed in 2025/26 due to increases to the cost of the platform. It was noted that the fee increase is \$0.30 per year per student.
- It was noted that annual operating costs are recurring, whereas fundraising is typically one-time. Donors are generally unwilling to fund operational expenses, though some support for student programs may be possible.
- Concerns were raised about increased operating expenses from 2023-2025 and their impact on the deficit. It was noted that faculty workload reductions, which were critical to introduce, contributed to cost increases, with some government funding offsets.
- Board members noted systemic underfunding at the federal and provincial levels and emphasized the financial pressures facing the post-secondary sector. It was acknowledged that ECU's specialized programming results in higher costs than at other institutions, further amplifying constraints.
- The Board recognized that the tuition adjustment is one of several steps required before the finalization of the 2025-2026 Budget. While the decision is difficult, Board members expressed a commitment to mitigating financial pressures where possible.

During the discussion Board member, Parnian Anaa moved to defer the tuition decision to a future Special Board Meeting, citing the lack of acknowledgement of ongoing protests during the Board's deliberation on this matter.

Don Avison raised a Point of Order, stating that the Chair had previously acknowledged the students who had gathered at the beginning of the Closed Session held earlier in the day.

P. Anaa revised the motion, citing the distraction posed by the ongoing protests during the Board’s deliberation.

Vice-Chair L. O’Melinn ruled the revised motion out of order, noting that the Board had dedicated significant time to preparing for this matter and that proceeding with the vote was a necessary step in submitting the Budget within the required timeline.

[Secretary’s Note: A copy of the proposed motion was provided following the meeting and is included as an addendum to the minutes.]

It was moved, seconded and **CARRIED:**

THAT, in light of the estimated operating deficit of approximately \$3.2M for 2025/26, IT IS HEREBY RESOLVED that, as recommended by the Audit + Finance Committee, the Board approves of tuition and fee increases for 2025/26 as follows:

- **Domestic undergraduate: 2% increase**
- **Domestic graduate: 2% increase for incoming Domestic graduates; 0% increase for returning Domestic graduates**
- **International undergraduate: 0% increase for International undergraduates registered in Spring 2023 or earlier; 10% increase for International undergraduates registered after Spring 2023**
- **International graduate: 10% increase for incoming International graduates 0% increase for returning International graduates**
- **Learning Access Fee: 2% increase**
- **LinkedIn Learning Fee: 2% increase**

which leads to a further reduction in the deficit of approximately \$1.28M.

The following members requested that their opposition be formally recorded in the minutes:

- Parnian Anaa
- Rebecca (Becky) Bair
- Eknoor Matharoo
- Lindsay McIntyre

5.3.2. Student OneCard Replacement Fee

V. Sokha presented on and clarified that the briefing note included details on the proposed fee for student OneCard replacements; it does not apply to replacements of cards for employees.

It was moved, seconded, and **CARRIED:**

THAT, on the recommendation of the Audit + Finance Committee, the Board approve the implementation of a non-refundable \$15 fee for student OneCard replacements.

During discussion, the following key questions and points were offered:

- A question was raised regarding the annual financial impact of OneCard replacements. Administration confirmed that the University loses approximately \$8,500 per year due to replacement costs, with each card costing \$16 and approximately 100 cards lost annually.
- It was noted that name change replacements will be provided at no cost, and a student must return their old card before a replacement card will be issued.
- A question was raised regarding whether staff should be charged a OneCard replacement fee. It was clarified that, legal advice indicated employees cannot be charged to replace items essential to their job functions, such as a damaged/lost One Card.

Proposed Amendment:

Lindsay McIntyre proposed an amendment to reduce the fee from \$15 to \$8.50, based on the breakdown of card production costs.

The amendment failed.

The University Secretary raised a Point of Order, advising that as much as possible Board members bring proposed amendments to the Chair in advance of the meeting, particularly those with financial implications. This also allows the Administration sufficient time to assess the impact and provide the Board with the relevant data to support informed decision-making.

6. REPORTS

6.1. President + Vice-Chancellor's Report

T. Kelly reported on recent engagements and upcoming events, including:

- A visit from The Honourable Anne Kang, Minister of Post-Secondary Education and Future Skills, and Sunita Dhir, Parliamentary Secretary for International Credentials, where the ECU community made a strong impression.
- A visit from Trevor Hughes, Deputy Minister, Post-Secondary Education and Future Skills.
- A reminder of the Bead Soup exhibition opening at 5:00 p.m. today.

There were no questions on the report.

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

Interim Vice-President, Academic + Provost Diyan Achjadi provided an update on undergraduate admissions, reporting that 1,242 applications have been received. While overall undergraduate applications are slightly lower than last year, they remain consistent with previous years. Additionally, 262 applications have been received for graduate programs.

There were no questions on the report.

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6.3. Vice-President, Finance + Administration Report

V. Sokha highlighted key items from the Finance + Administration report included in the agenda package, noting that the auditor's report was presented and accepted by the AFC.

There were no questions on the report.

7. OTHER BUSINESS

No other business was raised.

The Vice-Chair opened the floor to questions and comments from the community members attending and in particular students who had joined the Open Session as observers.

