

SUBJECT	MASTER OF ENGINEERING LEADERSHIP IN URBAN SYSTEMS AND IN INTEGRATED WATER MANAGEMENT – PART-TIME OPTIONS
MEETING DATE	JUNE 5, 2019

Forwarded on the Recommendation of the President

**APPROVED FOR
SUBMISSION**



Santa J. Ono, President and Vice-Chancellor

DECISION REQUESTED	IT IS HEREBY REQUESTED <i>that the Committees jointly approve proposed tuition (\$4,870.95 per instalment for domestic students and \$8,712.68 per instalment for international students) and fees as set out in Attachment 1 to the report, with a minimum of six instalments for a part-time study option for the existing Master of Engineering Leadership in Urban Systems and the Master of Engineering Leadership in Integrated Water Management.</i>
Report Date	May 8, 2019

Presented By Andrew Szeri, Provost and Vice-President Academic
 Simon Bates, Associate Provost, Teaching and Learning
 James Olson, Dean, Faculty of Applied Science

EXECUTIVE SUMMARY

The Master of Engineering Leadership (MEL) and Master of Health Leadership and Policy (MHLP) were launched in 2016, and have been developed for the early career professional to have the opportunity to increase their knowledge, skills and abilities in their chosen specialized technical field and to synthesize leadership and business skills with advanced technical skills. Currently, the only registration option available to students is a full-time, 12-month program.

The proposed new format (to start in January 2020) will introduce a part-time, 24-month option in two of the pre-existing Master of Engineering Leadership specializations in:

- Urban Systems (URSY)
- Integrated Water Management (IWME)

Input from the industry advisor panel, in addition to visiting speakers and instructors, has demonstrated a strong consensus on the value of introducing a part-time option. For mid-career professionals, a part-time option is often more advantageous for their career development as they can maintain employment throughout their studies and often have additional personal, financial or professional commitments that prohibit them from undertaking full-time studies.

Attachments

1. Tuition and Fee Assessment Details
2. Student Tuition Consultation Report

STRATEGIC CORE AREAS SUPPORTED

People and Places Research Excellence Transformative Learning Local and Global Engagement

DESCRIPTION & RATIONALE

The Applied Science Professional Leadership Master programs strive to provide students with a comprehensive and innovative education that will enable them to advance their career in a path that is different from the traditional course-based master programs such as the Master of Engineering (MEng) or the Master of Business Administration (MBA). The goal of the MEL and MHLP programs is to provide a combination of advanced technical skills integrated with professional skills that will enable graduates to advance their career trajectory in their chosen industries. The programs are structured in two distinct parts: the business and leadership courses, and the technical courses specific to a particular industry sector.

Currently, full-time students have to give up their employment or take a leave of absence to attend the MEL programs. This negatively impacts local industry, because they lose high-calibre employees.

The part-time registration option is of benefit to all parties and has received backing from local industry leaders who have confirmed that having a part-time option is desirable and would be supportive of any employee wishing to pursue a MEL degree. For the employer and employee, the retention of employment is a financial and development positive for both parties, retaining the employee who can immediately apply their learnings from the classroom to their work. For the 2019 cohort, which started in January 2019, applicants who did not accept the offers of admission cited the following reasons for declining or deferring their admission: 28% cited financial issues; 16% cited job opportunities or issues; 14% cited family commitments. Approximately 10% of our inquiries are asking about part-time opportunities.

It is proposed that students within the part-time option will complete the business and leadership components in their first year of study, and complete the technical components in their second year of study. Part-time students will be integrated into the full-time cohorts over the two years, and will have access to the same resources and opportunities.

BENEFITS *Learning*

Learning, Research,
Financial,
Sustainability &
Reputational

The part-time program will offer an identical and comprehensive curriculum and student experience to those students registered in the full-time program. All students, regardless of the delivery option they are registered in, will have access to the same resources and expertise of faculty in all areas of APSC, the Faculty of Commerce and Business Administration, and of sector professionals. Many advocates of this delivery option have also proposed that organizational funding maybe available to support the employee's professional development.

