



SUBJECT	Tuition - Master of Pharmacy Leadership
SUBMITTED TO	Finance Committee
MEETING DATE	November 19, 2021
SESSION CLASSIFICATION	Recommended session criteria from Board Meetings Policy: OPEN
REQUEST	Action requested - Approval IT IS HEREBY RESOLVED that the Finance Committee, in accordance with authority delegated by the Board of Governors, approves tuition for the Master of Pharmacy Leadership program of \$7,625.00 per instalment for domestic students and \$13,250.00 per instalment for international students for a minimum of four instalments resulting in an overall program fee of \$30,500.00 for domestic students and \$53,000.00 for international students, subject to increases as approved by the Board of Governors.
LEAD EXECUTIVE	Andrew Szeri, Provost and Vice-President Academic, UBC Vancouver
SUPPORTED BY	Pam Ratner, Vice-Provost and Associate Vice-President Faculty Planning 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

UBC's Faculty of Pharmaceutical Sciences (PharmSci) is proposing a Master of Pharmacy Leadership (MPL) program, a graduate-level professional program designed to meet the profession's need for pharmacists equipped for roles demanding strong leadership, organizational behaviour knowledge, and policy decision-making skills in healthcare, corporate, regulatory, and academic organizations. This 16-month, 32-credit program will be offered on a full-time basis, with flexibility for working professionals who may require additional time to complete all the requirements. The curriculum consists of primarily online courses as well as a capstone leadership project. The program is open to all those eligible for licensure as a pharmacist in Canada. It is the first proposed program of its kind in Canada.

Pending approval from the Board of Governors and the Ministry of Advanced Education and Skills Training, the program aims to launch in September 2022. The program was approved by the UBC Vancouver Senate in October 2021.

Proposed tuition fees are \$7,625.00 per instalment for domestic students and \$13,250.00 per instalment for international students for a minimum of four instalments, resulting in an overall program fee of \$30,500 for domestic students and \$53,000 for international students who complete the program in the expected time. A continuing fee will be assessed after instalment four.

The Faculty anticipates enrolling 7-10 students in the first year, with an expected 15 students per year at steady state. While open to international students, the program requires eligibility to be licensed as a pharmacist in Canada; initial demand will mostly likely be from domestic students. Enrolment in other programs is not expected to be impacted.

The program is committed to supporting Indigenous, Black, and other persons of colour (IBPOC) who may be faced with systemic and financial barriers to pursuing pharmacy education and will commit 5% of tuition revenue for financial aid to IBPOC students and students completing projects in rural or remote communities.

Due to the predominately online nature of the program students will not be eligible for BC student loans and not eligible for UBC Bursary support. In lieu, the program is committing an additional 5% of tuition revenue towards Faculty-administered student awards.

The program will be added to [UBC's Designated Graduate Program](#) list.

The Office of the Vice-President Students, in partnership with PharmSci, conducted a student consultation (August 20 to September 20, 2021) regarding the tuition proposal (as per Policy LR4). The Alma Mater Society (AMS) showed support for the proposal, with appreciation for the program development team's efforts to engage and listen to students' voices throughout the development process. There were no clarifying questions received from any of the student groups consulted.

In recent years, regulators and government have increased pharmacists' scope of practice to meet patients' health-related needs. Advancements in the profession, new innovations, and models of care have heightened the demand for pharmacists with leadership skills specific to the profession. There is no Canadian educational path designed specifically for pharmacists to become leaders, yet the profession is primed for this new type of leader who is equipped to facilitate collaborative practice, lead public health initiatives and healthcare policy decision-making. This proposed program will graduate a new cadre of pharmacist leaders able to step in and take on these responsibilities.

The Faculty is uniquely positioned among Canadian universities to deliver this program, leveraging its experience and track record of excellence to develop and deliver innovative programs that meet society's needs. Alongside the entry-to-practice Doctor of Pharmacy program, the online flexible Doctor of Pharmacy program, and the Bachelor of Pharmaceutical Sciences program, the MPL program will be supported by a critical mass of advanced-trained faculty pharmacists and researchers. MPL students will further benefit from strengths across the University, as the program and several of its courses were designed collaboratively with the School of Population and Public Health (SPPH), the School of Nursing, and the Sauder School of Business.

A key feature of the program is the capstone leadership project course, a unique opportunity for students to design and lead an innovative project of special interest to each individual student that, as part of a comprehensive internship experience where they will implement and evaluate within an authentic setting consistent with the nature of the project. The Faculty has received letters of support for the proposed program and expressions of interest to partner with the Faculty for internship sites from a range of organizations.