- A student expressed concerns about the lack of student involvement in decision-making, stating that they only learned of the tuition increase that day.
- Administration noted that multiple sessions had been offered. Since September, five sessions had been held to gather student input, but were not well attended.
- A student shared their view that they would have liked to see the Board to defer the tuition decision to a later time.
- Additional comments and questions from students were shared on a range of matters including to express frustration they experience participating in financial discussions; a suggestion that communications on budget and tuition could be made more accessible; a question to clarify the LinkedIn Learning Fee; comments on the perceived effectiveness of student support strategies, as well as comments on studio access; and, comments on waitlists for counseling services and the need for improved mental health support generally.
- The Board acknowledged the various comments shared by the students.
- It was reiterated that tuition decisions are made carefully and not taken lightly. The Board values hearing student perspectives, and noted it is important to continue to engage students and potentially increase engagement through more accessible points of information for students.
- Students were invited to meet with President Kelly and/or Interim Vice-President Academic + Provost Achjadi, to further discuss and dialogue on concerns raised.

8. NEXT MEETING

The next meeting of the Board of Governors is scheduled for March 27, 2025.

9. CONCLUSION

With no further business, the open session of the February 6, 2025 Board of Governors meeting concluded at 3:48 p.m.

Addendum to Minutes – Failed Motion

Whereas:

There has been no acknowledgment or consideration of the protest that has been ongoing since lunchtime on our campus and throughout our closed board session.

This disruption has significantly impacted our ability to focus, engage in meaningful discussion, and exercise the careful deliberation required for responsible decision-making.

The university continues to develop techniques and process on best practices.

Be it resolved that the decision to vote on the proposed tuition fee increase be postponed to a further special meeting.

Be it further resolved that a future meeting be scheduled to include deliberation and a decision on the tuition fee increase.

DRAFT



BOARD OF GOVERNORS

Information Briefing Note

TO:	Board of Governors
FROM:	Viktor Sokha, Vice President, Finance + Administration
DATE:	March 21, 2025
SUBJECT:	2025/26 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 the Board, on the recommendation of the Audit + Finance Committee, approves the 2025/26 all funds budget, as presented by management, with a \$1,130,179 deficit.

EXECUTIVE SUMMARY

The 2025/26 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.

Budget planning began in May, with each unit reviewing anticipated needs and pressures. In summer/fall 2024, input was gathered during individual meetings with Budget Managers and preliminary budget meetings were held with the President's Executive Committee (PEC) to discuss enrolment projections and forecasting. Budget updates were also provided to the Senate Budget Committee and the Board of Governors during regularly scheduled meetings. Between fall 2024 and early 2025, ECU hosted three financial town halls for students and one for faculty and staff, creating additional opportunities to engage the community in the budget development process. In parallel,

two meetings were held with the Emily Carr Students' Union to help build awareness of the university's financial context, discuss the budget, and hear student-identified priorities.

This engagement process aligns with public-sector standards for responsible stewardship and informed decision-making.

Financial Overview

ECU is projecting an all-funds deficit of \$1,130,179, meaning total expenses across all university funds exceed total revenues by this amount. This total includes non-operating activities, such as external gifts, grants and bequests, and the university's 25% share in the Great Northern Way Campus Trust. Much of the non-operating activity is self-funded or restricted and does not directly impact the university's operating budget or day-to-day operations. For more details, refer to Appendix 1, 2025/26 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:

	2025/26 Budget	2024/25 Budget	Difference
REVENUE			
Grants	\$ 28,910,280	\$ 28,449,431	\$ 460,849
Tuition	28,441,281	25,573,561	2,867,720
Amortization of deferred contributions	6,875,871	3,671,017	3,204,854
Income from equity accounted organizations	374,348	374,875	(527)
Other	1,503,518	1,743,830	(240,312)
Total revenue	\$ 66,105,298	\$ 59,812,714	\$ 6,292,584
EXPENDITURES			
Instruction	\$ 25,859,382	\$ 24,822,597	\$ 1,036,785
Instruction support	37,020,538	34,824,231	2,196,307
Research	3,086,648	1,116,677	1,969,971
Externally sponsored activity and trust	1,300,909	875,341	425,568
Total expenditures	\$ 67,267,477	\$ 61,638,846	\$ 5,628,631
Projected annual operating deficit	(1,162,179)	(1,826,132)	663,953
Endowment contributions	32,000	24,000	8,000
Projected annual deficit	\$ (1,130,179)	\$ (1,802,132)	\$ 671,953

The university's financial pressures are concentrated in the operating budget, which is supported by core revenues such as provincial funding and tuition (see Appendix 2, 2025/26 Operating Budget). The operating budget is where ECU faces ongoing structural challenges and where mitigation strategies are focused.

ECU's operating budget results in a deficit of \$1,876,960 in 2025/26, with total revenues of \$54,827,517 (see Appendix 4, Operating Revenues) and expenditures of \$56,704,477 (see Appendix 7, Operating Expenditures). This reflects a 5.5% increase in non-discretionary costs over the previous year, including wage increases, inflationary impacts and faculty-related expenses.

ECU is projecting an increase to revenues by over \$3.6M for the 2025/26 budget, compared to its prior fiscal year. This is attributed to an increase in tuition revenue (\$2.9M), driven by approved tuition fee increases and program growth made possible by the expansion to the Centre for Digital Media (CDM) (see Appendix 5, Tuition + Fees Revenue). The revenue increase also includes adjustments to our provincial funding related to salary increases provided to all employee groups. ECU is not expecting one-time funding from the Ministry for 2025/26.