Financial

The Faculty continues to explore ways in which we can support the growing professional education needs of the life-long-learner population. The Faculty feels that it is important to offer options for part-time study options in order to support learners who have a desire to maintain their employment and financial stability throughout the course of their studies. Industry employers will not lose their employees and have advised, in some instances, would be able to support the employee's professional development.

Reputational

This addition of an alternative registration option complements our current professional leadership programs, and offers students a new pathway to achieve career advancement and success. Industry leaders have been encouraging and supportive. The Faculty possess a rich scientific, technical and social science skill base in key areas and it is expected that by supporting the academic/knowledge demands of local organizations, this will encourage closer collaboration, knowledge exchange, and enhance the Faculty's and UBC's reputations with local and national industries.

RISKS
Financial,
Operational &
Reputational

Financial

The Faculty does not anticipate any additional cost in degree delivery, student support or administration. Any shortfall of the program as a whole will be funded from Faculty operating reserves. The financial sustainability of a part-time study option will be reviewed on an annual basis.

Operational

We do not foresee any major operational risks, as the infrastructure for the academic delivery, student resources and additional professional already exists for the full-time version of the degrees. Our faculty members are enthusiastic to support this program and the proposal of the part-time registration option will ensure that that the two programs continues to succeed, as well as respond to the demands of local industry to make the programs more accessible to their employees.

Reputational

We do not foresee any major reputational risks. The Faculty of Applied Science and our faculty members are well known locally, nationally and globally in the program areas. The addition of a part-time registration option will enhance local industrial relationships and collaboration.

COSTS
Capital & Lifecycle
Operating

These two part-time options will be part of a suite of ten full-time specializations, which already have the academic and student experience infrastructure in place to ensure their success. It is therefore expected that there will be no short-term additional cost to the existing programs or departments involved, in order to provide a part-time registration option.

The MEL and MHLP degrees are designed to run as a cost-recovery set of programs, covering all administration and instructional costs, plus facilities and non-academic resources. For the proposed schedule of the part-time option, the Faculty does not initially foresee there being additional administration costs. The Faculty is investing significantly in marketing the program initially and on an on-going basis to ensure enrolment targets are met. This will be reviewed on an annual basis.

FINANCIAL
Funding Sources,
Impact on Liquidity

Proposed tuition fees for the part-time option is half of the approved 2019-2020 per instalment rate for the Master of Engineering Leadership (full-time option) and meant to be aligned as such. The proposed 2019-2020 per instalment rates are therefore \$4,870.95 for domestic students and \$8,712.68 for international students. The half instalment rate in the part-time option will be collected over six instalments rather than three.

The two options result in comparable program fee equivalents, as identified in the table below:

Full-Time Option	Domestic	International
Approved 2019-2020 Per Instalment Rates	\$ 9,741.89	\$ 17,425.35
Minimum Number of Instalments	3	3
Program Fee Equivalent	\$ 29,225.67	\$ 52,276.05

Part-Time Option	Domestic	International
Proposed 2019-2020 Per Instalment Rates	\$ 4,870.95	\$ 8,712.68
Minimum Number of Instalments	6	6
Program Fee Equivalent	\$ 29,225.70	\$ 52,276.08

Tuition will be subject to increases as approved by the Board.

SCHEDULE Effective Winter Session 2019-2020, term 2 January 2020.
Implementation
Timeline

CONSULTATION The proposal was reviewed, discussed, and approved by the following units:
Relevant Units,
Internal & External
Constituencies

- Faculty of Applied Science
 - New Professional Programs Working Committee
 - Focus Groups comprised of Sector Experts (*external*)
 - Engineering and Curriculum Committees
 - Faculty meetings
 - Dean and Finance Manager
- Faculty of Commerce and Business Administration
- Student groups (please see attached Student Consultation Report)
 - Alma Mater Society (AMS)
 - Graduate Students' Society (GSS)
 - MEL student representative (MEL)
 - MEL program specialization student representatives (URSY and IWME)

Tuition and Fee Assessment Details**Master of Engineering Leadership (part-time option)**

Program Description: The proposed new format will introduce a part-time, 24-month option in two of the pre-existing Master of Engineering Leadership specializations in:

- Urban Systems (URSY)
- Integrated Water Management (IWME)

Proposed tuition fees for the part-time options would be equivalent to the current full-time programs, but would be spread over six instalments instead of three.

