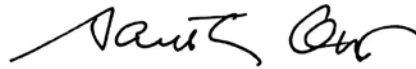


|                     |  |
|---------------------|--|
| <b>SUBJECT</b>      | <b>TUITION PROPOSAL: PH.D. IN CINEMA AND MEDIA STUDIES</b> |
| <b>MEETING DATE</b> | <b>JUNE 14, 2017</b>                                       |

Forwarded to the Board of Governors on the Recommendation of the President

**APPROVED FOR  
SUBMISSION**



Santa J. Ono, President and Vice-Chancellor

|                           |   |
|---------------------------|---|
| <b>DECISION REQUESTED</b> | <b>IT IS HEREBY REQUESTED that <i>the UBC Board of Governors approve tuition of \$1,600.60 per instalment for domestic students and \$2,811.98 per instalment for international students for the new Ph.D. in Cinema and Media Studies.</i></b> |
| <b>Report Date</b>        | May 19, 2017  |

**Presented By** Dr. Angela Redish, Provost and Vice-President Academic *pro tem*  
 Dr. Hugh Brock, Associate Provost Academic Innovation  
 Dr. Kathryn Harrison, Acting Dean, Faculty of Arts  
 Dr. Stephen Heatley, Head, Department of Theatre and Film, Faculty of Arts

**EXECUTIVE SUMMARY**

The Ph.D. in Cinema and Media Studies is a four- to five-year degree program offered on the Vancouver campus by the Department of Theatre and Film in the Faculty of Arts. Students will take nine credits of coursework, comprehensive examinations, and write a dissertation. The Department has offered film studies credit courses since 1966 and has awarded a two-year (thesis-based) Master of Arts in Film Studies since 1984. The audiovisual industry in B.C. is a billion dollar activity, and is often regarded as the third largest in North America. As the industry and production companies and cultural agencies develop and mature over the next decade, it is advantageous to the province that highly trained cultural workers will be on hand to advance policy, work as researchers, teach in colleges and universities, and eventually manage cultural agencies. A Ph.D. in Cinema and Media Studies aims to provide a stream of potential cultural leaders in the province for the audiovisual industry and the educational field.

Vancouver's size and importance in film culture and film and media production in Canada is an attractive prospect for potential Ph.D. students. Targeted students will be those who have completed a Master's degree in Cinema Studies, Film Studies or Media Studies. The program will launch in September 2018. The proposed tuition is \$1,600.60 per instalment for domestic students and \$2,811.98 per instalment for international students. These are the standard UBC graduate rates for 2017 Summer and Winter sessions.

**INSTITUTIONAL STRATEGIC PRIORITIES SUPPORTED**

- Learning
  Innovation
  Engagement
  International  
 Research
  Operational  
 or  Operational
- (Internal / External)

**DESCRIPTION & RATIONALE**

The Ph.D. in Cinema and Media Studies is designed to provide a terminal degree in the evolving discipline of Cinema and Media Studies. UBC has had a successful MA in Film Studies for over thirty years, and this new program will be a natural development and pathway to career opportunities for students from within UBC and afar. It will bring high-level research students to the Faculty, Department and program, and thereby enhance the university's research culture. Though now a popular degree in North America and the UK, Australia & New Zealand, no such degree can be obtained in B.C. or indeed in any of the Western Canadian provinces.

The program is needed to provide future instructors for colleges and universities in B.C. and beyond. Cinema and Media Studies modules are regular course offerings now at a range of B.C.'s colleges, and are likely to grow and develop alongside the growth in the local audio-visual industry. The degree announces and prepares individuals for leadership positions in the cultural sector generally.

We expect graduates to find employment in the teaching sector at both college and university level; in administrative posts for cultural producers, such as for Electronic games, Film and TV production companies; in research positions covering cultural policy development, such as at Creative BC, Telefilm, NFB, or the provincial or federal civil service; in journalism, freelance writing, cinemathèque curation management; various posts in the field of marketing communications for both corporations and non-profits.

**BENEFITS**

Learning, Research,  
Financial,  
Sustainability &  
Reputational

The Ph.D. in Cinema and Media Studies will be a unique program in B.C., and currently will also be the only such program in Western Canada.