Expenses are budgeted to increase by almost \$3M, reflecting a combination of non-discretionary costs and targeted investments that support ECU's strategic direction. A portion of the expense increase is tied to instructional costs, including adjustments to studio faculty teaching load and additional course offerings to support program growth. Further increases are related to initiatives under ECU's new Strategic Plan, as well as events supporting our 100th Anniversary. Operating costs related to the CDM expansion also contribute to the year-over-year increase.

The projected operating deficit of \$1,876,960 is an improvement to our 2024/25 deficit budget by over \$660,000. The budgeted changes to revenues and expenses will not decrease the quality of programming delivered to students.

CONTEXT + CHALLENGES

Like many institutions in the post-secondary sector, ECU will enter the next fiscal year facing serious financial pressures. A combination of rising costs, reduced government funding, economic uncertainty, and shifting federal policy is contributing to a financially constrained environment that requires careful 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 ability to grow revenue is constrained by its size, specialized programming, and current limits on international student enrolment.

Along with one-time funding, our accumulated surplus has helped buffer deficits in recent years, however ECU has used its accumulated surplus and will end 2024/25 in an accumulated deficit position (see below). Mitigating our deficit in 2025/26 is necessary for ECU to remain a going concern. More detail is provided in Appendix 3, Accumulated Surplus/Deficit.

	2023/24 Actual	2024/25 Projection	2025/26 Budget
Opening Accumulated Surplus (Deficit)	3,329,046	1,863,109	(1,022,272)
Total Revenue	48,921,571	52,132,202	54,827,517
Total Expenditures	50,387,508	55,017,583	56,704,477
Annual Surplus (Deficit)	(1,465,937)	(2,885,381)	(1,876,960)
Ending Accumulated Surplus (Deficit)	1,863,109	(1,022,272)	(2,899,232)

Overall, the 2025/26 operating budget reflects a balance between addressing immediate pressures and maintaining stability to support students, faculty, and the long-term health of the institution. A detailed overview of finances and deficit mitigation strategies within our operating budget follows.

GUIDING PRINCIPLES FOR RESOURCE ALLOCATION

At the heart of ECU’s budget planning is a commitment to supporting students—through the quality of their education, the spaces they learn in, and the supports that help them thrive. While the budget was prepared on a roll-forward basis, the following guiding principles shaped its development:

- Prioritizing student experience and student support.
- Investing in cutting-edge technical advancements in shops and studios.
- Integrating the commitments of the Strategic Plan into the budget.

KEY INVESTMENTS IN 2025/26

ECU will make a series of focused, strategic investments in the 2025/26 operating budget to protect the student experience and take proactive steps to maintain program quality. These investments have been carefully prioritized and reflect a balance between fiscal responsibility during a deficit year and ECU’s ongoing commitment to its academic mission.

Highlights include:

- Continued investment in food security programs, including the Emily Carr Mobile Food Program, Wellness Kitchen Food Programs, and Foundation Team Food Programs. Capital improvements have also been made to expand access to shared food resources, including the creation of a new community pantry.
- Adjustment to our counselling services budget to reflect current contract rates and ensure continued access to student mental health support.
- Planned investment in Marketing and Student Recruitment positions necessary for attracting students in the current international landscape.
- Completion of capital projects aimed at improving the learning environment, including a Multi-Faith Space, additional classrooms, and improvements to curricular spaces and access to technology.

MITIGATION STRATEGIES

In developing the 2025/26 budget, management has worked to balance deficit mitigation, ongoing financial sustainability, cost saving measures, and potential risks (e.g. a decrease in international students), with investments in alignment with ECU's new Strategic Plan.

To achieve a sustainable budget, the university identified mitigation strategies for 2025/26 that have improved our preliminary deficit projections of \$3.2M to a deficit of \$1,876,960 (see Appendix 3, Accumulated Surplus/Deficit).

As discussed with the Board previously, the university identified three main areas of focus:

1. Tuition Adjustment

On February 6, the Board of Governors approved tuition increases of 2% for domestic students and 10% for international students, in alignment with the province's [Public Post Secondary International Student Enrolment Guidelines](#). Based on current registration projections, these adjustments are expected to generate an additional \$1.1M in revenue.

2. Program Growth

ECU's expansion to the Centre for Digital Media (CDM) will provide more classroom and learning spaces, enabling growth in Undergraduate, Graduate, and Continuing Studies programming. The 2025/26 budget includes additional net revenue of approximately \$315,000, resulting from a new stream for the Low-Residency Master of Fine Arts Program, focusing on Critical Ecological Practices, an additional 20 students in our Fall 2025 Undergraduate intake, and the growth of Continuing Studies programs.

3. Assessing Business Operations

The university has taken – and will continue to take – steps to reduce costs and manage spending responsibly, including strategically reallocating budget and targeted savings across business operations.

Additionally, ECU has identified approximately \$475K in net savings, while maintaining a learning environment where students are supported, and improving our ability to meet our registration targets.

RISKS + EMERGING PRESSURES

Federal regulations have resulted in a degree of uncertainty in the international landscape. While applications remain strong and should allow the university to meet the targeted intake of 520 students, of which 156, or 30%, are international, limited Provincial Attestation Letters (PALs) and potential delays in students acquiring visas could have an impact on international student registration.

