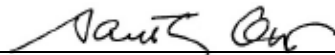


SUBJECT	EVOLUTION OF ACADEMIC AND NON-ACADEMIC STAFFING 2009-2018
MEETING DATE	JUNE 13, 2019

Forwarded on the Recommendation of the President

**APPROVED FOR
SUBMISSION**



 Santa J. Ono, President and Vice-Chancellor

FOR INFORMATION

Report Date	May 14, 2019
--------------------	--------------

Presented By Andrew Szeri, Provost and Vice-President Academic, UBC Vancouver
 Barbara Meens Thistle, Vice-President Human Resources
 Peter Smailes, Vice-President Finance and Operations
 Deborah Buszard, Deputy Vice-Chancellor and Principal, UBC Okanagan
 Ananya Mukherjee-Reed, Provost and Vice-President Academic, UBC Okanagan

EXECUTIVE SUMMARY

An analysis was completed at the request of the Board of Governors to identify how the University's faculty and staff complement changed in terms of size and composition in consideration of increased student enrolment. Key findings are as follows:

- UBCV Faculties experienced system-wide growth within the analysis period, students grew at 2.4% Compound Annual Growth Rate (CAGR), staff FTEs grew at 1% CAGR, and faculty FTEs grew at 0.86% CAGR.
- UBCO Faculties experienced system-wide growth within the analysis period, students grew at 6% CAGR, staff FTEs grew at 5% CAGR, and faculty FTEs grew at 2.5% CAGR.
- Student-to-faculty ratio increased for both UBCV and UBCO – from 18.9 student FTEs per faculty to 21.1 student FTEs for UBCV and from 19.3 student FTEs per faculty to 25.3 student FTEs for UBCO,
- Operational (staffing) models differ between UBCV and UBCO. At UBCV, Faculties' staffing support is decentralized such that each Faculty has its own staff assigned to support students and faculty members, whereas at UBCO, staffing support is centralized, most staffing support for both Faculties and Central Units are provided centrally. This is reflected in the student-to-staff ratios: at UBCV the student-to-staff ratios fluctuated around 12 – 13 student FTEs supported by one staff, while at UBCO the student-to-staff fluctuated between 57.8 – 72.4 student FTEs supported by one staff.
- The student demographic changed in the last 10 years. While domestic student enrolment remained flat, which was consistent with provincial government funding, increased international student enrolment enabled Faculties to provide additional support for student teaching and learning. The shifted student demographic and changes in student demand for programs resulted in some changes in average class sizes. However, the level of impact was not persistent and varied across the Faculties throughout the analysis period.
- All Faculties have strategic recruitment plans, with a strong focus on professoriate streams. In addition to the traditional renewal of faculty due to retirements, further opportunities are being actively explored to grow the professoriate.

Attachments

1. Report on the Evolution of Academic and Non-academic Staffing in Faculties

STRATEGIC CORE AREAS SUPPORTED

People and Places
 Research Excellence
 Transformative Learning
 Local / Global Engagement

DESCRIPTION & RATIONALE This is an in-depth analysis of academic and non-academic staffing and students in Faculties in UBCV and UBCO.

The Board of Governors has asked Administration to examine how staff, faculty and student complement in both campuses have changed in size, demographics, and complement over the period of 2009 to 2018, and to identify what the implications of student growth had on key institutional ratios.

Additionally, the Board of Governors has requested that the Administration provide a high-level perspective of student impact as a result of changing demographics as well as the approach on strategic faculty renewal.

CONSULTATION The analysis results have been shared with the Deans and Business Officers of relevant Relevant Units, Internal & External Constituencies Faculties in May 2019 to ensure definitions, assumptions, and FTE counts are aligned.

EVOLUTION OF ACADEMIC AND NON-ACADEMIC STAFFING IN FACULTIES REPORT

JUNE 2019



TABLE OF CONTENTS



Topic	Slide #
Executive Summary	3
Key Questions to be Addressed	4
UBC Faculties Overview <ul style="list-style-type: none">• UBCV• UBCO	5
Impact of Changing Student Demographics	22
What's Next	24
Appendices	26
Assumptions & Definitions	



EXECUTIVE SUMMARY

- **UBCV Faculties experienced system-wide growth** within the analysis period, students grew at 2.4% Compound Annual Growth Rate (CAGR), staff FTEs grew at 1% CAGR, and faculty FTEs grew at 0.86% CAGR.
- **UBCO Faculties experienced system-wide growth** within the analysis period, students grew at 6% CAGR, staff FTEs grew at 5% CAGR, and faculty FTEs grew at 2.5% CAGR.
- **Student-to-faculty ratio increased for both UBCV and UBCO** – from 18.9 student FTEs per faculty to 21.1 student FTEs for UBCV and from 19.3 student FTEs per faculty to 25.3 student FTEs for UBCO,
- **Operational (staffing) models differ between UBCV and UBCO. At UBCV, Faculties' staffing support is decentralized** such that each Faculty has its own staff assigned to support students and faculty members, whereas at **UBCO, staffing support is centralized**, most staffing support for both Faculties and Central Units are provided centrally. This is reflected in the student-to-staff ratios: at UBCV the student-to-staff ratios fluctuated around 12 – 13 student FTEs supported by one staff, while at UBCO the student-to-staff fluctuated between 57.8 – 72.4 student FTEs supported by one staff.
- The student demographic changed in the last 10 years. While domestic student enrolment remained flat, which was consistent with provincial government funding, increased international student enrolment enabled Faculties to provide additional support for student teaching and learning. **The shifted student demographic and changes in student demand for programs resulted in some changes in average class sizes. However, the level of impact was not persistent and varied across the Faculties throughout the analysis period.**
- All Faculties have strategic recruitment plans, with a strong focus on professoriate streams. In addition to the traditional renewal of faculty due to retirements, further opportunities are being actively explored to grow the professoriate.



KEY QUESTIONS TO BE ADDRESSED IN ANALYSIS

1. How have staff, faculty and student complement at UBCV and UBCO changed over the period 2009 – 2018 (analysis period)?
2. What is the impact of increased enrolment on faculty, students and staff – i.e. how have key institutional ratios of “student-to-faculty”, “student-to-staff” and “staff-to-faculty” changed?
3. What is the impact of changing demographics on students?
4. What is the plan for supporting deans to achieve faculty recruitment goals?



UBC FACULTIES OVERVIEW

1. How have staff, faculty and student complement in Faculties at UBCV and UBCO overall changed over the period 2009 – 2018 (analysis period)?
2. What is the impact of increased enrolment on faculty, students and staff – i.e. how have key institutional ratios of “student-to-faculty”, “student-to-staff” and “staff-to-faculty” changed?