The program will:

- Provide a terminal degree for those studying in the discipline of Cinema and/or Media Studies.
- Provide students an opportunity to co-edit a graduate student journal on the topic of their research area as part of their knowledge mobilization.
- Provide opportunities for students through the Department's Centre for Cinema and Media Studies to interact and collaborate with visiting international scholars.
- Provide opportunities for students to be in contact with Professors in at least ten other units who teach Cinema and Media related courses.
- Provide an opportunity for students to learn from world-leading scholars in the areas of American, Canadian and European cinemas, film and media theory, cult cinema, documentary studies, feminist and post-feminist media studies, and sound studies.
- Provide a base for research projects related to the unique Videomatica Collection (30,000 titles) purchased by UBC in 2011.

|   |   |
|---|---|
| <b>RISKS</b><br>Financial,<br>Operational &<br>Reputational                     | Finances and budgets for this program have been reviewed and approved by the Dean of Arts office, Faculty of Arts. We do not anticipate any financial or operational risk as it is expected we will only accept two students per year to minimize any reputational risk, such as the risk of not meeting student expectations.  |
| <b>COSTS</b><br>Capital &<br>Lifecycle Operating                                | The costs for this program will be minimal as the current Department already supports five graduate degrees and, therefore, the structure is already in place to support students. The program is designed to operate within the revenue of the Department of Theatre and Film and no additional funding will be required.  |
| <b>FINANCIAL</b><br>Funding Sources,<br>Impact on Liquidity                     | <p>Proposed tuition is \$1,600.60 per instalment for domestic students and \$2,811.98 per instalment for international students, with a minimum number of 6 instalments per program. These are standard UBC graduate fees In the 2017 Summer and Winter sessions.</p> <p>Tuition and fee details are included in Appendix 1.</p> <p>We expect Canadian students to attain SSHRC fellowships for their studies. Both Canadian and International students will be eligible for university teaching assistantships and Graduate Student Initiative monies. There are also Department and G+PS scholarships open to international students.</p>   |
| <b>SCHEDULE</b><br>Implementation<br>Timeline                                   | The program is expected to launch in September 2018.  |
| <b>CONSULTATION</b><br>Relevant Units,<br>Internal & External<br>Constituencies | <p>Over the past few years, significant consultation has taken place both within UBC and externally. Internally, students were first officially engaged as part of the Department's 2012 External Review, at which MA students expressed the desire for a Ph.D. program. In 2014, a working group for the proposal was put together and included an MA graduate. In 2016, recent graduates were sent a draft of the proposal for their input as part of the Faculty of Arts approval processes. Many of the student observations and suggestions have been included in the current proposal. Key examples of student observations are noted below with notes on how we have addressed these suggestions in brackets.</p> <ol style="list-style-type: none"> <li>1) That the required coursework credits in first year be between 6 and 12 [settled on 9];</li> <li>2) That the students be able to concentrate either on Cinema Studies or Media Studies at the comprehensive exam stage [incorporated];</li> <li>3) That one of the comprehensive exams take the form of a course syllabus and defence of it [incorporated];</li> <li>4) That students once at the ABD stage have the opportunity to teach a senior undergraduate seminar [budget allowing, plan to do this];</li> </ol> |

- 5) Strengthened wording surrounding professionalization workshops in concert with ones offered by G+PS and CTLT;
- 6) A broad awareness of the need to see skill acquisition (e.g. public presentation practice) for both teaching careers (teaching courses, presenting papers at conferences) and non-teaching related careers in the cultural industries (demanding the pitching of ideas, explaining policy, presenting options). [incorporated in the sense that we see graduates just as likely to work in the cultural industries as in academia.]

We have consulted with Departments/Schools at UBC who teach Cinema and Media Studies related courses: Art History, Visual Art and Theory, Asian Studies, Central, Eastern and Northern European Studies, English, French, Hispanic and Italian Studies, Journalism, Theatre and Film. These units strongly supported the introduction of the degree, complimenting the design of the program.

Externally, we have consulted with film-related programs at Simon Fraser University, University of Victoria, Kwantlen Polytechnical University, Emily Carr University of Art and Design, Capilano University, and The Centre for Digital Media. We have also received letters of support from the Society of Cinema and Media Studies, The Canadian Journal of Film Studies, the organ of the Film Studies Association of Canada. Feedback from these consultations have confirmed the need for the program in Western Canada, many citing the fact that only in Toronto or Montreal is such a program available. They also highlighted the quality and experience of the faculty at UBC. A number looked forward to being in a position to hire future graduates.