Further, the implementation of tariffs could increase costs faced by the university. The degree to which this will occur is currently unknown and management will continue to monitor how this unfolds. A reduction in revenue due to a decline in registration or increase to costs due to tariffs will need to be absorbed by the university or could result in additional cost-saving measures.

ECU is not expecting additional one-time funding from the Ministry.

LOOKING AHEAD + FINANCIAL SUSTAINABILITY

The 2025/26 fiscal year is expected to be financially challenging, reflecting ongoing structural pressures and rising non-discretionary costs. However, ECU has taken deliberate steps to protect our core strengths and support our future.

Notably, we have:

- Maintained all academic programs—ensuring continuity in our educational offerings.
- Preserved ECU's 1:20 instructor-to-student ratio, with only limited exceptions.
- Set aside a contingency fund of \$250,000 to manage sector-wide unknowns and potential risks.
- Invested in the priorities outlined in our Strategic Plan, including student supports, infrastructure, and institutional capacity.
- Allocated resources to celebrate ECU's 100th Anniversary, a once-in-a-generation opportunity to engage our community and elevate our global profile.

The 2025/26 budget aims to build a foundation to enable ECU to return to a surplus budget within the next two to three years.

Looking ahead, ECU's growth will be guided by the priorities outlined in our 2024-2030 Strategic Plan, *Create. Change.* While financial constraints remain, the planned CDM expansion of academic offerings is a deliberate investment focused on areas of high demand. Over the next several years, this includes new Graduate program streams and expanding the User Interface (UI) Design cohort program and introducing a new animation cohort program in Continuing Studies. This growth is expected to generate net revenue of \$1.5M by 2027/28, playing a key role in ECU's long-term financial sustainability and enabling us to deliver on our mission with great impact and resilience (see Appendix 3, Accumulated Surplus/Deficit).

APPENDICES: SUPPORTING MATERIALS

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

Emily Carr University of Art + Design

APPENDIX 1

2025/26 All Funds Budget Detail

The information below illustrates ECU's 2025/26 All Funds Budget, which requires Board approval and Ministry submission, showing a projected deficit of \$1,130,179.

Much of the activity outside the Operating column is either self-funded or restricted and does not directly impact the university's day-to-day operations.

The \$340,743 surplus in the Capital column offsets future amortization and is not available cash.

The \$374,348 reported in the GNW Campus Trust (GNWCT) column represents ECU's 25% share in GNWCT's budgeted activity. These funds are held by GNWCT and are not accessible to ECU.

	Operating	Special Purpose/ Research	Capital	Trust	GNW Campus Trust	Total Budget
REVENUE						
Grants						
Provincial						
Base funding	\$ 21,547,922		\$ 40,000			\$ 21,587,922
One-time funding	-					-
Annual service payments	3,418,276		3,740,512			7,158,788
Other	163,570					163,570
Tuition	28,441,281					28,441,281
Amortization of deferred contributions		\$ 3,858,713	2,625,574	\$ 391,584		6,875,871
Income from equity accounted organizations					\$ 374,348	374,348
Gifts, grants and bequests		4,750		110,400		115,150
Interest	400,000	10,800	4,000	11,000		425,800
Other	856,468		106,100			962,568
Total revenue	\$ 54,827,517	\$ 3,874,263	\$ 6,516,186	\$ 512,984	\$ 374,348	\$ 66,105,298
EXPENDITURES						
Instruction	\$ 23,140,832		\$ 2,718,550			\$ 25,859,382
Instruction support	33,563,645		3,456,893			37,020,538
Research		\$ 3,086,648				3,086,648
Externally sponsored activity and trust		795,325		\$ 505,584		1,300,909
Total expenditures	\$ 56,704,477	\$ 3,881,973	\$ 6,175,443	\$ 505,584	\$ -	\$ 67,267,477
Projected annual operating surplus (deficit)	(1,876,960)	(7,710)	340,743	7,400	374,348	(1,162,179)
Endowment contributions				32,000		32,000
Projected annual surplus (deficit)	\$ (1,876,960)	\$ (7,710)	\$ 340,743	\$ 39,400	\$ 374,348	\$ (1,130,179)

Emily Carr University of Art + Design

APPENDIX 2

2025/26 Operating Budget

The information below illustrates ECU's 2025/26 operating budget, which captures the core cost of delivering quality education and support for our students, including related administrative costs. The operating budget is where ECU faces ongoing structural challenges and where mitigation strategies are focused.

ECU's 2025/26 operating budget projects a deficit of \$1,876,960, with total revenues of \$54,827,517 and expenditures of \$56,704,477. This reflects a 5.5% increase in non-discretionary costs over the previous year including wage increases, instruction related expenses, and targeted investments that support ECU's strategic direction.

More detail will be provided during the Board meeting.

	2025/26 Budget	2024/25 Budget	Increase (Decrease)
REVENUE			
Grants	\$25,129,768	\$24,056,948	\$1,072,820
Tuition + Fees	28,441,281	25,573,561	2,867,720
Other	1,256,468	1,557,005	(300,537)
Total Revenue	\$54,827,517	\$51,187,514	\$3,640,003
EXPENDITURES			
Salaries	\$44,591,431	\$43,061,738	\$1,529,693
Other	12,113,046	10,666,222	1,446,824
Total Expenditures	\$56,704,477	\$53,727,960	\$2,976,517
Deficit	\$(1,876,960)	\$(2,540,446)	\$ 663,486

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APPENDIX 3

Accumulated Surplus/Deficit

The information below illustrates ECU's accumulated surplus/deficit projections from 2024/25 to 2027/28. In recent years, ECU has used its accumulated surplus to meet financial obligations and will operate in an accumulated deficit position for the next few years.