The MPL program will position UBC as a leader in pharmacy leadership education in Canada, while also delivering on several of the University's Strategic Plan strategies including:

[Strategy 1: Great People](#): The program will develop student leaders and engage the pharmacy profession.

[Strategy 9: Knowledge Exchange](#): Research competency is integrated and supported throughout the program.

[Strategy 13: Practical Learning](#): All students must complete a comprehensive capstone internship.

[Strategy 16: Public Relevance](#): Advanced pharmacy leaders will enhance the provincial health care system.

[Strategy 18: Alumni Engagement](#): Pharmacy graduates are engaged as project mentors and supervisors.

[Strategy 20: Community Engagement](#): Capstone projects are completed in a diverse range of public settings.

APPENDICES

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

Tuition and Fee Assessment Details**Program Description:** Master of Pharmacy Leadership**Anticipated Start Date:** September 2022

	Domestic	International
Tuition fees per instalment ¹	\$7,625.00	\$13,250.00
Min. number of instalments	4	4
Continuing fees per instalment (assessed after 4 instalments) ²	\$791.53	\$3,043.77
Application fees (Graduate) ³	\$110.00	\$168.25
Non-refundable acceptance deposit	N/A	N/A
Other faculty and course fees	N/A	N/A

¹ 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. Increases will apply to new incoming students only.

² This is the current standard UBC graduate continuing fee for the 2021-2022 fiscal year and is subject to increases as approved by the Board.

³ This is the current fee for the 2022W application cycle and is subject to increases as approved by the Board.

MASTER OF PHARMACY LEADERSHIP STUDENT TUITION CONSULTATION REPORT

The Vice-President, Students Office, in partnership with the Faculty of Pharmacy, conducted a student consultation regarding the tuition proposal for the Master of Pharmacy Leadership. 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)
- Pharmacy Undergraduate Society (PHUS)

Mode of Consultation

The consultation consisted of an e-consultation. 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. Please see Appendix 1 for the invitation and tuition rationale document.

Timelines: The e-consultation was conducted over the period of Friday, August 20th, 2021 to Monday, September 20th, 2021.

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

Organization	Summary
AMS	<p>SUPPORT FOR THE PROGRAM</p> <p>“The Alma Mater Society is in favour of this proposed program addition. We believe the Master of Pharmacy Leadership program contains a curriculum that will be effective in delivering an advanced level of professional development for working pharmacists. The flexibility in the program completion time and the primarily online nature of the program will make it readily accessible to working pharmacists who live and practice across all areas of the province. Furthermore, the Alma Mater Society appreciates UBC’s extensive effort to explore the prospective student interest in and demand for the program.”</p>

No submissions were received from the Graduate Student Society or the Pharmacy Undergraduate Student Society. No individual student submissions were received.

APPENDIX 1: INVITATION TO CONSULTATION AND TUITION RATIONALE DOCUMENT

Hello everyone,

There is a proposal by the Faculty of Pharmacy to create a new **Master of Pharmacy Leadership (MPL)** program.

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

The consultation will consist of:

1. e-consultation

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

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

Please share the document and this email as you see appropriate. **Comments and student organization submissions on the tuition proposal can be provided confidentially to Tlell Elviss – Senior Program Strategist, Vice President Students Office (tlell.elviss@ubc.ca).**

2. Face to Face/Zoom meeting

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

THE CONSULTATION PROCESS WILL END ON MONDAY, SEPTEMBER 20TH, 2021 AT MIDNIGHT.

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.

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

Thank you,

Tlell

NEW PROGRAM TUITION CONSULTATION

FACULTY OF PHARMACEUTICAL SCIENCES - MASTER OF PHARMACY LEADERSHIP (MPL)

PROGRAM OVERVIEW

The Faculty of Pharmaceutical Sciences is proposing a Master of Pharmacy Leadership (MPL) program designed to meet the profession's need for pharmacists equipped for roles demanding strong leadership, organizational behaviour knowledge, and policy decision-making skills in healthcare, corporate, regulatory, and academic organizations. In recent years, regulators and government have increased pharmacists' scope to meet patients' health-related needs. Advancements in the profession, new innovations, and models of care have heightened the demand for pharmacists with leadership skills specific to the profession. There is no Canadian educational path designed specifically for pharmacists to become leaders, yet the profession is primed for this new type of leader who is equipped to facilitate collaborative practice, lead public health initiatives and healthcare policy decision-making. This proposed program will graduate a new cadre of pharmacist leaders able to step in and take on these responsibilities.