Consultation, with respect to the proposed tuition, with Alma Mater Society (AMS), Graduate Student Society (GSS), and International Students' Association (ISA) took place over the period between April 13, 2017 and May 10, 2017. The final consultation report is attached.

#### **Response to concerns raised by the AMS in the consultation report**

As per Policy 71, consultations are required to inform Board deliberations regarding tuition and mandatory fees, and are intended to be done for all tuition increases, new fees for specific programs, general increases, and new mandatory fees. This was always the intention for this program, even prior to a discussion about the consultation process held during the Senate meeting of April 19, 2017.

Student consultations were launched on April 13th, leaving a 27-day window for consultations before closing on May 10th. This approach was based on advanced agreement with the AMS that this program could undergo expedited consultations given that it will have applied the standard doctoral program tuition, which had an annual increase approved by the Board on December 6, 2016, following student consultation, and in line with the Policy 71 guidance.

Although the Policy 71 consultation with students about tuition and mandatory fees is not linked to Senate processes, due to the separation of powers, as per a recent request from Senate, the Provost's Office and VPS will work on developing a process that ensures that student tuition consultation is completed before program approval is considered by the Senate.

## Appendix 1 – Program Tuition and Fee Assessment Details

**Program Description:** Ph.D. in Cinema and Media Studies

**Anticipated Start Date:** September 2018

|                                      | Domestic   | International |
|--------------------------------------|------------|---------------|
| Tuition fees per instalment – Note 1 | \$1,600.60 | \$2,811.98    |
| Minimum number of instalments        | 6          | 6             |
| On leave fee – Notes 1, 2            | \$116.00   | \$342.87      |
| Continuing fee – Notes 1, 3          | \$731.26   | \$2,811.98    |
| Extension fee – Notes 1, 4           | \$1,027.07 | \$2,811.98    |
| Application Fee – Note 5             | \$102.00   | \$165.00      |
| Supplemental Application Fees        | n/a        | n/a           |
| Non-Refundable Acceptance Deposit    | n/a        | n/a           |
| Faculty and Course Fees              | n/a        | n/a           |

Note 1 – This is the current standard rate for 2017W and is subject to annual increases

Note 2 – All doctoral programs have a fee assessed for each term in which On-leave status is taken

Note 3 – The Schedule A Continuing fee is assessed after instalment 9.

Note 4 – If a doctoral degree is not awarded within a period of six years from the initial registration, a student may be granted an extension with permission from the Faculty of Graduate and Postdoctoral Studies, but will be charged additional fees.

Note 5 – This is the current standard rate for the 2018W application cycle and is subject to annual increases.

## PHD CINEMA AND MEDIA STUDIES

### STUDENT TUITION CONSULTATION REPORT

The Vice-President, Students Office, in partnership with the Faculty of Graduate and Postdoctoral Studies, conducted a student consultation regarding the tuition proposal for the PhD in Cinema and Media Studies. This report outlines the consultation process and summarizes student feedback including the student representatives' submission verbatim in Appendix 2.

#### Student Representative Bodies Invited to the Consultation

- Alma Mater Society (AMS)
- Graduate Student Society (GSS)
- International Students' Association (ISA)

#### Mode of Consultation

The consultation consisted of an e-consultation and a face-to-face meeting. Student representative groups were invited to the consultation through email, and asked to distribute the invitation to their constituents as they felt appropriate. Student representative groups were also offered a face-to-face meeting to discuss the tuition proposal. One meeting was scheduled with student representatives and faculty representatives on May 5<sup>th</sup>, 2017, but cancelled by the AMS.

**Basis of Consultation:** The consultation was based on a tuition proposal and rationale document created by the Faculty. Please see Appendix 1 for the invitation and tuition rationale document.

**Timelines:** The e-consultation was conducted over the period of April 13<sup>th</sup>, 2017 to May 10<sup>th</sup>, 2017. This is slightly shorter than traditional tuition consultations, in order to accommodate Board of Governors submission deadlines.

**Summary of Student Feedback:** A submission was received from the AMS. The verbatim submission is in Appendix 2.

| Organization           | Summary  |
|------------------------|--|
| AMS student submission | <p><b>TUITION:</b><br/>"This is in line with the tuition set for standard Doctoral programs at UBC."</p> <p><b>CONSULTATION:</b><br/>"The AMS would like to express its deepest disappointment at the manner in which the tuition consultation for this program had to occur."<br/>"It is especially dismaying to know this consultation did not occur after this lapse in procedure was brought up at Senate, but needed to be discussed with several administrators as well."<br/>"...the AMS would like to see students consulted on every tuition change..."</p> |

No individual student submissions were received.