Anticipated Start Date: January 1, 2020

	Domestic	International
Tuition fees per credit – Note 1	\$4,870.95	\$8,712.68
Minimum No. of Instalments	6	6
Continuing Fees per Instalment (assessed after 6 instalments)	\$760.80	\$8,712.68
Application Fees (Graduate) – Note 2	\$106.00	\$168.25
Non-Refundable Acceptance Deposit – Note 3	\$5,000.00	\$5,000.00

Note 1 – Proposed per instalment rate is half of approved 2019/20 per instalment rate for the Master of Engineering Leadership (full-time option) and meant to be aligned as such. Proposed tuition will be subject to increases as approved by the Board. Tuition and student fees are charged in three equal instalments payable in January, May and September.

Note 2 – This is the current fee for the 2020W application cycle and is subject to annual increases.

Note 3 – The non-refundable acceptance deposit will be applied towards the first tuition instalment.

MASTER OF ENGINEERING LEADERSHIP – PART TIME OPTION

STUDENT TUITION CONSULTATION REPORT

The Vice-President Students office, in partnership with the Faculty of Applied Science, conducted a student consultation regarding the tuition proposal for the Master of Engineering Leadership to create a part-time option. 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)
- MEL student representative (MEL)
- MEL program specialization student representatives (URSY and IWME)

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. A meeting was not requested by student representatives.

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

Timelines: The e-consultation was conducted over the period of March 7th, 2019 to April 8th, 2019.

Summary of Student Feedback: Submissions were received from the AMS. The verbatim submission is in Appendix 2.

Organization	Summary
AMS	<p>SCHOLARSHIPS FOR PART-TIME STUDENTS “The AMS would like to stay informed about updates to scholarships that can be extended to part-time students versus full-time students. This funding will be important, along with advising municipalities and businesses to contribute to applicants’ financial costs.”</p> <p>INCREASED FLEXIBILITY FOR STUDENTS “This part-time option would fill the gap for those who decline or defer admissions due to financial difficulties, while also allowing someone to remain at work full-time while completing their degree. Paying the same tuition as full-time students, a part-time student would also have full access to the same resources and activities.”</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 Applied Science to introduce a part-time option for the Master in Engineering Leadership (MEL).

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 for the part-time option.**

The consultation 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 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 organization submissions can be provided confidentially to: Natasha Moore – Planning and Evaluation 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 MONDAY APRIL 8TH.

Confidentiality

Comments will be collected by the Vice-President Students Office, and only analysts 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.

If you have any questions about this process, please contact Natasha Moore in the Vice President Students Office at natasha.moore@ubc.ca (Planning and Evaluation Advisor)

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Tuition Proposal for Consultation

MASTER OF ENGINEERING LEADERSHIP

The proposal under consultation represents a proposed change to a current suite of professional Master's programs offered by the Faculty of Applied Science. The Master of Engineering Leadership (MEL) and Master of Health Leadership and Policy (MHLP) are professional degrees and have a total of 10 specializations (programs) which span 9 department or schools within the Faculty. Currently the only registration option available to students is a full-time, 12-month program.

The students registered in either of these two degrees are treated as one cohort, regardless of their chosen specialization (program). There is a common start date and timeline for cohorts in all of the programs, there is a common administration team, studio space and there are common mandatory courses. The current cohort also has a student executive committee with representatives from all MEL and MHLP programs.

In this new tuition proposal, we wish to include the option for students to be registered in a part-time, 24-month program. Initially this will be available to two of the specializations, with the intention of extending this registration option to the other MEL and MHLP specialities in the future.