The 2025/26 fiscal year is expected to be the most financially challenging. The university expects to begin 2025/26 with an opening accumulated deficit of approximately \$1M and close with an annual deficit of 1,876,960 – increasing our accumulated deficit to almost \$2.9M by March 31, 2026.

Management has developed mitigation strategies, as outlined in the briefing note, with the goal of improving annual deficit results and returning to an accumulated surplus position by 2027/28.

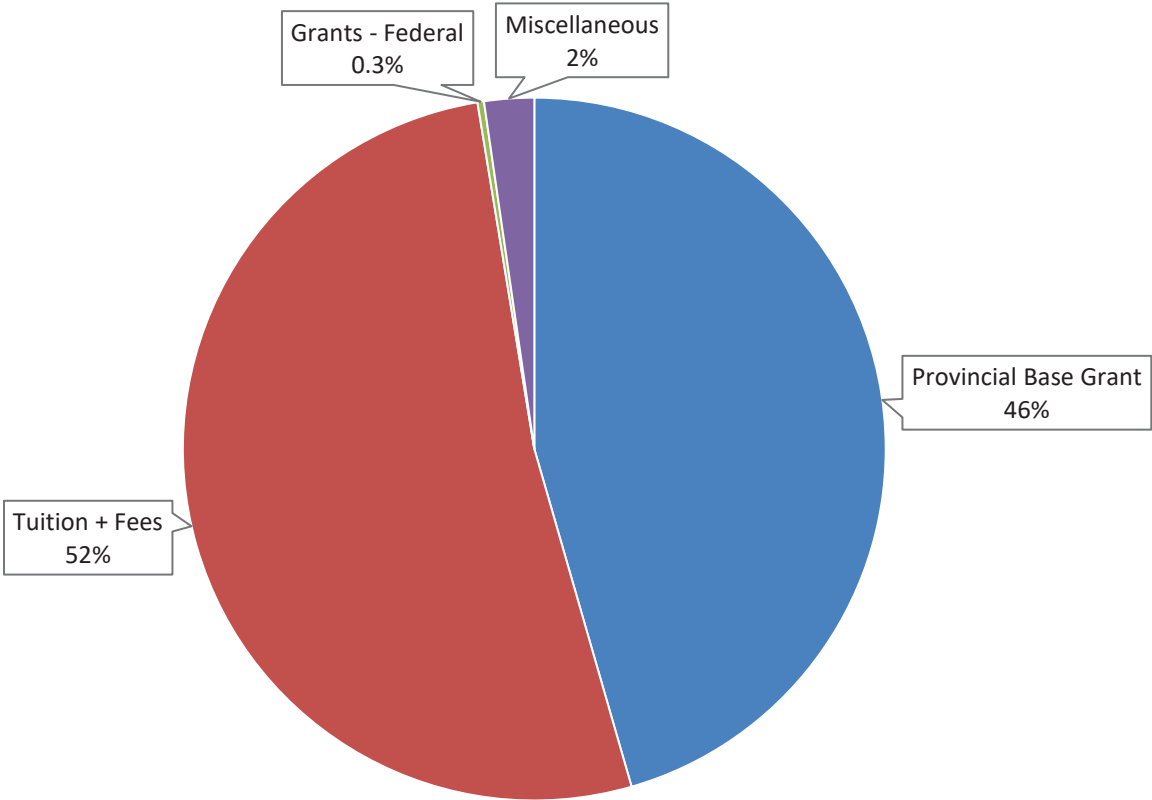
	2024/25 Projection	2025/26 Budget	2026/27 Forecast	2027/28 Forecast
Opening Accumulated Surplus (Deficit)	1,863,109	(1,022,272)	(2,899,232)	(1,615,550)
Total Revenue	52,132,202	54,827,517	58,401,507	61,500,971
Total Expenditures	55,017,583	56,704,477	57,117,825	59,334,253
Annual Surplus (Deficit)	(2,885,381)	(1,876,960)	1,283,682	2,166,718
Ending Accumulated Surplus (Deficit)	(1,022,272)	(2,899,232)	(1,615,550)	551,168

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APPENDIX 4

2025/26 Operating Revenue

ECU has two main sources of operating revenue: Provincial grants and tuition fees. Revenue from these two sources must support the university’s core operations. Due to relatively static levels of provincial funding, over time ECU has become more reliant on tuition fees and in 2025/26 expects 52% of its operating revenue to be generated through tuition fees.