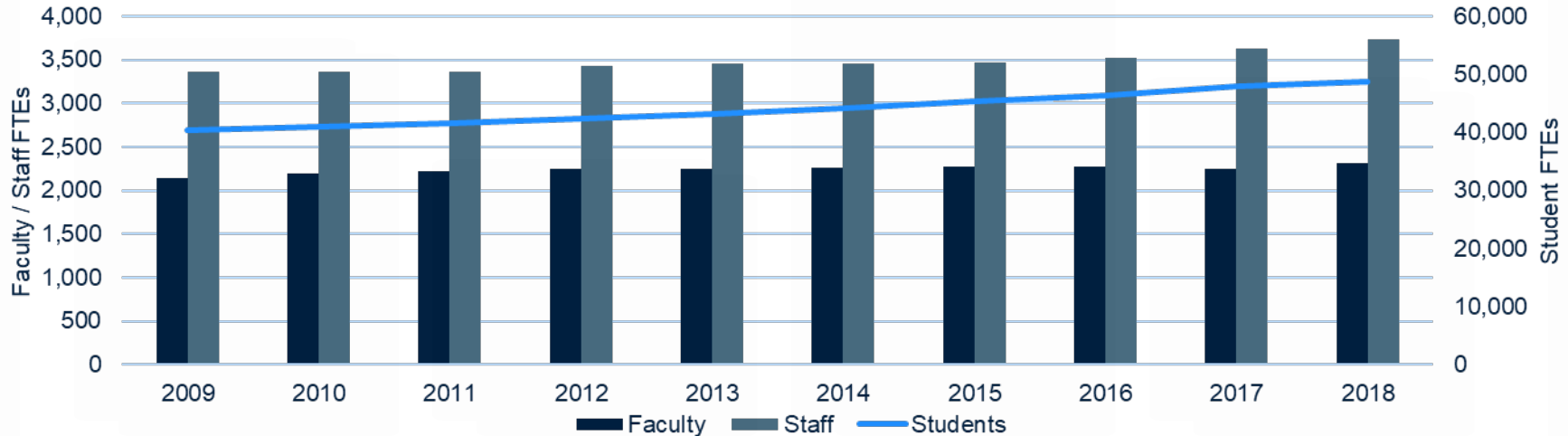
UBCV OVERVIEW



UBCV OVERVIEW – FACULTY, STAFF AND STUDENT CHANGES



Faculty, Staff and Students in Faculties (UBCV)



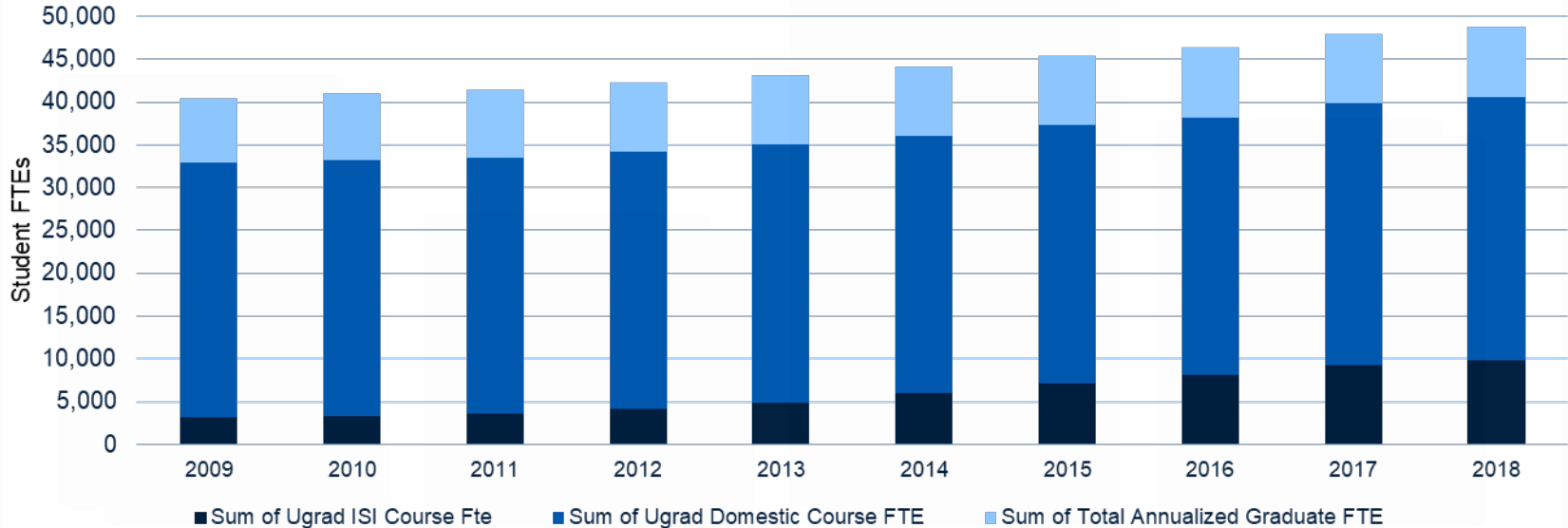
- Faculty FTEs grew over the analysis period, increasing approximately 8% (171 FTEs) overall, with limited year-over-year changes.
- Staff FTEs increased over the analysis period, at an average rate of 1% per year, resulting in an overall increase of approximately 11% (375 FTEs).
- Student FTEs grew at an average rate of 2.4% per year over the analysis period, from approximately 40,000 students to close to 50,000 students.

NOTE: Totals reported are FTEs not headcount, student FTEs include undergraduate and graduate students only. For undergraduate students, totals are reported as student course taught FTE. For graduate students, totals are reported as annualized FTE.
NOTE: Faculty FTEs includes only professoriate, educational leadership, lecturers and sessional lecturers. Non-tenure stream professors and instructors, adjunct and visiting professors, and clinical faculty and fellows are not included.



UBCV OVERVIEW – STUDENT ENROLMENT

Student Enrolment (UBCV)



- Domestic undergraduate student enrolment remained relatively flat over the analysis period, increasing 3% (1,021 FTEs) overall.
- International undergraduate student enrolment increased over the analysis period, growing at an average rate of 14%, resulting in an overall increase of 211% (6,703 FTEs).
- Graduate student enrolment remained relatively flat over the analysis period, growing at an average rate of 1%, resulting in a total growth of 9% (660 FTEs).