This consultation document covers a proposal to introduce a part-time study option for pre-existing Master of Engineering Leadership (MEL) degree in:

1. Urban Systems (collaboration between the School of Architecture and Landscape Architecture and Civil Engineering)
2. Integrated Water Management (collaboration between Chemical and Biological Engineering and Civil Engineering)

PROGRAM OVERVIEW

UBC strives to provide learners with Professional Education that supports a steep career trajectory, success for the organizations in which they will work and prosperity for the population at large. Therefore, these degrees were originally developed through intensive consultation between UBC and relevant industries.

The APSC Professional Leadership Master programs strive to provide students with a comprehensive and innovative education that will enable them to advance their career in a path that is different from the traditional Applied Science course-based master's the Master of Engineering (MEng), Master of Nursing (MN) or the Master of Business Administration (MBA). The goal of this suite of programs is to provide a combination of advanced technical skills integrated with professional skills that will enable graduates to advance their career trajectory in their chosen industries. The programs are structured in two distinct parts, the business and leadership courses and the technical courses specific to a particular industry sector, in the UBC calendar this is referred to as the 'Platform' and 'Pillar', respectively. The platform is a common element accessible to all MEL and MHLP programs.

The resultant credential for the student will be a combination of the business platform and their chosen pillar speciality, the base degree Master of Engineering Leadership (MEL) or Master of Health Leadership & Policy (MHLP) and the name of their pillar specialization (e.g. URSY: Urban Systems). Successful completion of the platform and a pillar courses will result in the granting of one Master degree. The program requirement is a minimum of 30 credits, of which 18-21 credits will be in the pillar and 9-12 credits in the platform depending on which speciality the student completes.

Full-time students currently complete the platform and pillar components concurrently within a continuous 12 month period. It is proposed that students within the part-time option will complete the platform components in their first year of study, and complete the pillar components in their second year of study. The part-time students will have access to the same resources as the full-time students and will be included in all MEL and MHLP activities over their 24 months of study.

Key Features

- Target learners are experienced technical professionals who might consider an MBA or MEng Management, but would prefer to develop industry-relevant technical skills in addition to business and leadership skills – our program will be distinctive in the market.
- The program is positioned as an alternative to a conventional course-based master's as it offers distinctive, high quality, cross-disciplinary technical and non-technical skills to the experienced engineer who wants to become an Industry Specialist.
- Non-academic resources will include a Professional Development and individual career coaching.
- We have taken advantage of a standardization of core courses to improve quality of offering and reduce costs & complexity.
- Admissions require high quality and committed candidates with an average 76% (UBC-equivalent where applicable) in a relevant credential and a minimum of 3 years professional experience in a relevant industry.

CONSULTATION DURING THE PROGRAM DEVELOPMENT PROCESS

UBC aimed to create an industry-relevant program and therefore developed the program value proposition from the perspectives of employers and UBC alumni in relevant industries. From the initial consultations process for the original programs launch in 2016, each program has maintained an industry advisory panel to ensure the programs maintain relevancy and value to industry.

Understanding the programs, and seeing the calibre of the students and alumni, the industry advisory panel, in addition to visiting speakers or instructors to the MEL and MHLP degrees have demonstrated a strong consensus on the value of introducing a part time option, “a part time option is a more attractive option for local municipalities and businesses to provide support to their employees in the professional development”, URSY industry advisor. Industry have confirmed that having a part-time option is beneficial to all parties and would be supportive of any employee wishing to pursue an MEL degree. For the employer and employee, the retention of employment is a financial and development positive for both parties, retaining the employee who can immediately apply their learnings from the classroom to their work. A positive for all parties, including the UBC, that industry are supportive for these students to bring their current projects into the program.

