



<b>SUBJECT</b>	Tuition Approval – Master of Business Administration and Master of Business Analytics Dual Degree Program Option
<b>SUBMITTED TO</b>	Finance Committee
<b>MEETING DATE</b>	April 6, 2020
<b>SESSION CLASSIFICATION</b>	Recommended session criteria from Board Meetings Policy: OPEN
<b>ACTION REQUESTED</b>	<p>Please indicate requested Board action: Decision requested: approval of proposed resolution</p> <p>IT IS HEREBY REQUESTED that the Finance Committee, on behalf of the Board of Governors, approve program tuition fees for the new Master of Business Administration and Master of Business Analytics Dual Degree Program Option that is the sum of the tuition fees for the two existing programs. For 2020-2021, total tuition fees will be \$14,957.30 per instalment for domestic students and \$23,160.67 per instalment for international students, for a minimum of six (6) instalments.</p> <p>For the Board’s information, a non-refundable acceptance deposit of \$5,000 and a \$2,500 non-refundable deferral acceptance deposit were conditionally approved by the President in February 2020, pending the Board’s approval of the program and its tuition rates.</p>
<b>SUBMISSION DATE</b>	March 13, 2020
<b>LEAD EXECUTIVE</b>	Provost and Vice-President Academic (UBC Vancouver)
<b>PRESENTED BY</b>	Prof. Andrew Szeri, Provost and Vice-President Academic (UBC Vancouver)
<b>SUPPORTED BY</b>	Dr. Pam Ratner, Vice-Provost and Associate Vice-President Enrolment & Academic Facilities Dr. Simon Bates, Associate Provost Teaching & Learning

**PRIOR SUBMISSIONS**

The subject matter of this submission has not previously been considered by the Finance Committee.

**EXECUTIVE SUMMARY**

The Faculty of Commerce and Business Administration is proposing a new 24-month dual degree option combining the existing Master of Business Administration (MBA) and Master of Business Analytics (MBAN) to respond to an increasingly data-driven marketplace. By combining courses from both programs, students will graduate with two world-class degrees: the MBA that provides a rigorous, relevant, and global business education, and the MBAN that deepens students’ knowledge of analytical know-how on collecting, processing, and analyzing data. This dual degree program option is geared towards motivated professionals who want to both gain specialized knowledge in data analytics as well as develop their leadership and management skills. Graduates will have a combination of managerial expertise and analytics skills that are in high demand from employers across a variety of industries.

Completing the two programs separately or consecutively would typically require 28 months of academic study and up to 36 months of calendar time. The savings in time is achieved by exempting students in the dual degree option from 16 credits of coursework. Completing the two degree via this dual degree option provides considerable savings in time and opportunity cost for students.

This Dual Degree Program Option is aligned with UBC’s Strategic Plan in the following ways:

- [Strategy 11: Education Renewal](#) by building on two existing programs to address emerging career paths in management and analytics; and
- [Strategy 15: Student Experience](#) by furthering students’ ability to realize their academic and career goals.

During the development of this Program Option, 148 graduates of both the MBA and MBAN in 2019 were surveyed. More than a third of respondents (37%) indicated that they would have pursued this Dual Degree if it had been available to them.

The proposed tuition fee for the Dual Degree Program Option is the sum of the fees for the two component programs. The practice of combining tuition fees aligns with the same calculation used for other dual degree programs at UBC. The approved tuition fees for the component programs and the proposed tuition for 2020W are as follows:

	Domestic Students			International Students		
	MBA	MBAN	Proposed Dual Degree	MBA	MBAN	Proposed Dual Degree
<b>Tuition fee per instalment in 2020/21</b>	\$12,354.48	\$13,441.96	\$14,957.30	\$20,815.41	\$18,567.46	\$23,160.67
<b>Minimum # of instalments</b>	4	3	6	4	3	6
<b>Total program fee</b>	<b>\$49,417.92</b>	<b>\$40,325.88</b>	<b>\$89,743.80</b>	<b>\$83,261.64</b>	<b>\$55,702.38</b>	<b>\$138,964.02</b>