The Faculty is uniquely positioned among Canadian universities to deliver this program at a world-class level, leveraging our experience and track record of excellence to develop and deliver innovative programs that meet society's needs. Alongside the entry-to-practice Doctor of Pharmacy program, the online Flexible Doctor of Pharmacy program, and the Bachelor of Pharmaceutical Sciences program, the MPL program will be supported by a critical mass of advanced-trained faculty pharmacists and researchers. Students will also benefit from the Faculty's expertise in online curriculum design and delivery, and experience delivering a post-graduate program from 1991-2018. MPL students will further benefit from strengths across the University, as the program and several of its courses were designed collaboratively with the School of Population and Public Health (SPPH), the School of Nursing, and the Sauder School of Business.

A unique aspect of this 32-credit program that will be attractive to early-mid career working pharmacists is its flexibility. The MPL was designed to be completed in 16 months, with durations greater than this permitted to meet the needs of working professionals. The curriculum will be comprised of 8 courses in addition to a Capstone Leadership Project course that will include an internship. The main mode of curriculum delivery will be online, with both synchronous and asynchronous components. A small fraction of the coursework will require students to take part in in-person learning events, held during the Program Orientation. Combined, the flexibility in program completion time as well as the primarily online nature of the program, make it readily accessible to working pharmacists who live and practice across urban and rural areas of the province.

The curriculum will deliver an advanced level of professional development for working pharmacists. A key feature is the Capstone Leadership Project course, a unique opportunity for students to design and lead an innovative project of special interest to each individual student that, as part of a comprehensive internship experience where they will implement and evaluate within an authentic setting consistent

with the nature of the project. We have received letters of support for the proposed program and expressions of interest to partner with the Faculty for internship sites from a range of organizations. Graduates of the program will be granted a Master of Pharmacy Leadership (MPL) degree and will be able to:

1. Apply principles of organizational behavior and change management to the critique of existing practice models
2. Identify barriers to collaborative practice and means of addressing them.
3. Critically appraise policy decisions around innovations, alternative models of care, and interventions in healthcare using clinical, economic, and systems models.
4. Apply specific models of communication and principles of conflict management to effectively communicate in challenging circumstances.
5. Develop and employ educational materials using best practices and pedagogical principles to teach diverse audiences.
6. Enhance and support leadership development in the self and in others that leverages individual strengths, values, and roles.

STUDENT CONSULTATION DURING THE PROGRAM DEVELOPMENT PROCESS

The MPL is the result of a two-year, robust market engagement and research process to explore prospective student interest in and demand for the program, and to engage with stakeholders representing the wide range of domains in the profession. Through in-person meetings, town halls, and surveys, extensive input from current students and practicing pharmacists – the pool of eligible MPL applicants – significantly shaped the program structure, design and delivery. Notably, based on the feedback received the program was drastically altered in terms of its duration, mode of delivery, curriculum content, and internship format than originally conceived.

Survey respondents identified a demand for pharmacy leaders with a clear understanding of how pharmacy connects with the rest of the healthcare system. Respondents preferred the focus of the proposed MPL curriculum over that of MBA/MHA curricula, particularly regarding the MPL's focus on leadership, healthcare policy decision-making, and the interprofessional nature of the delivery of several of the MPL courses.

Although historically, advanced credentials have not been required to assume leadership roles in pharmacy, our extensive consultation with and involvement of stakeholders in the design and development of the MPL revealed that such leaders reached those roles after many years of experience in the profession and what these taught them. However, early/mid-career pharmacists entering administrative, managerial, corporate, public health, primary care, regulatory, or government roles, or those aspiring to become leaders in the profession, business ownership, or other managerial activities need the skills that the MPL will offer them today. The dynamic and demanding labour market, the need to continue to enhance and evolve the healthcare system, and the need to further the profession, all demand market-ready leaders who cannot wait years to gain enough experience to lead effectively. The MPL will provide graduates with the skills to meet the ever-present need for professional leaders.

Current entry-to-practice PharmD students who reviewed the program proposal had the following testimonials to share:

“The pharmacy profession is rapidly evolving and in high need of leaders who will advocate for what pharmacists can do, tackle healthcare issues, and initiate projects that will improve patient care. Having taken an introductory course on pharmacy leadership that has greatly impacted me and my growth as a future leader in the profession, I’m really excited about this program being an opportunity for further leadership development and application in pharmacy-specific issues.”