## APPENDIX 1: INVITATION TO CONSULTATION AND TUITION RATIONALE DOCUMENT

Good afternoon,

There is a submission by the Faculty of Graduate and Postdoctoral Studies for the PhD in Cinema and Media Studies.

In order to inform the program leads and the Board of Governors with regards to the **tuition proposal** for this program, the University is undertaking a consultative process to get your comments as student representatives, and provide an opportunity for students to provide individual comments on the tuition proposal if they wish. **Please note: the scope of this consultation process is limited to the tuition proposal.**

The consultation will consist of:

### 1. e-consultation

Please find attached a document which outline the details of the tuition proposal, including:

- an overview of the program,
- the student consultation that has happened to date,
- the tuition rationale for the program, and
- the proposed tuition.

Please share the document and this email as you see appropriate. **Comments on the tuition proposal and student submissions can be provided confidentially to: [jenna.omassi@ubc.ca](mailto:jenna.omassi@ubc.ca) (Jenna Omassi, Advisor, Vice President Students Office).**

### 2. Face to Face meeting

If requested by student representatives, we can arrange a face-to-face meeting with the program leads regarding this tuition proposal. Please advise as soon as possible if you would like us to arrange a meeting.

**THE CONSULTATION PROCESS WILL END ON MARCH 10, 2017 (NOTE: THIS CONSULTATION IS SHORTER THAN 30 DAYS TO ACCOMMODATE BOARD SUBMISSIONS).**

### Confidentiality

Comments will be collected by the Vice-President Students Office, and only staff within that office will know the identity of individual students submitting comments. At no time will anyone outside of the Vice President Students Office know the identity of individual students who submit comments to this consultation. Your comments will only be used for the purposes of the tuition consultation.

Comments from individual students will be stripped of any identifying information to ensure confidentiality, but otherwise will be provided to the responsible program leads and Board of Governors verbatim.

Comments received from student organizations will be reported as coming from those organizations, and provided to the responsible faculty and Board of Governors as received. There will also be a summary report of the consultation developed for the Faculty and Board of Governors.

Please let me know if you have any questions about the process.

Thank you.

Jenna Omassi  
Advisor, Strategic Support Team  
Vice-President Students' Office  
University of British Columbia  
[jenna.omassi@ubc.ca](mailto:jenna.omassi@ubc.ca)

**PROGRAM NAME: PH.D. IN CINEMA AND MEDIA STUDIES**

**TUITION PROPOSAL**

**PROGRAM OVERVIEW**

***Executive Summary of program***

The Department of Theatre and Film within the Faculty of Arts has offered film studies credit courses since 1966 and has awarded a two-year (thesis-based) Master of Arts in Film Studies since 1984. The Department now proposes to introduce a Ph.D. in Cinema and Media Studies. The audiovisual industry in British Columbia is a billion dollar activity, and is often regarded as the third largest in North America after Los Angeles and New York. As the industry and production companies and cultural agencies develop and mature over the next decade, it is advantageous to the province that highly trained cultural workers will be on hand to advance policy, work as researchers, teach in colleges and universities, and eventually manage cultural agencies. A Ph.D. in Cinema and Media Studies aims to provide a stream of potential cultural leaders in the province for the audiovisual industry and the educational field.

The 2012-2013 External Department Review Team agreed that our film studies faculty “possesses the research bona fides, graduate administration expertise and teaching skills to mount a Ph.D. program.” The Review Team also reported that “current MA students enthusiastically endorse such a step, citing the quality and positive experience of the current graduate program.” No other institution in B.C. nor in the western provinces or in the states of Washington or Oregon offers a Ph.D. in Cinema and Media Studies. This degree program therefore helps fill an educational qualification gap in the region.

By its very nature, film studies, and the wider context of Cinema and Media Studies, is a multi-disciplinary endeavour, often combining intellectually with the disciplines of Art History, Asian Studies, History, Literary Studies, Music, Philosophy, Politics, Psychology, Sociology, and Theatre. Generally speaking, “Cinema” here refers to the aesthetics and history of film in all its forms, while “Media” refers not just to television but to the multiple visual platforms of creation and consumption. In addition to the core film studies faculty, some twenty faculty in the Faculty of Arts at-large research or teach film and media studies courses, and they are part of this proposed degree program.