The Office of the Vice-President Students conducted a student consultation regarding the tuition proposal (as per Policy LR4). The e-consultation was conducted from January 8, 2020 to February 10, 2020. A submission responding to the tuition proposal was received from the Graduate Student Society, to which the Faculty responded. A subsequent submission from the AMS was received and raised similar questions. The Faculty's response to the GSS was shared with the AMS and the AMS confirmed that no further information was required.

Pending approval by the Board of Governors, students who will be starting one of the two component programs in September 2020 may request and apply for admission into the Dual Degree Program Option during the first term (i.e., September to December 2020). This switch into the Dual Degree Program Option will continue to be available in future years in addition to the regular admission process.

For the Board’s information, a non-refundable acceptance deposit of \$5,000 and a \$2,500 non-refundable deferral acceptance deposit for domestic and international students was conditionally approved by the President, in February 2020, pending the Board’s approval of the program and its tuition rates. This deposit will be levied when a student accepts an offer of admission and will be applied to the student’s tuition balance.

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## Appendices

1. Tuition and Fee Assessment Details
2. Student Tuition Consultation Report
3. Non-Refundable Acceptance Deposit Memo

## Tuition and Fee Assessment Details

**Program Description:** Master of Business Administration and Master of Business Analytics Dual Degree Program Option

**Anticipated Start Date:** September 2020

	Domestic	International
Tuition fees per credit – Note 1	\$14,957.30	\$23,160.67
Minimum No. of Instalments	6	6
Continuing Fees per Instalment (assessed after 6 instalments)	\$776.01	\$776.01
Application Fees – Note 2	\$148.50	\$148.50
Non-Refundable Acceptance Deposit – Note 3	\$5,000.00	\$5,000.00

Note 1 – Proposed tuition will be subject to increases as established 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 Sauder School of Business Application fee for Master’s level programs for the 2021W application cycle and is subject to increases as approved by the Board.

Note 3 – This is the current non-refundable acceptance deposit for the Masters of Business Administration and Master of Business Analytics and will be submitted to the President for approval for the dual program. A non-refundable deferral acceptance deposit of \$2,500 for both domestic and international students will also apply as aligned with the aforementioned programs.

## MBA – MBAN DUAL DEGREE OPTION STUDENT TUITION CONSULTATION REPORT

The Vice-President, Students Office, in partnership with the Faculty of Faculty of Commerce and Business Administration, conducted a student consultation regarding the tuition proposal for a new 24-month dual degree option combining the existing Master of Business Administration (MBA) and Master of Business Analytics (MBAN). 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)
- Sauder MBA Society

### 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 Faculty of Commerce and Business Administration. Please see Appendix 1 for the invitation and tuition rationale document.

**Timelines:** The e-consultation was conducted over the period of Wednesday 8<sup>th</sup> January to Monday 10<sup>th</sup> February.

**Summary of Student Feedback:** A submission was received from the GSS and AMS. The Faculty of Faculty of Commerce and Business Administration provided a response to questions posed. The verbatim submissions and response are in Appendix 2.