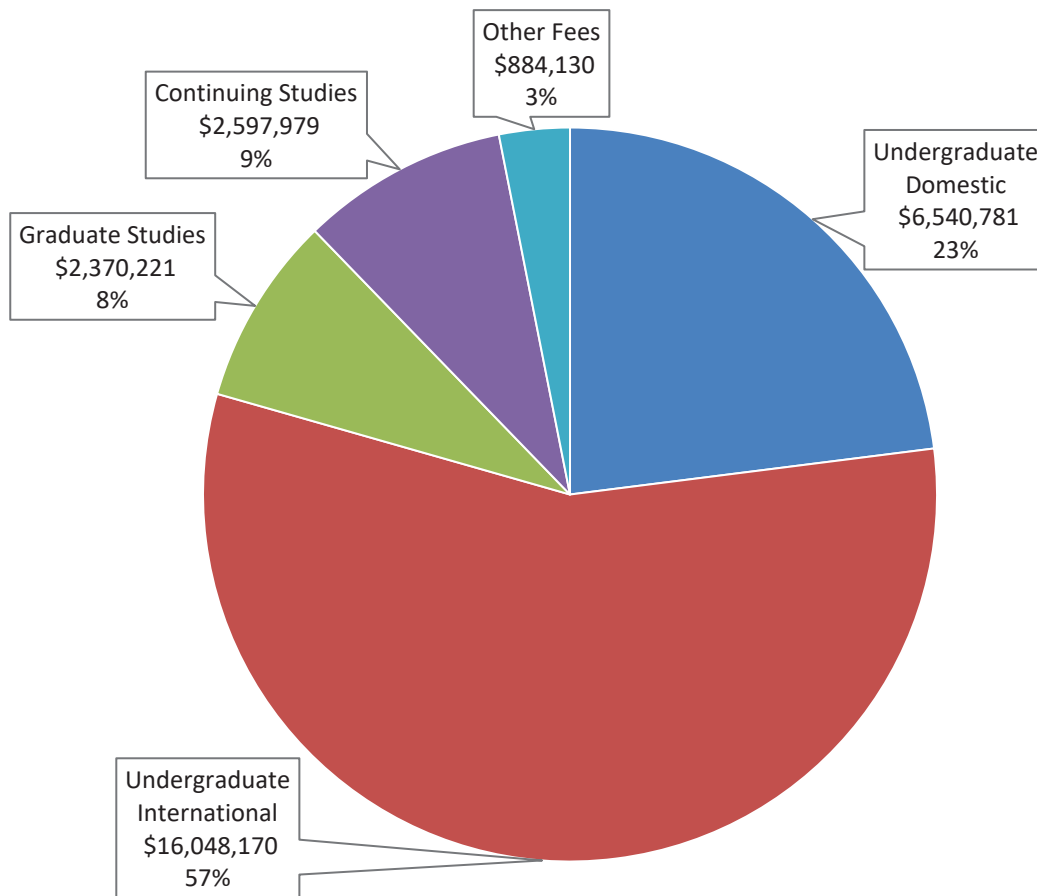


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APPENDIX 5

2025/26 Tuition + Fees Revenue

Tuition revenue by student type is summarized below. This graph illustrates ECU's reliance on international tuition, with 57% of tuition revenue coming from undergraduate international students. With federal regulations adding a degree of uncertainty to the international landscape, the university will be monitoring registration closely. A reduction of revenue due to a decline in international student registration will need to be absorbed by the university and could result in additional cost-saving measures.