NOTE: Where the word "international" is referencing undergraduate FTEs, it means "ISI students" who pay full-fee tuition and are not reportable to government. Incoming exchange students, for instance, are international but not ISI and are reported as domestic enrolment here.

UBCV OVERVIEW – FACULTY BY RANKS



Tier Description	FTE by Year - All Funds - Vancouver Campus										
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	
Senior Academic Leaders											
Deans	9	10	10	10	11	12	12	11	11	12	
Other Senior Academic Leaders	2	3	3	4	4	4	4	4	3	5	
Total - Senior Academic Leaders	11	13	13	14	15	16	16	15	14	17	
Academic Leaders											
Associate/Vice Deans(InclActg)	25	26	24	27	26	27	29	28	29	28	
Heads and Directors(InclActg)	48	45	43	41	39	40	40	39	39	39	
Other Academic Managers ¹	7	6	6	35	104	99	72	71	73	75	
Total - Academic Leaders	80	77	73	103	169	166	141	138	141	142	
Subtotal - Academic Leadership	91	90	86	117	184	182	157	153	155	159	
Professoriate											
Full Professors	844	882	921	941	956	961	971	983	965	967	
Associate Professors	606	620	642	615	618	595	576	552	539	546	
Assistant Professors	439	428	376	372	345	336	322	311	322	332	
Total - Professoriate	1,889	1,930	1,939	1,928	1,919	1,892	1,869	1,846	1,826	1,845	
Educational Leadership											
Professor of Teaching	-	-	-	5	9	13	18	23	24	25	
Senior Instructor	90	89	96	94	91	98	113	111	116	113	
Instructor	41	56	57	65	71	70	58	57	59	76	
Total – Educational Leadership	131	145	153	164	171	181	189	191	199	214	
Librarians											
Librarians	76	82	88	86	78	70	76	78	79	77	
Total - Librarians	76	82	88	86	78	70	76	78	79	77	
Short-Term Appointments											
Lecturer	120	114	133	149	163	191	210	233	229	252	
Sessional/ Sessional Lecturer	261	259	231	226	208	199	190	178	183	177	
Total – Short-Term Appointments	381	373	364	375	371	390	400	411	412	429	
Subtotal – Professoriate, Educational Leadership, Librarians, and Short-Term Appointments	2,477	2,530	2,544	2,553	2,539	2,533	2,534	2,526	2,516	2,565	

NOTE: FTEs include faculty paid from all funds, which includes operating, research, capital, endowment, award, and special purpose funds. For the full list of assumptions made to derive the FTE counts above, please reference Appendix.

¹: Academic Administrators, Assistant Dean (faculty only), Acting Assistant Dean (faculty only). As of 2012 a new category "Academic Administrators" was created, prior to this period faculty were reported under their legacy faculty appointment with honorarium.

NOTE: Staff, unless otherwise stated, is inclusive of all FTEs from all funding sources – including operating, research, capital, endowment, award, and special purpose funds. Each career cluster includes both unionized and non-unionized jobs.



UBCV OVERVIEW – STAFF IN FACULTIES BY CAREER CLUSTERS

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	10 Year Change
Academic	-	0	0	0	0	0	1	0	0	0	0
Business and Administration	813	846	867	901	921	920	912	926	966	1,009	196
Community, Life & Well-being	72	73	68	67	70	76	78	81	96	104	32
Facilities & Planning	12	11	12	13	15	15	15	19	19	23	10
Information Technology	251	260	264	267	249	240	241	239	244	239	(12)
Learning	534	573	598	639	676	704	736	762	803	844	310
Other	15	16	16	23	22	25	26	33	34	37	22
Research and Innovation	1,659	1,581	1,538	1,519	1,500	1,471	1,453	1,467	1,468	1,476	(183)
Grand Total	3,357	3,360	3,364	3,429	3,454	3,452	3,462	3,527	3,631	3,732	375

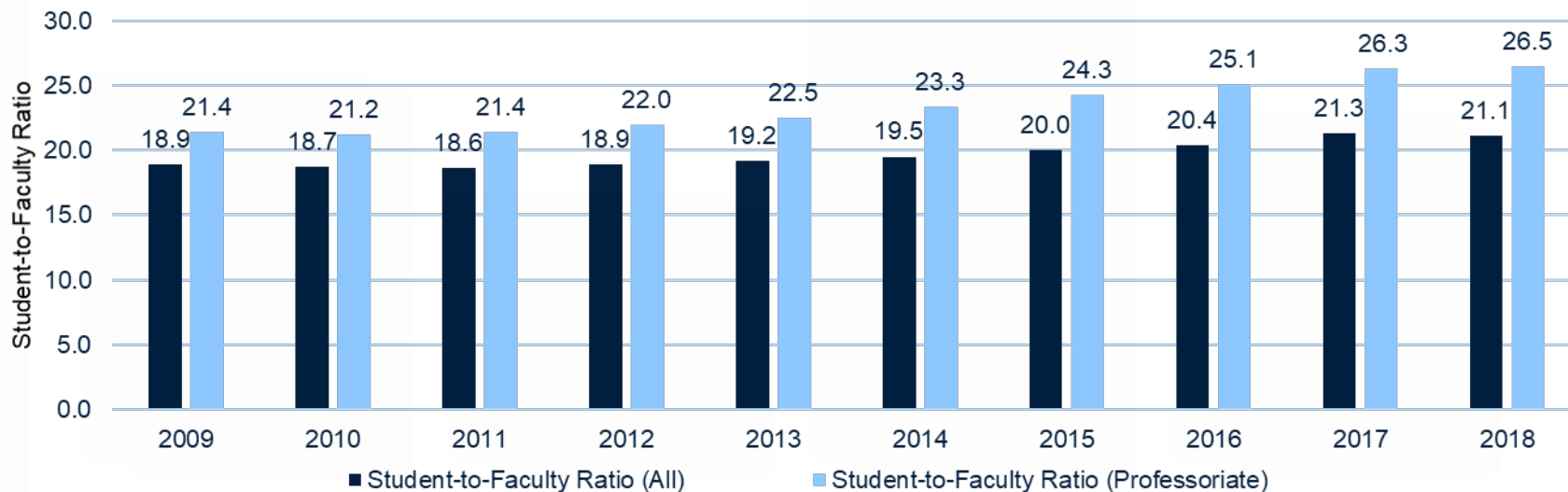
Staff changes occurred in three key career groups – Business and Administration, Learning, and Research and Innovation.