Organization	Summary
<b>GSS</b>	<p><b>TUITION CALCULATION FOR DUAL DEGREE PROGRAM</b> “We realize the proposed Dual Degree program is unique as it combines the MBA and MBAN, however we believe it would be beneficial to clarify exactly how the proposed tuition was calculated, as there appears to be a conflict between the calculation used in the tuition proposal and that found in the UBC Academic Calendar.”</p> <p><b>MORE DETAIL ON STRUCTURE REQUESTED</b> “Our second recommendation is concerned with the structure of the program, and the 16 credits that will be removed. We at the GSS are excited to hear more about this new, integrated program, and we very much respect the effort and time that is put into the creation of new degrees. Simply put, we would like to know more about this program.”</p> <p><b>STUDENTS SHOULD PAY FOR CREDITS RECEIVED</b> “However, we would recommend for our third recommendation to reassess the proposed tuition for the new Dual degree, so students are only paying for the credits they receive.”</p> <p><b>WIDER DEMOGRAPHIC CONSULTATION</b> “Our fourth and final recommendation is to widen the demographic surveyed in the student consultation. The GSS acknowledges the difficulties of Student Consultation and we appreciate the consultation process that has occurred with the UBC MBA and MBAN graduates. However, we would caution that the demographic surveyed may provide limiting data and may not accurately represent the reality of all potential applicants.”</p>

<b>AMS</b>	<b>TUITION SHOULD REFLECT COURSES REQUIRED</b> “The AMS advocates that tuition cost should proportionally reflect the amount of actually courses being required to take in order to be fair and accountable. If this dual degree option is 16 credits less coursework, the tuition fees should reflect that, and be less than the current proposed amount of \$89,743.80. From the students’ perspective, while there is a savings in time via less credits, the same cost is accrued for fewer hours of instruction.”
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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 Commerce and Business Administration to create a new dual degree program combining the Master of Business Administration (MBA) and Master of Business Analytics (MBAN).

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.**

I have been unable to find contact details for the MBAN Student Society – please forward if you are in contact with these students.

The consultation consists of:

### **1. e-consultation**

Please find attached a document that outlines the details of the tuition proposal, including:

- an overview of the program,
- consultation to date,
- 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 ([natasha.moore@ubc.ca](mailto:natasha.moore@ubc.ca)).**

### **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 10<sup>TH</sup> FEBRUARY.**

### **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 at [natasha.moore@ubc.ca](mailto:natasha.moore@ubc.ca)

Natasha

**NEW PROGRAM TUITION CONSULTATION**  
**Dual Degree Program Option: M.B.A. / M.B.A.N.**

**PROGRAM OVERVIEW**

The Faculty of Commerce and Business Administration is proposing a new 24-month dual degree option combining the existing Master of Business Administration (MBA) and Master of Business Analytics (MBAN) to respond to an increasingly data-driven marketplace. By combining courses from both programs, students will graduate with two world-class degrees: the MBA which provides a rigorous, relevant and global business education and the MBAN that will deepen students' knowledge of analytical know-how on collecting, processing, and analyzing data.

Completing the two programs separately or consecutively would typically require 28 months of academic study and up to 36 months of calendar time. The savings in time is achieved by exempting students in the dual degree option from 16 credits of coursework. Completing the two degree via this dual degree option provides considerable savings in time and opportunity cost for students.

The MBA provides a rigorous, relevant and global business education while the MBAN deepens students' knowledge of analytical know-how on collecting, processing, and analyzing data. This dual degree program option is geared towards motivated professionals who want to both gain specialized knowledge in data analytics as well as develop their leadership and management skills. Graduates will have a combination of managerial expertise and analytics skills that are in high demand from employers across a variety of industries.

**STUDENT CONSULTATION DURING THE PROGRAM DEVELOPMENT PROCESS**

Graduates of both the MBA and MBAN in 2019 were surveyed. Of 148 surveys sent, 49 responded (33% response rate). Of those who responded, 37% selected "yes" to the question of whether they would pursue this dual degree option if it was offered during their program; a further 43% selected "maybe."

This program option is being proposed in response to this strong support from past students.

**TUITION AND FEES RATIONALE**

The approval of this new program option would not result in a change in the tuition or fees to the existing MBA and MBAN program. The tuition and fees for the dual degree option will follow an established formulaic approach which combines the respective individual programs' approved program instalment rates. This practice of combining tuition fees aligns with the same calculation used for other dual degree programs at UBC.