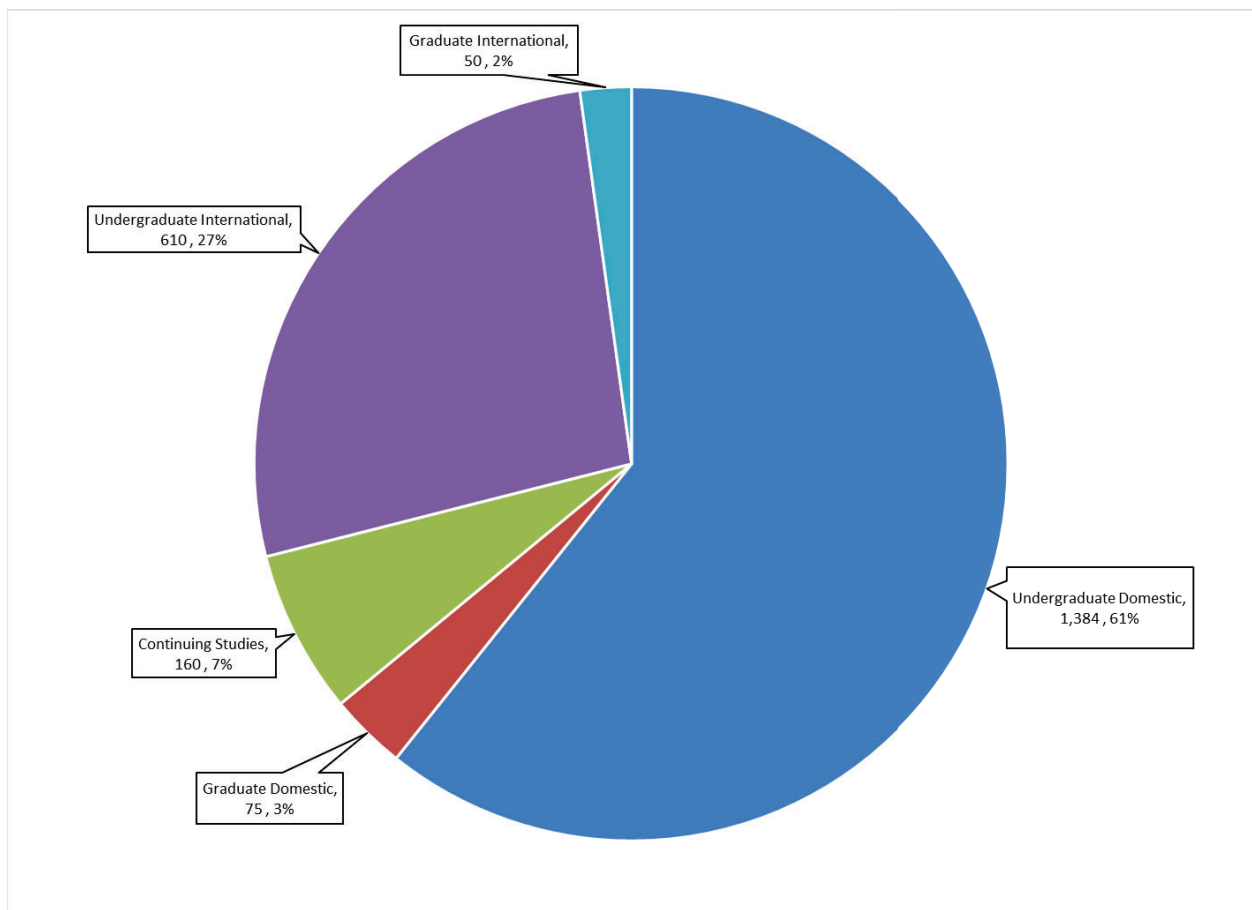


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APPENDIX 6
2025/26 Student Full-time Equivalents

Student full-time equivalents (FTEs) are reported to the Ministry on an annual basis. The Ministry provides a Domestic FTE target to all Post-Secondary Institutions each year and ECU consistently exceeds its target.

For 2025/26, ECU is projecting 1,619 total Domestic FTEs, or 113% of our target of 1,433. All Domestic FTEs (Undergraduate, Graduate and Continuing Studies) are treated equally in FTE reporting regardless of program.

In 2025/26, Domestic FTEs are expected to be 71%, and International FTEs 29%, of total student FTEs. It's important to note that our undergraduate international students make up 27% of total registration and account for 57% of ECU's tuition revenue (see Appendix 5, Tuition + Fees Revenue), illustrating the importance of meeting our international targets.

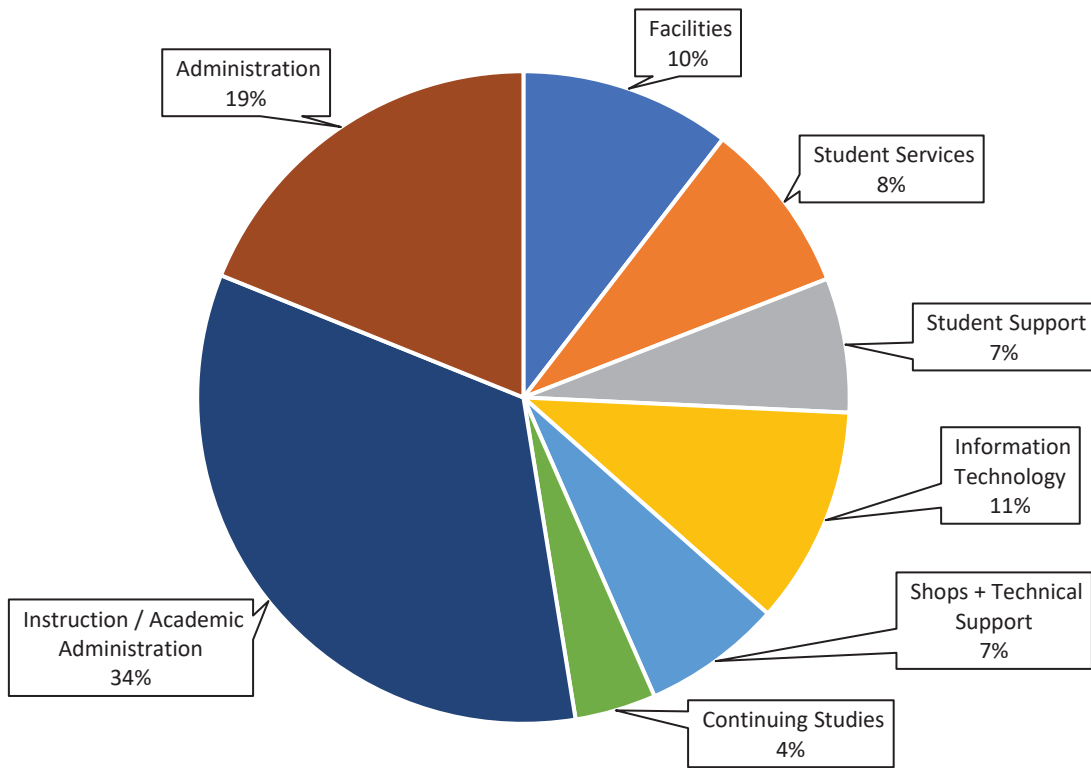


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APPENDIX 7

2025/26 Operating Expenses

The total operating expenses budget for 2025/26 is \$56,704,477. The graph below is a high-level illustration of how the budget is allocated by ECU.