For mid-career professionals, a part-time option would be more advantageous for their career development, at this point in their career they have many personal, financial and professional commitments. We receive

For the 2019 cohort, which started in January 2019, applicants who did not accept the offers of admission cited the following reasons for declining or deferring their admission: 28% cited financial issues; 16% cited job opportunities or issues; 14% cited family commitments. Approximately 10% of our inquiries are asking about part-time opportunities. Being able to provide a part-time opportunity, we believe the numbers of declines and deferral to reduce and the registration to increase in these specialities. It is expected that the majority of part-time students will be local and as a public institution we have a responsibility to support local businesses and employees to further knowledge development and success.

It is expected that part-time students will be able to maintain full-time employment and therefore will have financial stability throughout their studies. Members of the industry advisory panels have advised that municipalities and businesses have professional development funding available, which help support the financial costs of their employee attending the MEL program.

TUITION AND FEES RATIONALE

The proposed tuition fees for the part-time programs commencing in January 2020 are equivalent to the current full-time MEL and MHLP programs, but will be spread over six instead of three instalments. The MEL and MHLP degrees are designed to run as a cost recovery set of programs, covering all administration and instructional costs, plus facilities and non-academic resources. For the proposed schedule of the part-time option, we don't initially foresee there being

additional administration costs. This will be reviewed on an annual basis as number of part-time students increase. The support of local industry leaders through program development and teaching – promises students a rewarding professional education and career opportunities after graduation.

As described in the original tuition consultations in 2015, some of the key factors contributing to the high program costs are outlined below:

- **Platform:** The cohort for each specialization or pillar will be up to 30 students and the platform courses will be integrated across pillars as well as offering pillar-specific content. There are economies of scale in the common structure, but also the responsibility to provide the same level of support for pillars that have less than the target cohort each year.
- **Faculty:** The courses require instructors with specialized knowledge and extensive experience in the areas they are teaching. In addition to UBC faculty from both Sauder School of Business and the Faculty of Applied Science, the programs will be taught by a combination of Visiting Faculty from other institutions, industry adjuncts, and guest lecturers. These highly qualified instructors will occasionally have to be brought in from outside BC which will require funding for travel and accommodations.
- **Industry placements:** The program's administrative staff is responsible for finding companies to take on students, arranging interviews, and working out the details of the placement.
- **Workshops and activities:** Students may attend field trips to local industry offices, and workshops with industry mentors. Students consider these types of events were very beneficial in helping them to network with industry. Additional costing arising from these activities will be absorbed by the pillar.
- **Design project & integrated case studies:** The students' capstone design project (mandatory in certain industry pillars) requires intensive supervision by a professor and industry mentors. Students may work with their mentors part time throughout the first 4 months of their program, and then full time for 12 weeks starting in June. All pillars will provide integrated case studies into the platform content which will require extra break-out instruction and guidance that is individually tailored to each industry.
- **Specialized equipment and software licenses:** Through workshops and the design project, students learn to use the latest specialized software that is used in the industry. For some areas this requires software licenses run on powerful, high-quality computers. The student's studio space includes digital equipment for presentations. These costs are ongoing, as the capital portions are amortized and the software licenses require annual renewal.
- **Industry studio:** A large, dedicated work/study space for students was provided for the 2016 cohort on their first day of school. This area has the capacity to accommodate more students in future cohorts. Facilities include desks, white boards, storage, presentation equipment, social area, kitchen and 24 hour access to students. It has already demonstrated to be an asset, with cross-program project collaborations, studying and meeting places.
- **Career and co-curricular support:** A dedicated Industry Relations and Careers manager will provide the 'high touch' level of student and customer service.
- **Administrative Support for students** to provide adequate support and advice 'in-house' to all international and domestic students. This excludes legal/immigration advice.

PROPOSED TUITION AND FEES

The proposed tuition (part-time) for January 2020 is as follows:

- Domestic students: \$4,870.95 per instalment for 6 minimum instalments, equivalent to \$29,225.70 in total
- International students: \$8,712.68 per instalment for 6 minimum instalments, equivalent to \$52,276.08 in total

These numbers reflect the total cost of the program and is in line with the current cost for full-time students in the 10 MEL and MHLF specializations offered. There are no additional mandatory fees associated with the program.