Tuition and fees for each of the two programs are set as program fees and tuition is paid in instalments. The table below shows a sample calculation using the approved 2020/21 instalment rates for the existing MBA and MBAN program:

	Domestic Students		International Students	
	MBA	MBAN	MBA	MBAN
Current instalment fee for students beginning in 2020 S/W	\$12,354.48	\$13,441.96	\$20,815.41	\$18,567.46
Minimum # of instalments	4	3	4	3
Total program fee	\$49,417.92	\$40,325.88	\$83,261.64	\$55,702.38

The tuition and fees for the dual degree program option would be collected through six installments over the 24 months.

	Domestic Students	International Students
Proposed instalment fee for students beginning in 2020 W	\$14,957.30	\$23,160.67
Number of instalments	6	6
Total program fee	\$89,743.80	\$138,964.02

From the students' perspective, there will be savings in time and number of credits that are required to be completed. From the University and Faculty's perspective, the savings are expected to be minimal. Due to the small sizes of the two programs (approx. 100 students in the MBA and 50 in the MBAN per cohort), the number of course sections that will be delivered is not expected to decrease as a result of the introduction of this dual degree option. Although many respondents in the student survey indicated interest in the dual degree option, we anticipate a smaller number (~5) of actual registrants in the option.

**Comparative data:**

Tuition rates for similar programs involving an MBA and a Master in Business Analytics:

Institution	Program	Duration	Tuition	Notes
Instituto Empresa, Spain	MBA + Master in Business Analytics and Big Data	19 months full-time	95,700 Euros (approx. \$141,000 CAD)	9 month MBA + 10 month Master Business Analytics
University of Minnesota, USA	MBA + Master of Science in Business Analytics	2.5 years full-time	Resident: USD \$104,814 Non-resident: USD \$140,643	Year 1 MBA + Year 2 MSBA + Year 3 MBA Global component
Queen's Smith School of Business, Ontario	MBA + Master of Management Analytics	24 months full-time	Domestic: \$83,000 + \$42,905 = \$125,905 International: \$95,000 + 72,500 = \$167,500	Tuition may be reduced below the total of the two separate programs to the extent that MBA credits can be transferred into the MMA program.

<b>PROPOSED TUITION AND FEES</b>
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**Program Description:** Dual Degree Program Option: Master of Business Administration and Master of Business Analytics

**Anticipated Start Date:** September 2020

	Domestic	International
Tuition fees per instalment – Note 1	\$14,957.30	\$23,160.67
Minimum No. of Instalments	6	6
Continuing Fees per Instalment (assessed after 6 instalments)	\$776.01	\$776.01
Application Fees – Note 2	\$148.50	\$148.50
Non-Refundable Acceptance Deposit – Note 3	\$5,000.00	\$5,000.00

Note 1 – 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 Sauder School of Business Application fee for Master's level programs for the 2021W application cycle and is subject to annual increases.

Note 3 – This is the current non-refundable acceptance deposit for the Masters of Business Administration and Master of Business Analytics and will be submitted to the President for approval for the dual program. A non-refundable deferral acceptance deposit of \$2,500 for both domestic and international students will also apply as aligned with the aforementioned programs.

## APPENDIX 2: STUDENT SUBMISSIONS AND FACULTY RESPONSE

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There was a submission from the GSS and AMS, and a response from the Faculty.

### SUBMISSION FROM GSS AND AMS



**GRADUATE  
STUDENT SOCIETY**  
UBC VANCOUVER

Thea Koerner House  
225 - 6371 Crescent Rd. Vancouver  
604.822.3203  
[gss.ubc.ca](http://gss.ubc.ca)

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**Submission to the UBC Sauder School of Business regarding the Tuition for the new Graduate Dual Degree Program Option: MBAN + MBA**

**February 5<sup>th</sup>, 2020**

Dear Faculty,

This submission is sent on behalf of the Graduate Student Society of UBC in response to the feedback request from the UBC Academic and University Affairs Office on tuition for the creation of a specialized dual Graduate Program consisting of the combination of the existing Master of Business Administration (MBA) and Master of Business Analytics (MBAN) programs.

