



SUBJECT	TUITION DISCUSSION PREVIEW / CONSULTATION PROCESS
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MEETING DATE	SEPTEMBER 24, 2019
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Approved for Submission

Forwarded on the Recommendation of the President

Santa J. Ono, President and Vice-Chancellor

### FOR INFORMATION

Report Date	August 29, 2019
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Presented By Ainsley Carry, Vice-President Students  
Andrew Szeri, Provost and Vice-President Academic, UBC Vancouver  
Deborah Buszard, Deputy Vice-Chancellor and Principal, UBC Okanagan  
Peter Smailes, Vice-President Finance & Operations  
Ananya Mukherjee Reed, Provost and Vice-President Academic, UBC Okanagan

## EXECUTIVE SUMMARY

Under the Guidelines of Policy LR4, UBC Vancouver and UBC Okanagan Provosts, the Vice-President Students and the Deputy Vice-Chancellor jointly conduct a consultation process to communicate the rationale and principles underlying the 2020-2021 tuition proposal. The consultation is scheduled for October 1, 2019 to October 31, 2019.

The student consultation process includes the following components:

- Meetings with the elected student leadership of the Alma Mater Society (AMS) and Graduate Student Society (GSS) on UBC's Vancouver campus, and the Students' Union on UBC's Okanagan campus to inform them of the University's budgeting process, benchmarking approach, and ongoing operational considerations that contribute to annual tuition rate decisions. **This was accelerated, per the June BoG recommendation, and completed on July 29, 2019**
- The development of content that reflects the same depth of information shared with Student Leadership, for consumption by the student body during the consultation process. **This background content is currently in a final draft form, pending BoG feedback, and a decision on proposed rate increase**
  - This year's content is a significant improvement over previous consultations, and includes the following: Background on what the consultation is, answers to previous FAQ during tuition consultations, overview of benchmarking process and considerations; how UBC tuition compares to peer institutions; how funds are allocated to improvements to the student experience both centrally and the big four faculties, and links to financial support options in accordance with Policy LR10
- The consultation will be promoted through all available student channels, both in a proactive manner and by putting awareness where students engage regularly with the University (i.e. SSC). **The communications strategy is driven by best practices in accordance with Policy LR4**
- In addition, this year our goal is to improve and streamline the process of data collection throughout the consultation process. We've engaged the University's P.A.I.R. team to provide their expertise in this regard

In conjunction with the tuition consultation process, a financial assessment of current UBC domestic and international tuition fees has been undertaken including tuition rates relative to Canadian and similarly ranked international peers, financial support provided to UBC students and scenario modelling of the financial impact of a range of domestic and international tuition rate increases. Finally, a potential tuition proposal has been included to increase tuition at the same rate as last year but if the University's operating surplus is in excess of \$10m (0.5%) the Administration proposes to direct \$7.9m (the projected incremental domestic student tuition increase in 2020/21) to student priorities.

**Attachments:**

1. Student Consultation Schedule and Content Overview, including:
    - Policy LR4: Consultation with students about tuition and mandatory fees - Procedures
    - Schedule and timelines
    - Consultation Content
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# Policy LR4: Consultation with students about tuition and mandatory fees: Procedures



## 2. Constituents

**2.2.** For Tuition and Mandatory Fees that apply across multiple Faculties, the Responsible Executive will consult with the Alma Mater Society of the University of British Columbia, the Graduate Student Society of UBC Vancouver, and the University of British Columbia Students' Union Okanagan, as appropriate, and in addition, may consult more broadly with the general student body

## 5. Consultation Process for General Increases to Tuition and Mandatory Fees that Apply Across Multiple Faculties

**5.1** - The Responsible Executive will establish a schedule of formal meetings and mechanisms for the consultation process(es) that will take into consideration comments from the Elected Student Leadership and will be guided by best practices. The schedule will allow sufficient time for students and the Elected Student Leadership to respond in an informed manner



# SCHEDULE AND TIMELINES

# Timeline



This timeline reflects the process of communicating the tuition consultation, and may not include all touchpoints with AMS, GSS, BoG, etc.

## Aug 1: Complete

VP Academic provides details and rationale on UBC tuition fee allocation  
VP Students provides engagement platform and final schedule for consultation

**Sept 15:**  
VP Students uploads approved tuition consultation content website, and preps awareness messaging within student systems

**Oct 31:**  
VP Students messages close of the tuition process and, if available, provides data on engagement levels to student body

## -Dec 5:

BOG meeting – fee decision made

## -Dec 15:

Upload Board Report + Update Consultation Response (FAQ) on tuition consultation site. Communicate results to students

**w/o Aug 5: Complete**  
VP Students facilitates consultation meeting with AMS, GSS, UBCSUO on fee increases

**Oct 1-30:**  
VP Students launches consultation website and update current student systems with tuition consultation awareness messaging

**w/o Nov 4:**  
VP Students facilitates consultation update meeting with AMS, GSS, UBCSUO on collected student feedback – to help inform Elected Student Leadership if they wish to provide written comments for the BOG through the VP Students

**Q1 2020:**  
Update current student systems with updated tuition fees (completed when the Academic Calendar is updated)

## -Nov 15:

Submission deadline for tuition consultation BOG documents, prepared by VP Academic and VP Students

\*dates are approximate at this stage

# Proposed Tuition Consultation Schedule

## Oct 1-30



The following timeline reflects the tactics available for raising awareness of the tuition consultation among the student body.