- Business and Administration category increased by 24% (196 FTEs), with the largest changes observed in Faculty of Medicine, Arts, Science APSC, and Sauder – supporting additional work across accounting and finance, business development to enhance / extend university programs to increase revenue, human resources (recruitment, compensation, employee relations, training and development), and information services / communication.
- Learning category increased by 58% (310 FTEs) across almost all Faculties, with staff developing and delivering course and curriculum in educational programs, and providing student support in Faculties, including student recruitment, admission, and student advising.
- Research and Innovation decreased by 11% (183 FTEs), observed most prominently in Faculty of Medicine, Science, Arts and Forestry, due to decreases in laboratory assistants, research technicians and assistants, and engineering technicians and assistants. Additionally, there were some contractions in Research Funding received (most notably due to changes in funding allocation model of the Canadian Institutes of Health Research) in the last 10 years, which may also have contributed to the decline.

UBCV KEY RATIOS – STUDENT TO FACULTY



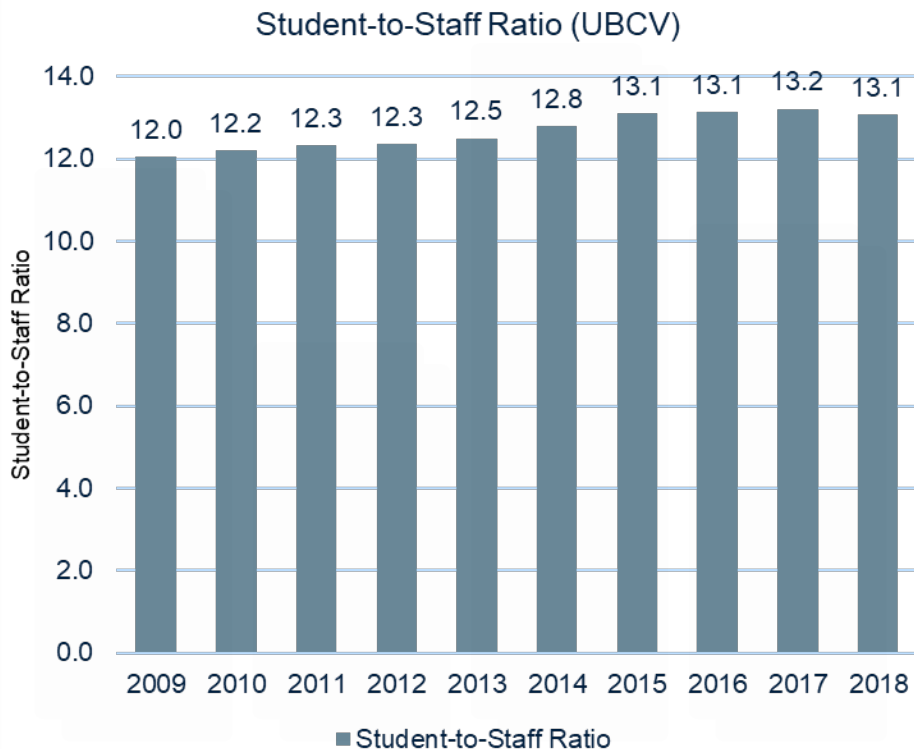
Student-to-Faculty Ratios (UBCV)



- An increase of approximately 12% was observed in the student-to-faculty (all) ratio, increasing from 18.9 student FTEs per faculty to 21.1 student FTEs. This differential was due to the fact that student FTEs grew at an average rate of 2.4% per year, while faculty FTE grew at a rate of 0.39% per year over the analysis period.
- An increase of approximately 20% was observed in the student-to-faculty (professoriate) ratio, increasing from 21.4 student FTEs per professoriate to 26.5 student FTEs. This differential was due to the fact that professoriate FTEs decreased at an average rate of 0.25% per year, while student FTEs increased by 2.4% per year over the analysis period.

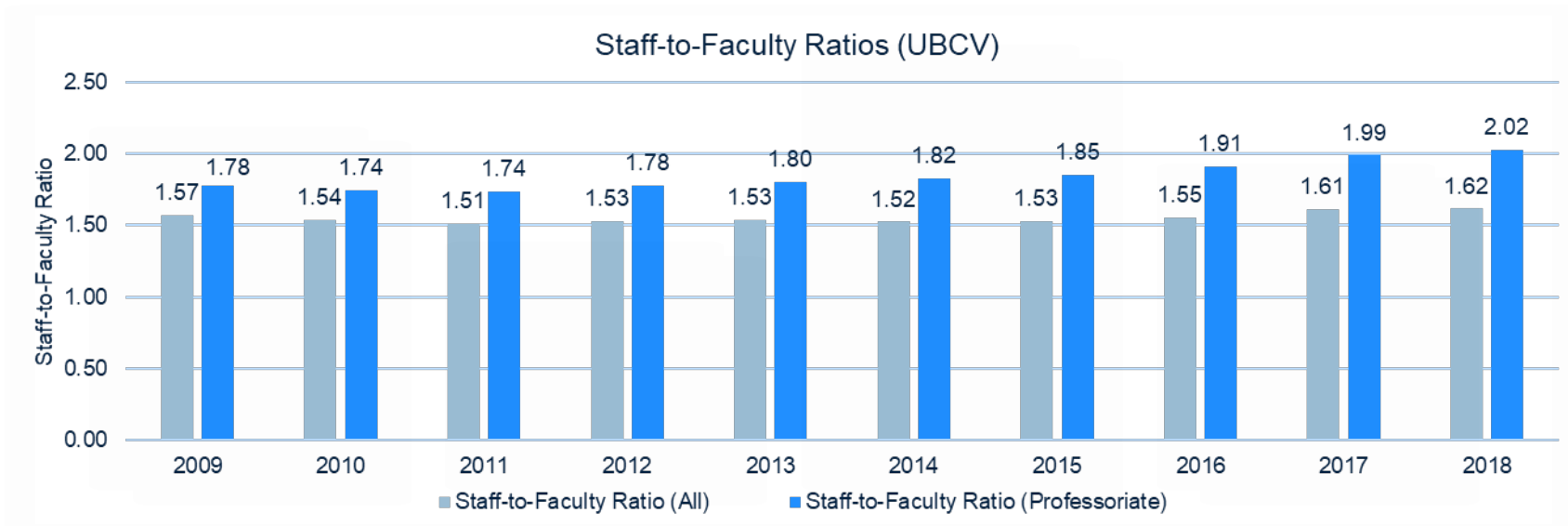
NOTE: In alignment with the U15 definitions, sessional lecturers are not included in the calculation for student-to-faculty (all) ratio.