As a Society we try to provide feedback that reflects the dual desires of graduate students:

- That the University is able to meet its goal of providing outstanding and relevant programs for graduate students
- That graduate education at UBC should be affordable and accessible

We recognize that this new dual program meets a significant need in the rapidly diversifying business field for integrating analytics and data into global business practices. It is also a program that unites with UBC's mission of excellence in education, offering students rigorous, relevant business education while challenging students with a hands-on approach to data collection and processing. We also appreciate that the program is structured to build the skills that are in demand from current employers, which will provide these graduates a competitive edge when they enter the workforce.

The proposed tuition for this Dual program course is \$89,743.80 for Domestic students, and \$138,964.02 for International students. The proposal also stated that 16 credits are to be cut in the combining of these programs. This is a unique program that's geared to the business world of the future, and there are several recommendations we are excited to make regarding this program.

Firstly, the tuition consultation states that the tuition amounts were calculated by following the UBC tuition and fees guidelines for Dual Degrees which includes a "formulaic approach that combines the respective programs' approved program instalment rates". This means the tuition currently proposed for this Dual Degree program is the sum of the MBA and MBAN programs. For example, the tuition for a Domestic MBA is \$49,417.92 and the

tuition for the Domestic MBAN is \$40,325.88, which when added together results in the currently proposed tuition for the dual degree program for Domestic students (\$89,743.80).

We would advise clarification to be given on the specific guidelines used to calculate the tuition amounts for the proposed Dual program. Under the current UBC tuition and fees guidelines, per the UBC Academic Calendar, the tuition calculations for Graduate students with "Registration in More Than One Program" is slightly different than what is described in the tuition consultation. As stated *"For students registered in more than one graduate degree program, fees are assessed for both programs until minimum assessment is reached for the first program. Fees for the second program will continue to be assessed until degree completion"*<sup>1</sup>. We realize the proposed Dual Degree program is unique as it combines the MBA and MBAN, however we believe it would be beneficial to clarify exactly how the proposed tuition was calculated, as there appears to be a conflict between the calculation used in the tuition proposal and that found in the UBC Academic Calendar.

Our second recommendation is concerned with the structure of the program, and the 16 credits that will be removed. We at the GSS are excited to hear more about this new, integrated program, and we very much respect the effort and time that is put into the creation of new degrees. Simply put, we would like to know more about this program. The current MBA and MBAN programs both have internship components, as well as the MBA having the Global Immersion Business Exchange program. Work experience is integral to education in business, and we would like to inquire what components of the MBA and MBAN programs will be included in the Dual Degree.

As well, this is a multi-faceted program, and we understand there are many factors that go into deciding what components will be a part of a new degree. Both existing programs are heavily course-based, and we want to ensure our graduates receive education that is both outstanding and affordable. Therefore, we would like to inquire about where the removal of the 16 credits is occurring in the combination of the MBA and MBAN programs. We would also recommend eliminating the tuition where the 16 credits have been eliminated. Since students will be receiving 16 less credits of education, it would be reasonable to subtract those credits from the overall tuition.

The GSS would like to reiterate its gratitude and recognition of the complexity in developing a degree program, especially a Dual degree program. As this is a fairly innovative program, few comparable degrees currently exist, and we applaud the efforts that have taken place to form this course. However, since few similar programs exist,

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<sup>1</sup> <http://www.calendar.ubc.ca/vancouver/index.cfm?tree=14,265,0,0#17956>

there are few that can be used to compare tuition. The programs at the Instituto Empresa, University of Minnesota, and Queen's Smith Business of Business have substantial differences to this proposed degree. Although the proposed tuition for the UBC program is on the lower-end of these other programs, we believe the differences between the degrees are substantial enough that it would be detrimental to treat those existing programs as a rigorous standard for comparing the proposed UBC tuition to. The Instituto Empresa's program is geared towards supplementing the business education of professionals, and is a highly customizable, largely online program. The U of Minnesota program is a combination of an MBA and MSBA, which is a further specialized, tech-based program. Finally, the degree at Queen's is not a true dual degree, as students complete their MBA in its entirety, and then complete their MMA in its entirety. The program at Queen's, however, does allow some credit overlap between the two degrees. That is, if students decide to complete one program and then the other, if they took credits that are transferable to their second program, those credits will be transferred, and the tuition associated with those credits will be eliminated.