Vancouver’s size and importance in film culture and film and media production in Canada is an attractive prospect for potential Ph.D. students. Targeted students will be those who have completed a master’s degree in Cinema Studies, Film Studies or Media Studies, either in North America or elsewhere in the world. Based on our master’s applications in 2016 (45 in all), we received 33% domestic and 66% international applications. We expect this balance of applications at the Ph.D. level.

We expect graduates to find employment in the teaching sector at both college and university level; in administrative posts for cultural producers, such as for Electronic games, Film and TV production companies; in research positions covering cultural policy development, such as at Creative BC, Telefilm, NFB, or the



provincial or federal civil service; in journalism, freelance writing, cinematheque curation management; various posts in the field of marketing communications for both corporations and non-profits.

By the end of the program, students will be able to be recognized as an expert in their field of research; be confident in presenting their work to a range of academic and non-academic audiences; be proficient in editing academic work for publication; be familiar with course and module design to enhance knowledge mobilization; be sufficiently prepared to take positions as programmer at film festivals, or researcher for organizations concerned with the cultural industries.

|   |   |
|---|---|
| <b>Length</b>                             | 4-5 years   |
| <b>Required number of program credits</b> | 9 credits, plus comprehensive examinations and dissertation                                   |
| <b>Delivery method</b>                    | Faculty taught courses and workshops<br>Individual faculty and graduate committee supervision |

#### STUDENT CONSULTATION DURING THE PROGRAM DEVELOPMENT PROCESS

Students were first officially engaged as part of the Department's 2012 External Review, at which MA students expressed the desire for a Ph.D. program. In 2014, a working group for the proposal was put together and included an MA graduate. In 2016, recent graduates were sent a draft of the proposal for their input as part of the Faculty of Arts approval processes. Many of the student observations and suggestions have been included in the current proposal. Key examples of student observations are noted below with notes on how we have addressed these suggestions in brackets.

- 1) That the required coursework credits in first year be between 6 and 12 [we settled on 9];
- 2) That the students be able to concentrate either on Cinema Studies or Media Studies at the comprehensive exam stage [incorporated];
- 3) That one of the comprehensive exams take the form of a course syllabus and defence of it [incorporated];
- 4) That students once at the ABD stage have the opportunity to teach a senior undergraduate seminar [budget allowing, we plan to do this];
- 5) Strengthened wording surrounding professionalization workshops in concert with ones offered by G+PS and CTLT;

A broad awareness of the need to see skill acquisition (e.g. public presentation practice) for both teaching careers (teaching courses, presenting papers at conferences) and non-teaching related careers in the cultural industries (demanding the pitching of ideas, explaining policy, presenting options). [incorporated throughout the proposal in the sense that we see graduates just as likely to work in the cultural industries as in academia.]

#### TUITION AND FEES RATIONALE

The proposed tuition for the program is \$1,600.60 per instalment for domestic students and \$2,811.98 per instalment for international students. This is standard UBC graduate fees.

#### **Benchmarking**

Other key English language Ph.D. programs in this area in Ontario and Quebec charge standard university tuition fees for their respective province.

| <b>Institution</b>           | <b>Program</b>          | <b>Domestic tuition (program)</b> | <b>International tuition (program)</b> |
|------------------------------|-------------------------|-----------------------------------|--|
| <b>University of Toronto</b> | Ph.D. in Cinema Studies | \$6,960.00                        | \$21,560.00                            |

|                             |  |            |             |
|-----------------------------|--|------------|-------------|
| <b>York University</b>      | Ph.D. in Cinema and Media Studies      | \$5,400.00 | \$21,600.00 |
| <b>Concordia University</b> | Ph.D. in Film and Moving Image Studies | \$2,619.00 | \$16,099.00 |

The standard UBC graduate fees are proposed. We see the experience for students and faculty, and the resources required as similar to other current Humanities doctoral degrees and will also be the same as the Ph.D. in Theatre Studies, which is currently offered by our Department.