UBCV KEY RATIOS – STUDENT TO STAFF



- Student to staff ratio increased over the analysis period.
- In 2009, 1 staff supported approximately 12 student FTEs, and while student enrolment increased by around 20%, the staff FTEs grew 11% in the last 10 years.
- This resulted in the ratio to increase such that 1 staff supports approximately 13 student FTEs at the end of the analysis period.

UBCV KEY RATIOS – STAFF TO FACULTY



- Staff-to-faculty ratio (all) remained relatively constant throughout most of the analysis period, fluctuating around 1.55 staff FTEs per faculty. In 2017 and 2018, the ratio increased to approximately 1.62 staff FTEs per faculty due to an increase in staff supporting Learning initiatives and Business and Administration work throughout the Faculties.
- Staff-to-faculty ratio (professoriate) followed a similar trend as that staff-to-faculty ratio (all), however, the growth in professoriate ranks was not as rapid as the growth in other faculty streams, the ratio increased from 1.78 staff FTEs per professoriate to 2.02 staff FTEs at the end of the analysis period.

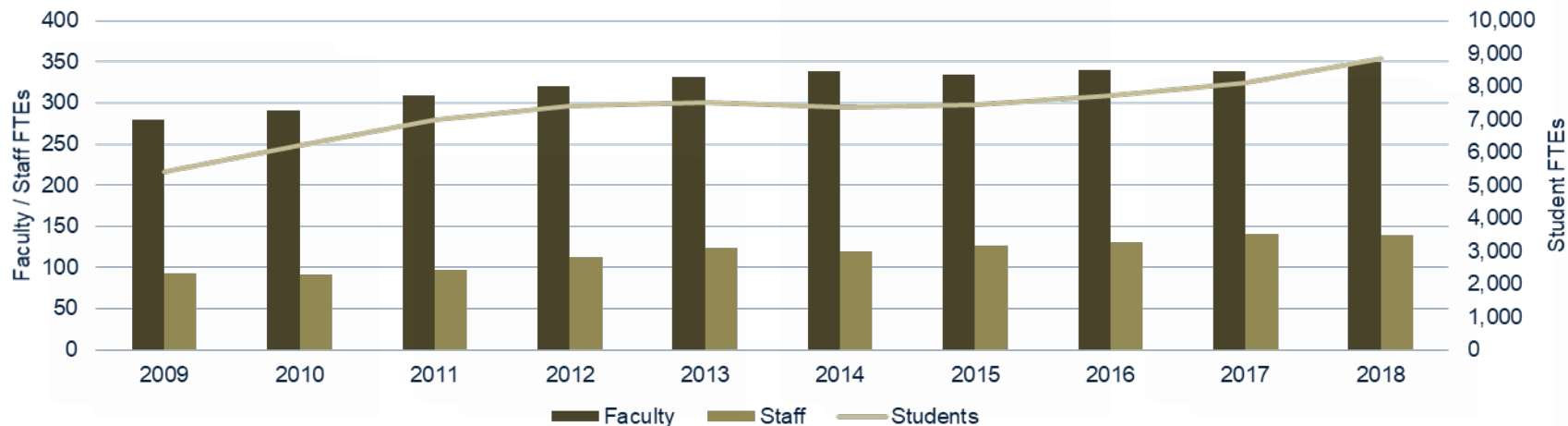
UBCO OVERVIEW



UBCO OVERVIEW – FACULTY, STAFF AND STUDENT CHANGES



Faculty, Staff and Students in Faculties (UBCO)



- Faculty FTEs grew over the analysis period, increasing at an average rate of 2.5% each year, resulting in an approximate increase of 25% (71 FTEs) overall.
- Staff FTEs increased over the analysis period, rising at an average rate of 5% per year, approximately 50% (46 FTEs) were added to the staff complement during the analysis period.
- Student FTEs experienced two periods of growth – 2009 to 2011 and 2016 to 2018. The overall student FTEs increased by approximately 64% (3452 FTEs).

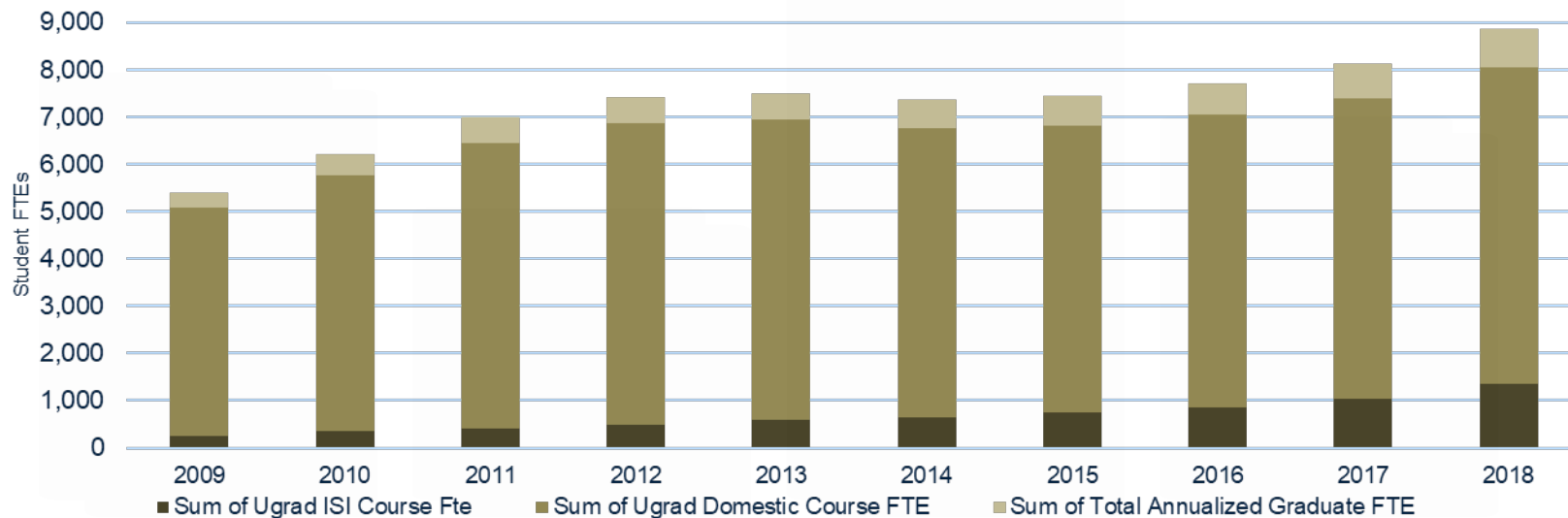
NOTE: Totals reported are FTEs not headcount, student FTEs include undergraduate and graduate students only. For undergraduate students, totals are reported as student course taught FTE. For graduate students, totals are reported as annualized FTE.