We realize this is a challenging program to design. However, we would recommend for our third recommendation to reassess the proposed tuition for the new Dual degree, so students are only paying for the credits they receive. We recognize the importance of benchmarking tools in this process, however given the substantial differences from the other programs we would further recommend minimizing reliance on the other benchmarked programs for projecting tuition costs.

Our fourth and final recommendation is to widen the demographic surveyed in the student consultation. The GSS acknowledges the difficulties of Student Consultation and we appreciate the consultation process that has occurred with the UBC MBA and MBAN graduates. However, we would caution that the demographic surveyed may provide limiting data and may not accurately represent the reality of all potential applicants. The MBA profiles of the 2018 & 2019 full-time MBA candidates represent a very specific portion of the population, with candidates averaging 5 years of work experience, 80% being bilingual, and 60% male<sup>2</sup>. If these are the only individuals who have graduated and have been part of the consultation process, we are concerned their feedback may not represent the scope of the applicants who would be interested and benefit from this kind of program. Working in the business industry requires an innovative and interdisciplinary approach, and financial barriers and class status must be acknowledged when deciding tuition fees. We would recommend that demographics of individuals surveyed be re-examined to ensure that equitable representation is present among all social groups.

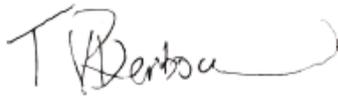
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<sup>2</sup> <https://www.sauder.ubc.ca/recruiting-ubc-sauder/recruit-new-graduates/hire-mba/mba-class-profile>

We also believe that scholarships and bursaries have an important role to play in making programs such as this accessible and look forward to an update on what will be available.

The GSS would like to thank the University for the opportunity to provide input in this process. We look forward to meeting the first students of the new MBA & MBAN Dual degree and to see them succeed at UBC.

Sincerely,



**Tarique Benbow**

**Vice President University & Academic Affairs  
Graduate Student Society of UBC Vancouver**  
[vpacademic@gss.ubc.ca](mailto:vpacademic@gss.ubc.ca)

**Prepared by Mimi Neufeld (Policy Assistant)  
Graduate Student Society of UBC Vancouver**



## Submission to the UBC Board of Governors regarding the Tuition for the Dual Degree Program Option of M.B.A & M.B.A.N.

March 2<sup>nd</sup>, 2020

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 Dual Degree Program Option of M.B.A. & M.B.A.N.

The AMS appreciates this dual degree option, and that it takes less time to complete both degrees compared to taking them individually and consecutively. The AMS also appreciates the option to take both at the same time, rather than having to complete one and then the other. Yet the savings in time is only completed by the exemption in students formerly required to take 16 additional credits in coursework, which would occur if one individually took both degrees consecutively.

The AMS advocates that tuition cost should proportionally reflect the amount of actually courses being required to take in order to be fair and accountable. If this dual degree option is 16 credits less coursework, the tuition fees should reflect that, and be less than the current proposed amount of \$89,743.80. From the students' perspective, while there is a savings in time via less credits, the same cost is accrued for fewer hours of instruction.

The AMS conditionally supports the implementation of this Dual Degree Option for M.B.A. and M.B.A.N., with the adjustment of tuition reflecting the actually price per credit required for students. The AMS looks forward to being updated on bursaries and scholarships for this program for UBC students to continue ensuring its accessibility to students of all income levels.