Continuing and On-leave fees for all MEL and MHLF programs will be in line with other Master's programs at UBC:

Continuing fee:

- Domestic students: \$760.80 per semester/tuition instalment

- International students: \$8,712.68 per semester/tuition instalment

On-leave fee:

- Domestic students: \$120.68 per semester/tuition instalment
- International students: \$356.72 per semester/tuition instalment

Current Tuition for Full – Time MEL/MHLP programs (full-time) to start January 2020

- Domestic students: \$9,741.89 per instalment for 3 minimum instalments, equivalent to \$29,225.67 in total
- International students: \$17,425.35 per instalment for 3 minimum instalments, equivalent to \$52,276.05 in total

Tuition for comparable programs (with a 2019W start)

UBC's Master of Management (Sauder School of Business, 16 months)

- Domestic: \$29,609.58
- International: \$44,997.18

UBC's Master of Business Administration (Sauder School of Business, M.B.A. 15 months) (similar learner segment with some years of industry experience)

- Domestic: \$48,448.96
- International: \$80,059.28

Appendix 1 – Tuition and Fee Assessment Details

Program Description: Master of Engineering Leadership (Part-Time option)

Anticipated Start Date: January 1, 2020

	Domestic	International
Tuition fees per instalment – Note 1	\$4,870.95	\$8,712.68
Minimum No. of Instalments	6	6
Continuing Fees per Instalment (assessed after 6 instalments)	\$760.80	\$8,712.68
Application Fees (Graduate) – Note 2	\$106.00	\$168.25
Non-Refundable Acceptance Deposit – Note 3	\$5,000.00	\$5,000.00

Note 1 – Proposed per instalment rate is half of approved 2019/20 per instalment rate for the Master of Engineering Leadership (full-time option) and meant to be aligned as such. Proposed tuition will be subject to annual increases as established by the university. Tuition and student fees are charged in three equal instalments payable in January, May and September.

Note 2 – This is the current fee for the 2020W application cycle and is subject to annual increases.

Note 3 – The non-refundable acceptance deposit will be applied towards the first tuition instalment.

APPENDIX 2: STUDENT SUBMISSIONS

There was a submission from the AMS.



Student Society
of UBC Vancouver

Submission to The UBC Board of Governors Regarding the Tuition for The Creation of a Part-Time Option for Master of Engineering Leadership Degrees in Urban Systems and Integrated Water Management April 8th, 2019

Dear Board of Governors,

This submission is made on behalf of the Alma Mater Society of UBC Vancouver (AMS) in response to the feedback request from the Vice President Students Office on tuition for the creation of a part-time studies option for two Master of Engineering Leadership degrees.

The proposed tuition is equivalent to the full-time MEL and MHLP programs, but will be divided into six payments instead of three payments. For 2020, the total tuition for domestic students is \$29,225.70 and \$52,276.08 for international students. There are no additional costs at this time.

This part-time option has been proposed due to the nature of applicants who apply into the specializations for the programs. Around 10% of feedback to the program have been questions asking about part-time studies. This part-time option would fill the gap for those who decline or defer admissions due to financial difficulties, while also allowing someone to remain at work full-time while completing their degree. Paying the same tuition as full-time students, a part-time student would also have full access to the same resources and activities. In the future, the part-time program may open up to more specializations.

The AMS appreciates that these opportunities are made available to both domestic and international students and that the part-time fees will total to the same amount as full-time fees. The AMS would like to stay informed about updates to scholarships that can be extended to part-time students versus full-time students. This funding will be important, along with advising municipalities and businesses to contribute to applicants' financial costs.

The AMS supports the creation of this addition to the MEL and MHLP programs. We appreciate the University for including student input in this process and look forward to its implementation and continued success of the students in it.

Sincerely,

Marium Hamid

President

AMS Student Society of UBC Vancouver

president@ams.ubc.ca