NOTE: Faculty FTEs includes only professoriate, educational leadership, lecturers and sessional lecturers. Non-tenure stream professors and instructors, adjunct and visiting professors, and clinical faculty and fellows are not included in the tally.

UBCO OVERVIEW – STUDENT ENROLMENT



Student Enrolment (UBCO)



- Domestic undergraduate student enrolment increased higher in 2009 and 2010 compared to the rest of the analysis period. Increasing at an average rate of 4% per year, domestic students observed approximately 39% (1,875 FTES) growth overall.
- International undergraduate student enrolment increased over the analysis period, growing at an average rate of 21% per year, international students increased by 442% (1,101 FTEs).
- Graduate student enrolment followed a similar trend to that of domestic undergraduate students. Increasing at an average rate of 11% per year, graduate students increased by 145% (475 FTEs) overall.

NOTE: Where the word "international" is referencing undergraduate FTEs, it means "ISI students" who pay full-fee tuition and are not reportable to government. Incoming exchange students, for instance, are international but not ISI and are reported as domestic enrolment here.

UBCO OVERVIEW – FACULTY BY RANKS



Tier Description	FTE by Year - All Funds - Okanagan Campus										
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	
Senior Academic Leaders											
Deans	3	5	4	5	5	3	4	3	3	4	
Other Senior Academic Leaders	0	0	0	0	0	0	0	0	0	0	
Total - Senior Academic Leaders	3	5	4	5	5	3	4	3	3	4	
Academic Leaders											
Associate/Vice Deans(InclActg)	3	4	4	3	3	4	5	5	5	5	
Heads and Directors(InclActg)	8	6	8	8	8	8	8	7	7	7	
Other Academic Managers ¹	0	0	0	0	1	1	1	2	3	3	
Total - Academic Leaders	11	10	12	11	12	13	14	14	15	15	
Subtotal –Academic Leadership	14	15	16	16	17	16	18	17	18	19	
Professoriate											
Full Professors	20	20	24	27	31	39	43	48	52	58	
Associate Professors	135	145	150	158	158	159	158	157	149	147	
Assistant Professors	108	106	102	96	93	83	70	64	63	61	
Total - Professoriate	263	271	276	281	282	281	271	269	264	266	
Educational Leadership											
Professor of Teaching	0	0	0	0	0	1	1	1	1	3	
Senior Instructor	3	3	3	14	17	16	18	24	27	31	
Instructor	12	16	24	16	19	21	21	20	19	13	
Total – Educational Leadership	15	19	27	30	36	38	40	45	47	47	
Librarians											
Librarians	5	6	7	9	7	9	10	10	11	12	
Total librarians	5	6	7	9	7	9	10	10	11	12	
Short-Term Appointments											
Lecturer	2	2	7	10	14	21	24	27	29	38	
Sessional/ Sessional Lecturer	21	18	25	34	33	23	30	25	31	26	
Total – Short-Term Appointments	23	20	32	44	47	44	54	42	62	64	
Subtotal – Professoriate, Educational Leadership, Librarians, and Short-Term Appointments	306	316	342	364	373	372	375	376	382	389	

NOTE: FTEs include faculty paid from all funds, which includes operating, research, capital, endowment, award, and special purpose funds. For the full list of assumptions made to derive the FTE counts above, please reference Appendix.

¹ Academic Administrators, Assistant Dean (faculty only), Acting Assistant Dean (faculty only). As of 2012 a new category "Academic Administrators" was created, prior to this period faculty were reported under their legacy faculty appointment with honorarium.



UBCO OVERVIEW – STAFF IN FACULTIES BY CAREER CLUSTERS

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	10 Year Change
Academic	-	-	-	-	-	-	-	-	-	-	-
Business and Administration	38	36	42	50	54	52	55	60	65	63	25
Community, Life & Well-being	-	-	-	-	-	-	1	-	-	-	-
Facilities & Planning	-	-	-	-	-	-	-	-	-	-	-
Information Technology	-	1	1	1	-	-	-	-	-	-	-
Learning	11	16	23	25	26	30	34	37	39	40	28
Other	3	3	4	3	2	3	3	2	2	2	(1)
Research and Innovation	40	37	27	33	41	35	32	32	35	33	(7)
Grand Total	92	92	97	112	123	119	126	131	141	138	46

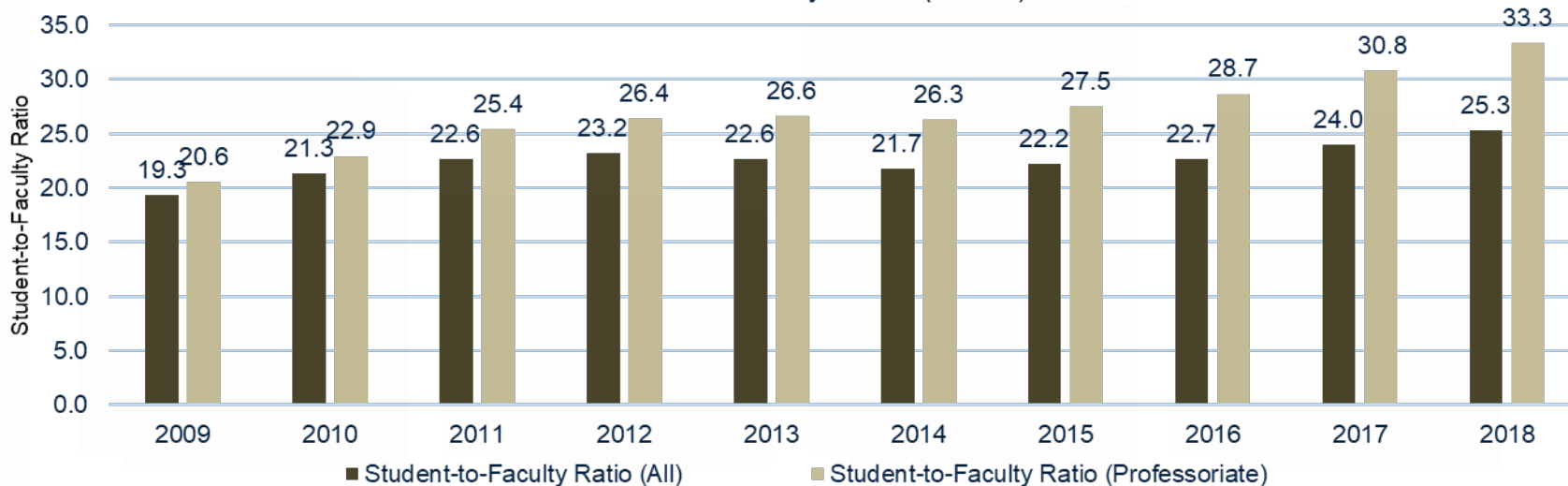
Staff changes occurred in two key career groups – Business and Administration, and Learning.