The AMS thanks the University for soliciting student input in this process. We look forward to the implementation of the Dual Degree Program Option for M.B.A. and M.B.A.N.

Sincerely,

**Julia Burnham**  
Vice President Academic and University Affairs  
AMS Student Society of UBC Vancouver  
[vpacademic@ams.ubc.ca](mailto:vpacademic@ams.ubc.ca)

## RESPONSE FROM FACULTY



OFFICE OF THE DEAN

February 14, 2020

Tarique Benbow  
VP University & Academic Affairs  
Graduate Student Society of UBC Vancouver

Dear Tarique,

Thank you for your submission on February 5<sup>th</sup> in the consultation process for the proposed MBA/MBAN Dual Degree Program Option. Below are our Faculty's responses to the specific comments and suggestions in your submission.

### 1. Clarification on tuition instalment calculations

You inquired about "exactly how the proposed tuition was calculated, as there appears to be a conflict between the calculation used in the tuition proposal and that found in the UBC Academic Calendar" where the latter refers to the statement "For students registered in more than one graduate degree program, fees are assessed for both programs until minimum assessment is reached for the first program. Fees for the second program will continue to be assessed until degree completion."

Response:

The tuition proposal is for the total tuition for the Dual Degree Program Option to be collected evenly over 6 instalments over 24 months. For a student paying domestic tuition, that is \$14,957.30 per installment x 6 = \$89,743.80 total. There is no conflict between this calculation than the quoted rule in the Calendar, because the quoted rule does not apply. A student enrolled in the MBA/MBAN Dual Degree Program Option is in a single combined program, not two separate programs. The quoted rule applies to students who enroll in two separate graduate programs that are unconnected to each other.

The method of tuition calculation, dividing the total tuition evenly over the 24 months of the Dual Degree, is more favourable to students. If one were to consider the proposed program to be two separate programs and then apply the quoted rule, students would need to pay for tuition instalments for both programs simultaneously until the shorter program's instalments are complete, resulting in substantially higher tuition payments in the first 12 months, then followed by payments for the second (longer) program. The MBA requires 4 instalments, while the MBAN requires 3, so the MBAN tuition payments would be completed first. The following table makes clear this comparison, using domestic tuition for illustration.

Instalment #			Instalment payments if the two programs are considered separate graduate degree programs	Proposed tuition instalments
	MBA Alone	MBAN Alone		
1	\$12,354.48	+ \$13,441.96	= \$25,796.44	\$14,957.30
2	\$12,354.48	13,441.96	25,796.44	14,957.30
3	\$12,354.48	13,441.96	25,796.44	14,957.30
4	\$12,354.48	--	12,354.48	14,957.30
5	--	--	--	14,957.30
6	--	--	--	14,957.30
<b>Total</b>	<b>\$49,417.92</b>	<b>\$40,325.88</b>	<b>\$89,743.80</b>	<b>\$89,743.80</b>





## OFFICE OF THE DEAN

### 2. Experiential learning components

You inquired about the components of the MBA and MBAN that involve experiential learning, specifically regarding internships and the Global Immersion Business Exchange program, and whether any of these would be dropped in the Dual Degree.

#### Response:

Thank you for this inquiry. I would first note that the relevant information was included in the detailed curriculum proposal, which was not included with the tuition consultation document distributed because curriculum matters are considered by Senate. Nevertheless, I can confirm that students in this Dual Degree Program Option will have both the MBA internship (in months 9-12) and the MBAN Analytics Consulting Internship (in months 22-24), as well as the Global Immersion experience.

### 3. Reduction of tuition for reduced credits

You recommended that we reassess the tuition in light of the 16 fewer credits in the Dual Degree compared with the two programs individually added together.