Report to the Board of Governors

President + Vice-Chancellor
March 2025

Libby Leshgold Gallery – On View

Indiscernible thresholds, escaped veillances, an exhibition at the Libby Leshgold Gallery (until April 13), was originally produced by the Art Museum of the University of Toronto and curated by Dallas Fellini. The exhibition considers transness, and the implications of visibility, or what happens to transness as it engages the mainstream. Featuring artists Danielle Braithwaite-Shirley, Lucas LaRochelle, Joshua Schwebel, Chelsea Thompto, and Lan “Florence” Yee, it considers the invisible, the illegible, and the opaque as productive alternatives to contemporary trans hypervisibility, offered to trans people as a stand in for true acceptance, support, and sovereignty. Responding to archives as sites of surveillance and control, the work juxtaposes a desire to be included, while resisting trans legibility.

As part of the programming for the exhibition, the gallery invited trans community members to participate in the Trans Opacity Classroom, a day-long event dedicated to trans gathering and intra-community discourses. The program featured an exhibition walkthrough, a panel discussion on transness and art institutions, and conversations on strategies of opacity and what they have to offer to trans people, trans archives, and trans art.

ECU x Community Engagement

Community partnership is central to any organization in the public sector, and in universities adds a dynamism and depth to the teaching and learning environment. While we hold numerous events in conjunction with industry, cultural institutions, and local community and not-for-profit organizations throughout the year, in February and March ECU ran a wide variety of learning workshops and events that were open to our students and the general public (16 in total, not including numerous visiting speaker events for curriculum which run across program areas). A few of note include:

- Indigenous Public Art – In partnership with [HOST](#) Indigenous-led public art collective consultancy members Faith Sparrow-Crawford and Salia Joseph, and the Or Gallery, the Aboriginal Gathering Place (AGP) hosted an Indigenous public artist event with artists Debra Sparrow, Aleen Sparrow, Caitlin Aleck and Sara Hyland (March 6). The HOST Indigenous artist public speaker series is a free, Indigenous led arts and cultural event centred on community and cultural advocacy for x^wməθk^wəyəm, Sḱwḱwú7mesh, and səlilwətał nation members.
- Listening in Relation Equinox Roundtable – This conference (March 21-23) focuses on listening and material making in relation to thought and creative practices in decolonization. Coinciding with the Vernal Equinox, the Roundtable offers Earth-informed, seasonal gathering with a variety of hands-on workshops, sound walks, discussions, exhibitions, listening and making

spaces. Organized in conjunction with faculty member Julie Andreyev, workshop leaders and speakers include Adrian Avendaño, Lara Felsing, Hildegard Westerkamp, and Toni-Leah C. Yake.

Creative Industry Day

Creative Industry Day 2025 was held in mid-March and successfully connected students with top industry professionals in design, animation, and media, fostering career readiness through portfolio reviews and networking. With participation from 41 professionals representing leading companies like Arc'teryx, Microsoft, and Sony Imageworks, students gained valuable insights and mentorship opportunities meeting directly with our industry partners. Over 160 students engaged in 288 one-on-one portfolio reviews, while 200 attended the networking mixer, building essential industry relationships. This annual event continues to be a crucial stepping stone for students entering the creative workforce, demonstrating the value of industry engagement and hands-on professional development.



Report to the Board of Governors

VP Academic + Provost
March 2025

Research

- Shumka Centre for Creative Entrepreneurship is supporting over 75 students directly in through its Design for Startups and Pathways for Creative Futures programs, a Research Residency and a public exhibition.
- The Health Design Lab (HDL) continues to advance research and community-driven initiatives in healthcare and design. Key highlights from ongoing projects and collaborations include:
 - *Challenging Stigma Through Storytelling*, highlighting the voices of BCMHSUS staff with lived experience of mental health and substance use challenges. HDL hosted a screening and panel discussion in collaboration with BC Mental Health and Substance Use Services (BCMHSUS).
 - A partnership with BC Cancer launched in November 2024. HDL is preparing for two workshops in April 2025 to enhance awareness and access to supportive care services.
 - Entering the last phase of a three-year Community and College Social Innovation Fund (CCSIF) funded project, “*Who Cares?*”, focused on engaging elders and the Sunshine Coast community; and currently mobilizing and documenting research findings to share with the community.

Graduate Studies

- The 2025 Full-Residency MFA Thesis exhibition *Everything Vibrates* opens March 27, 6–9 PM at Michael O’Brian Exhibition Common (MOEC).
- The Graduate Thesis Week, including the MFA Thesis defenses and the MDes Thesis Symposium will run from April 7-11, 2025.

Practice and Pedagogy Symposium

- The 2025 Practice and Pedagogy Symposium will take place April 24-25, 2025 in the IMS. The symposium will highlight sabbatical research from Spring and Fall 2024 and also include a keynote speaker with research on pedagogy.

Wellness + Food Access

- The Wellness Kitchen through its Grab and Go, Cook and Connect, Toast and Oatmeal Bar, Treats and Popcorn, and Button-making programming provided an average of 555 food servings per week since the beginning of Spring 2025 term. The programs range from community-building skill sharing events, where students share cooking skills and recipes with a small group of peers; to drop in socials with food; to providing quick nourishment through grab and go meals.

- The Community Pantry continues to be actively accessed by students. The Pantry is managed by the student run Food Club, with support from the Student Union, Student Services, Academic Affairs, and the Faculty Association.