- Business and Administration category increased by 67% (25 FTEs), with changes observed across all Faculties supporting additional administration responsibilities.
- Learning category increased by 248% (28 FTEs), most prominently observed in Barber School of Arts & Sciences, with staff supporting new educational programming and providing student support in student recruitment, admission and student advising.

UBCO KEY RATIOS – STUDENT TO FACULTY



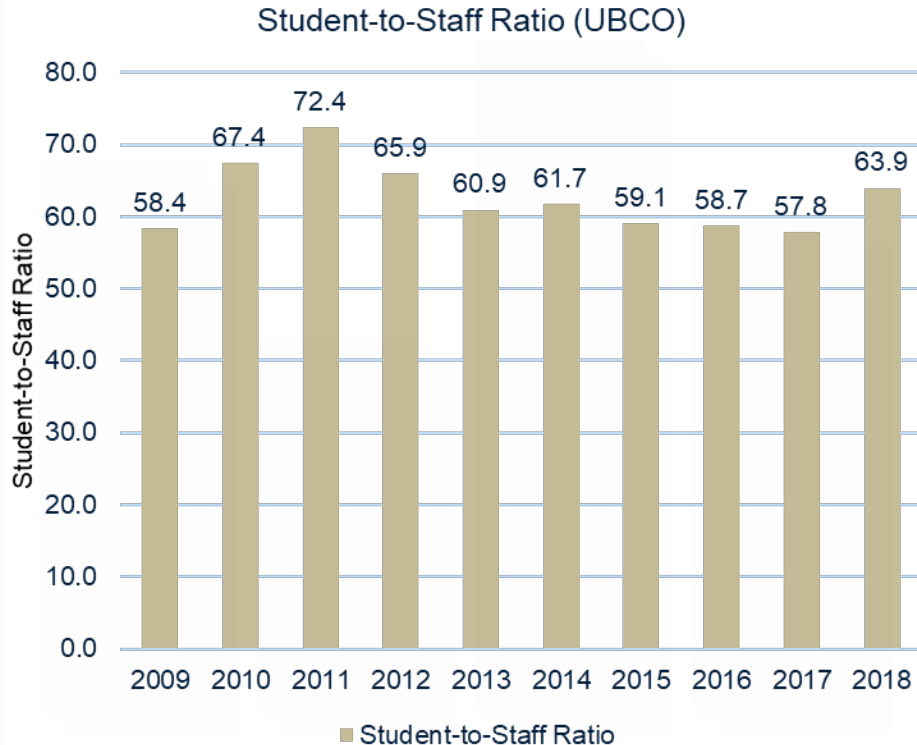
Student-to-Faculty Ratios (UBCO)



- An increase of approximately 31% was observed in the student-to-faculty (all) ratio, increasing from 19.3 student FTEs to 25.3 student FTEs. This differential was due to the fact that student FTEs grew at an average rate of 6% per year, while faculty FTEs grew at an average rate of 3% per year over the analysis period.
- An increase of approximately 64% was observed in the student-to-faculty ratio (professoriate), increasing 20.6 student FTEs per professoriate to 33.3 student FTEs. This differential was due to the fact that despite some fluctuations in professoriate FTEs, it observed almost no growth by the end of the analysis period while student FTEs increased by 64% overall.

NOTE: In alignment with the U15 definitions, sessional lecturers are not included in the calculation for student-to-faculty (all) ratio.

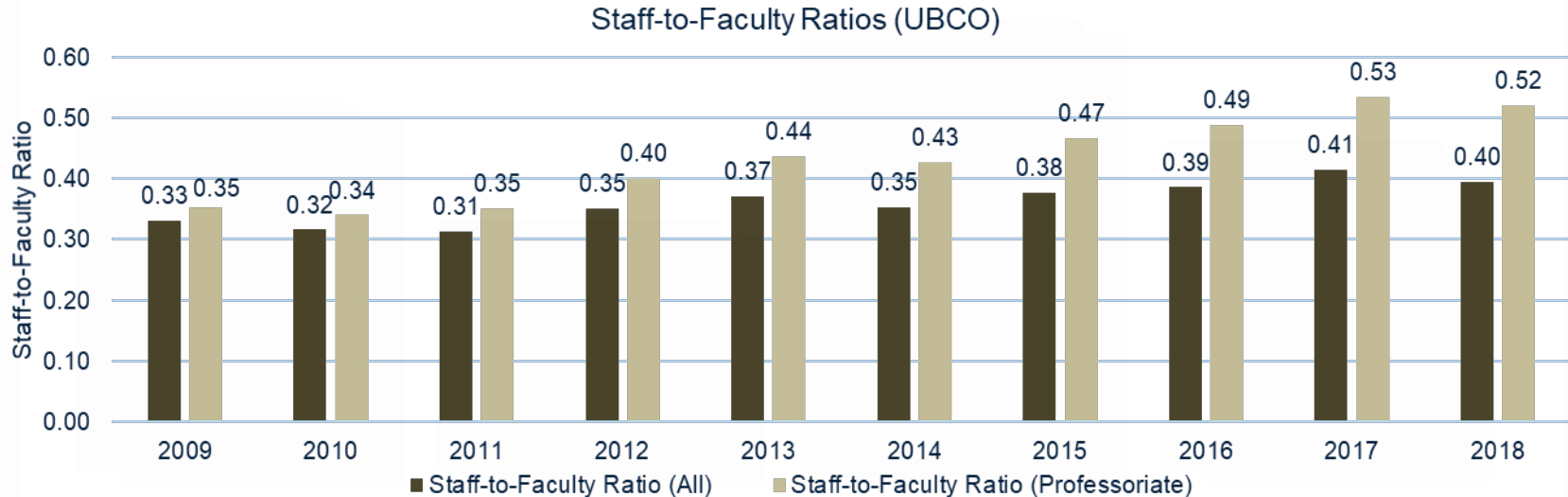
UBCO KEY RATIOS – STUDENT TO STAFF



Some fluctuations were observed in the student-to-staff ratio during the analysis period. Note centralized staff not included here.