### Communications Tactics:

1. Ensure students receive both announcement **and** reminder email delivered to their inbox. Previous years only included consultation opening email
2. Aligned with best practices in modern communications, rather than receiving multiple messages with the same content, ensure the tuition consultation awareness messaging is visible on the two most highly trafficked student websites throughout month of October
3. Encourage Elected Student Leadership (AMS/GSS/UBCSUO) to leverage their channels and direct email capability to their student constituencies

# Proposed Timeline – October 1-30, 2019



## Week 1:

UBC Broadcast Email sent to all students informing them of consultation open, and directing them to tuition consultation site

Supporting social media awareness promotion on central student communications channels announcing consultation opening

## Week 2/3:

Recommend AMS/GSS/UBCSUO send email to their constituents encouraging them to participate in the tuition consultation ([new recommendation](#))

Recommend faculty-based student communicators, and student engagement officers, to send message to their constituents encouraging them to participate in the tuition consultation ([new recommendation](#))

## Week 4:

UBC reminder Broadcast email sent to all students informing them of consultation closure date, and to encourage feedback in advance ([new tactic for this year](#))

Supporting social media awareness promotion on central student communications channels reminding students that consultation will close this week ([new tactic](#))

## All month:

'SSC Headlines' updated with permanent messaging for the month of October – messaging to focus on ensuring students are aware of the consultation, and will link to tuition consultation website. The SSC (UBC Student Service Centre) is the UBC student portal for registration/enrolment, fees, grades. This is the core transactional portal students use to engage with the university. ([new tactic for this year](#))

Update central current students site ([students.ubc.ca](http://students.ubc.ca)) with permanent messaging for the month of October – messaging to mimic the messaging available on the SSC. Last year between Oct 1-30, [students.ubc.ca](http://students.ubc.ca) received over 640,000 page views. Recommend UBC-O does the same for their student site, if they have the functionality available ([new tactic for this year](#))



# CONSULTATION CONTENT

# Objectives shaping consultation website content design



## Consultation content and engagement objectives

Address some of the most frequently asked student questions/comments collected during past tuition consultations up-front

Collect data more efficiently, and seek ways to collect data/feedback that is new, and can help inform future budgeting decisions related to the student experience

## Actions taken for 2020-2021 cycle

**Action:** Last year, for the first time, we provided answers to the most FAQ after the close of last year's consultation. We will update those responses to reflect latest information, and surface that within the opening copy of this years tuition consultation

**Action:** Engage PAIR team to bring their expertise to question development and data collection – moving away from a single-open comment field that provided little context to what we were asking feedback on

# Objectives shaping consultation website content design



## Consultation content and engagement objectives

Provide current and tangible examples of current student-focused investments at UBC that are funded by tuition fees

Incorporate the student voice to shape the structure of the content

## Actions taken for 2020-2021 cycle

**Action:** Strategic Decision support (SDS) leads effort to collect current and planned investments in the areas of student experience and support from across the University

**Action:** Moved to a Q&A format for consultation content, at the recommendation of student staff within both the VP Academic and VP Student portfolios

# Consultation Site Structure Improvement



Due to the volume of written content needed to communicate the breadth of effort required to determine student fee increases, and subsequent investments across the institution, this year's consultation website will employ a 'progressive disclosure interface design'.



# UBC Tuition Planning

September 12, 2019

Peter Smailes, VP Finance and Operations



# Canadian Context - Tuition



- UBC domestic tuition for major programs are at approx. the 25th percentile relative to Can. peers
- Int'l tuition rates for BA and BSc are below the median tuition of peers within UBC's rank band
- BASc and BCom programs remain considerably below Toronto

# Student Financial Support



- In 2018/19, \$374M was collected in domestic student tuition and fees
- In the same year \$326M in total student financial support was provided to full-time students
- 59% of full-time students received some form of financial assistance in 2018/19 (non-repayable & repayable)

# Tuition Increase Impact



- Longer term, 2% domestic, 3% int'l continuing and 6% new int'l tuition increases are required to support ongoing and new initiatives
- Timing delays in spending have resulted in surpluses in some areas of the University
- As spending catches up, these surpluses will be eliminated

# Tuition Proposal



- a 2% domestic, 3% continuing international and 4% new international student tuition increase
- In the event the operating budget surplus is in excess of \$10m (0.5%) the Administration proposes to direct \$7.9m (the projected incremental domestic student tuition increase in 2020/21) to student priorities.