#### Response:

Our approach to tuition in this proposal is the same one that has been used by this University for dual degree programs for many years (possibly decades), and is the approach that has been approved by the Board of Governors. In addition, as explained in the tuition consultation document, due to the small sizes of the two programs (approx. 100 students in the MBA and 50 in the MBAN per cohort), the number of course sections that will be delivered is not expected to decrease as a result of the introduction of this dual degree option. Consequently, the costs of instruction will similarly not decrease. Finally, while the total number of credits is reduced, this is the source of the benefit realized by students in terms of time savings, while still fulfilling the learning outcomes of both degrees.

### 4. Student survey

You recommended that we widen the demographic of students whom we survey.

#### Response:

We acknowledge that we limited our survey to recent graduates of the MBA and MBAN programs. This was a very deliberate choice because this set of respondents had direct knowledge of the two individual programs and they have the relevant background, learning objectives, and career goals that would enable them to provide informed responses. This is not to say that no other groups would be able to provide informed responses, but the incremental benefit of reaching out to more disparate groups was evaluated to be low and at a relatively high cost. The purpose of the survey was to gauge interest for the proposed Dual Degree, and we believe that objective was achieved.

Thank you again for taking the time and effort to prepare the detailed submission.

Regards,

A handwritten signature in black ink that reads "Kin Lo".

Kin Lo, PhD, FCPA, FCA  
Senior Associate Dean—Students



a place of mind  
THE UNIVERSITY OF BRITISH COLUMBIA

THE UNIVERSITY OF BRITISH COLUMBIA



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MEMORANDUM

TO: Professor Santa J. Ono, President and Vice-Chancellor  
FROM: Professor Andrew Szeri, Provost and Vice-President, Academic  
DATE: January 10, 2020  
RE: **Non-refundable Acceptance Deposit for the Dual Degree Program Option: Master of Business Administration and Master of Business Analytics**

It is hereby requested that the President approve the non-refundable acceptance deposit of \$5,000 for students applying to the Dual Degree Program Option: Master of Business Administration and Master of Business Analytics (pending Board approval) effective September 2020. This non-refundable acceptance deposit aligns with the non-refundable acceptance deposit amount for students applying to either the Master of Business Administration or the Master of Business Analytics. The non-refundable deposit is levied when a student accepts an offer of admission and is applied to the student's first tuition instalment.

It is also requested that the President approve the non-refundable deferral acceptance deposit of \$2,500, which is collected when a student requests a deferred admission. This amount is also aligned with the non-refundable deferral acceptance deposit for students who request an admissions deferral in either the Master of Business Administration or the Master of Business Analytics.

**BACKGROUND AND RATIONALE**

The Faculty of Commerce and Business Administration is proposing a new 24-month dual degree option combining the existing Master of Business Administration and Master of Business Analytics. It is proposed that the non-refundable acceptance deposit of \$5,000 and the non-refundable deferral acceptance deposit of \$2,500 for the dual degree option be aligned with the deposits for the individual programs.

The intent of the non-refundable acceptance deposit is to reduce the number of students who accept an offer of admission, but do not attend. Late declines of offer or 'no shows' can have significant administrative, planning, and financial impacts for the program, as well as impacts on students who are placed on waitlists, and on offers of scholarships.

The proposed non-refundable deferral acceptance deposit would be collected when a student requests a deferred admission. This would be collected in addition to the original non-refundable acceptance deposit. Both deposits would be forfeited if the student failed to register in the deferred session.

The deposits require the President's approval, which is shared with the Board, as an information item. To expedite the process and to avoid the two-step Board approval process applied in the past, the President is asked to approve the deposits, conditional on the Board's approval of the program and its tuition rate.

Consultation with the Alma Mater Society (AMS), the Graduate Student Society (GSS), the MBA Student Society, and the MBAN Student Society regarding the dual degree program option will occur between January 8 and February 10, 2020. Tuition for the Dual Degree Program Option: Master of Business Administration and Master of Business Analytics will be submitted to the Board for approval in April 2020.

**Schedule of Implementation:**

Academic Year 2020/21.