- Between 2009 to 2011, the ratio trended upwards due to larger increases in student enrolment – the ratio increased from one staff supporting 58.4 student FTEs to 72.4 student FTEs by 2011.
- Between 2012 to 2017, as the number of staff increased and student enrolment increased at a slower pace, the ratio trended down to that similar to the beginning of the analysis period of 57.8 student FTEs per staff.
- In 2018, as the number of staff decreased while student FTEs continued to increase, the ratio increased to one staff supporting approximately 63.9 student FTEs.

UBCO KEY RATIOS – STAFF TO FACULTY



- Note centralized staff not included here.
- Staff-to-faculty ratio (all) trended up during the analysis period. The ratio increased from approximately 0.33 staff FTE per faculty to 0.40 staff FTE due to an increase in staff supporting Learning initiatives and Business and Administration work throughout the Faculties.
- Staff-to-faculty ratio (professoriate) followed a similar trend, but with higher increases, as that of staff-to-faculty ratio (all). The growth in professoriate ranks was not as rapid as the growth in other faculty streams, the ratio increased from 0.35 staff FTE per professoriate to 0.52 staff FTE at the end of the analysis period.

STUDENT DEMOGRAPHIC CHANGES AND IMPACT



1. What is the impact of changing demographics on students?

UNDERGRADUATE STUDENT DEMOGRAPHIC CHANGES AND IMPACT



- Over the last 10 years – undergraduate student demographics have changed in a number of Faculties due to the increase in international student enrolment. Domestic student enrolment fluctuated year-to-year but remained flat over the last decade as government funding continued to be unchanged. The CAGR for domestic students were 0.3% and 4% for UBCV and UBCO respectively, while the CAGR for international students were 14% and 21% for UBCV and UBCO respectively.
- Overall, the international student composition increased from approximately 8% in 2009 to 20% in 2018, and 5% in 2009 to 15% in 2018 for UBCV and UBCO respectively. The increase in international students provided additional revenue and opportunities for Faculties to provide more support in student teaching and learning.
- Unfunded compensation increases for faculty members (to maintain existing complement and net new hires) was the largest incremental revenue spend category, and despite somewhat unchanged levels of professoriate, instructional faculty FTEs increased across almost all Faculties in order to deliver increased teaching requirements as a result of increased student body.
- 310 staff FTEs in UBCV and 28 staff FTEs in UBCO were added across Faculties to support the development and delivery of course and curriculum in existing and new educational programs, and to provide additional student support in Faculties, including student recruitment, admission, counseling and advising.
- Growth of the undergraduate student population resulted in changes in average lecture sizes, however, the impact was variable, both year over year, and Faculty by Faculty.

WHAT'S NEXT



1. What is the plan for supporting deans to achieve faculty recruitment goals?

SHORT-TERM AND LONG-TERM FACULTY RECRUITMENT PLANS



- Faculties have plans to grow tenure stream faculty, particularly those in the professoriate.
- As part of the annual budget process, Deans present hiring plans to the Provosts. Since November 1st, 2018, 40 tenure streamed faculty members (approximately 30 in the professoriate stream were added to the UBCV campus.)
 - The largest growth was observed in Faculties of Arts, Applied Science, Science, Education, and Medicine – the latter two Faculties supported by the Excellence and Operating Fund.
 - Over the same period, four professoriate positions were created at UBCO.
- In addition to the traditional renewal of faculty due to retirements and attritions, further opportunities exist to grow the professoriate and there is active exploration on how this may be achieved.

APPENDIX





KEY ASSUMPTIONS

- All student, staff and faculty counts are Full-Time Equivalents (FTE) and not headcount.
- All annual HR data extracted were a “snapshot” of the staffing complement as of November 1st of each year and include funding from operating, research, capital, endowment, awards and special purpose funds.
- Financial totals are stated on a fiscal year basis and include operating funds only. Where totals are stated on an incremental basis, they are calculated as the difference between 2018/19 and 2013/14. Totals reflect approved actuals and are valid as of 31 March (year-end) of each fiscal year.
- Financial data is stated on a fiscal year basis (April to March) and FY19 is based on the forecast as of FY18 Q4.
- Unless otherwise stated, undergraduate students are defined as domestic and international undergraduate students. Totals reported are FTEs not headcount. For undergraduate students, totals are reported as student **course taught FTE**. For graduate students, totals are reported as **annualized FTE**.
- Student totals are stated on a fiscal year basis, and include corresponding summer session activity (valid as of August 1st of each year) and winter session activity (as of March 1st of each year).
- Staff FTEs are defined as active and paid leave appointments only (active and leave with pay); suspended and unpaid leaves are excluded (retired, retired with pay, terminated, and terminated with pay).
 - Totals reported are FTE and are valid as of November 1st of each year.
 - Totals, unless otherwise stated, include ranks in the following groups: management & professional, unionized, and non-unionized.
 - Totals include all funding sources, including: operating, research, and other sources.



KEY ASSUMPTIONS

- Faculty FTEs are defined as active and paid leave appointments only (active and leave with pay); suspended and unpaid leaves are excluded (retired, retired with pay, terminated, and terminated with pay).
 - Totals reported are FTE and are valid as of November 1st of each year.
 - Faculties who are on unpaid leave, e.g. industry terms, have been excluded from the FTE counts
 - Faculty with concurrent appointments (e.g. Head and Director) have FTE assigned proportionally between each rank.
 - Faculty with joint appointments (e.g. split between 2 Faculties) have FTE assigned proportionally based on compensation between each Faculty
 - The FY19 faculty totals have not captured any additional hires that joined the Faculties as of November 1st, 2018, and also do not capture any future hires that will be joining the Faculties in 2019 and beyond.
 - Professoriate include the following ranks: full professor, associate professor, and assistant professor.
 - Educational leadership include the following ranks: professor of teaching, senior instructor, and instructor.
 - Short-term appointments include the following ranks: 12-month lecturers and sessional lecturers.
- U15 Universities refer to the U15 Group of Canadian Research Universities, an association of 15 Canadian public research universities, including UBC. Where stated, a U15 comparable definition for teaching ratios has been applied at the UBC system, Faculty, and Department level. That is, only the following faculty are included in the ratio: professoriate faculty, educational leadership faculty, and 12-month lecturers. Sessional lecturers and other short-term faculty ranks are excluded. Undergraduate student course taught and graduate annualized FTE are included in the ratio.
- Calculation: $(\text{Undergraduate course taught FTE} + \text{graduate annualized FTE}) / (\text{Professoriate faculty FTE} + \text{educational leadership FTE} + \text{12-month Lecturers})$