| <b>UBC Standard Doctoral Degree Programs</b> |                             |   |                                      |   |
|--|-----------------------------|---|--------------------------------------|---|
| <b>Program</b>                               | <b>Instalments per year</b> | <b>Minimum # of instalments for program</b> | <b>Domestic fee (per instalment)</b> | <b>International fee (per instalment)</b> |
| <b>Full-time (Schedule A)</b>                | 3                           | 6   | \$1,600.60                           | \$2,811.98                                |
| <b>On leave fee (note 1)</b>                 | 3                           | n/a   | \$116.00                             | \$342.87                                  |
| <b>Continuing fee (note 2)</b>               | 3                           | n/a   | \$731.26                             | \$2,811.98                                |
| <b>Extension fee (note 3)</b>                | 3                           | n/a   | \$1,027.07                           | \$2,811.98                                |

<sup>1</sup> All doctoral programs (both standard and specialized) have a fee assessed for **each term** in which On-leave status is taken.

<sup>2</sup> If a degree program is not completed by a set number of instalments or a minimum program fee, the assessments will then switch to a Continuing fee. The Schedule A Continuing fee is assessed after instalment 9.

<sup>3</sup> If a doctoral degree (both standard and specialized) is not awarded within a period of six years from the initial registration, a student may be granted an extension with permission from the Faculty of Graduate and Postdoctoral Studies, but will be charged additional fees.

#### **PROPOSED TUITION AND FEES**

**Tuition:** The proposed tuition for the program is \$1,600.60 per instalment for domestic students and \$2,811.98 per instalment for international students.

**Program description:** PhD in Cinema and Media Studies

**Anticipated start date:** 2018 winter session

|                                       | <b>Domestic</b> | <b>International</b> |
|---------------------------------------|-----------------|----------------------|
| Tuition fees per installment – Note 1 | \$1,600.60      | \$2,811.98           |
| Minimum number of instalments         | 6               | 6                    |
| On leave fee – Note 2                 | \$116.00        | \$342.87             |
| Continuing fee – Note 3               | \$731.26        | \$2,811.98           |
| Extension fee – Note 4                | \$1,027.07      | \$2,811.98           |
| Application Fee – Note 5              | \$102.00        | \$165.00             |
| Supplemental Application Fees         | n/a             | n/a                  |

|                                   |     |     |
|-----------------------------------|-----|-----|
| Non-Refundable Acceptance Deposit | n/a | n/a |
| Faculty and Course Fees           | n/a | n/a |

Note 1 – This is the current standard rate for 2017W and is subject to annual increases

Note 2 - All doctoral programs have a fee assessed for each term in which On-leave status is taken

Note 3- The Schedule A Continuing fee is assessed after instalment 9.

Note 4 - If a doctoral degree is not awarded within a period of six years from the initial registration, a student may be granted an extension with permission from the Faculty of Graduate and Postdoctoral Studies, but will be charged additional fees.

Note 5 – This is the current standard rate for the 2018W application cycle and is subject to annual increases.

## APPENDIX 2: STUDENT SUBMISSIONS

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There was a submission from the AMS.



### **Submission to the UBC Board of Governors Regarding the new Ph.D. in Cinema and Media Studies**

**On Behalf of  
Alma Mater Society of UBC Vancouver  
May 11th, 2017**

Dear Board of Governors,

This submission is being made on behalf of the Alma Mater Society (AMS) of UBC Vancouver in response to the request for feedback from the Vice President Students Office sent on April 13th 2017 for the new Ph.D. in Cinema and Media Studies.

The domestic tuition is set at \$1,600.60 per instalment and the international tuition is set at \$2,811.98 per instalment. This is in line with the tuition set for standard Doctoral programs at UBC.

The AMS would like to express its deepest disappointment at the manner in which the tuition consultation for this program had to occur. Initially, when the program had been brought to Senate, it had not even undergone a tuition consultation - and the AMS received no request for questions or a meeting with the proponents.

While the tuition is in line with standard Doctoral tuition fees at UBC, UBC's Policy 71 makes no exception as to which new programs require student consultations. It is especially dismaying to know this consultation did not occur after this lapse in procedure was brought up at Senate, but needed to be discussed with several administrators as well.

Moving ahead, the AMS would like to see students consulted on every tuition change - however, with a mind to efficiency, that there be a specific set of procedures for different types of new program tuition or tuition changes.

Sincerely,

A handwritten signature in black ink, appearing to read "Daniel Lam", with a long, sweeping underline.

**Daniel Lam**  
Vice President Academic and University Affairs  
AMS Student Society of UBC Vancouver  
vpacademic@ams.ubc.ca