“The program courses look quite exciting and promising to me, particularly the integration of other faculties so you learn each topic from the experts in the area and build connections with people from different fields. This is a unique standalone program teaching practical and applicable skills, and could really help pharmacists forward their careers into taking more management and supervisory roles in healthcare.”

“Completing a master’s program focusing on leadership for practicing pharmacists will be the obvious next step for anyone in the profession who wants to take on a new leadership role or strengthen their existing leadership skills. I look forward to having the opportunity to become a better leader once the program is approved and admitting students.”

TUITION AND FEES RATIONALE

Domestic:

The proposed tuition for the entire program is \$30,500.00 CAD*.

Students will pay \$7,625.00 CAD per instalment for a minimum of 4 instalments.

International:

The proposed tuition for the entire program is \$53,000.00 CAD*.

Students will pay \$13,250.00 CAD per instalment for a minimum of 4 instalments.

**Continuing fees will apply for students who exceed the 16-month (4-instalment) schedule.*

Application fees are proposed to be \$110.00 for domestic applicants and \$168.25 for international applicants, in alignment with the currently approved graduate application fees for applications to be received for 2022W. These fees are subject to increases as approved by the Board of Governors.

The program budget was developed by the Faculty of Pharmaceutical Science’s finance leadership, in collaboration with the program development team other Faculty leaders. It has been reviewed by the Provost’s Office Strategic Decision Support (SDS) unit. An overview of the financial viability of the program is shown in **Table 1**.

Considerations influencing the proposed tuition:

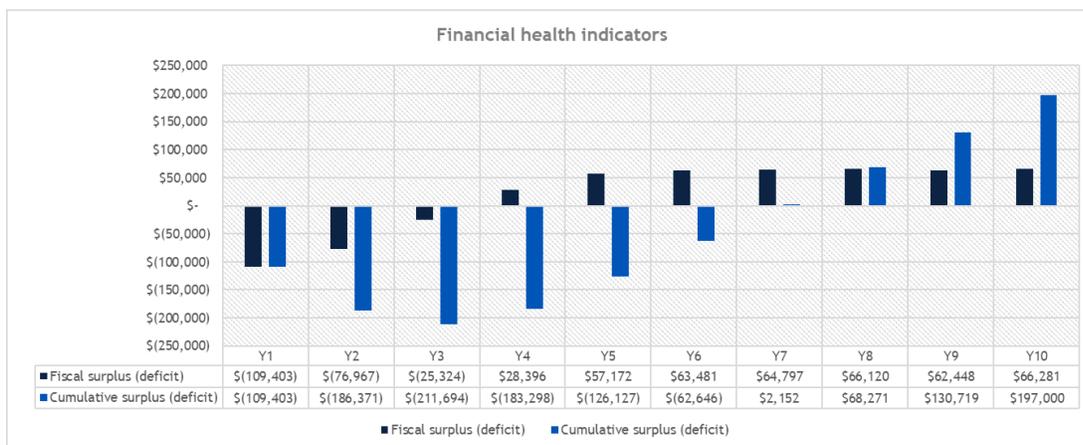
- The first offering of the program is conservatively estimated to have an enrollment of 7 students, increasing to 15 students being admitted annually by the fourth year.

- While the program will be open to international students, it is not anticipated there will be a significant international demand in the early years of the program as students must be eligible for licensure as a pharmacist in Canada to enroll.
- Costs include faculty teaching, curriculum development, online course deployment, financial support to collaborating teaching Faculties, guest lecturers, program administration, graduate teaching support, marketing, and supplies.
- The program is being supported by Faculty units well resourced to support this launch, including the Faculty’s Office of Student Services, Office of Educational Technology and Learning Design, Office of Experiential Education, and others.
- The Faculty is not receiving any government funding for the program.
- The Faculty is committing 5% of tuition revenue towards student financial support. Funding will be used to support students who may be faced with financial barriers to pursuing the program, including Indigenous and racialized students. Funding may also be set aside to support students completing capstone projects in rural or remote communities.

There are no reasonable tuition comparators outside of UBC for a program of this type, as this program is the only graduate pharmacy program in Canada that has a focus on pharmacy leadership, rather than a clinical focus. However, proposed tuition has been compared to and is aligned with existing UBC graduate programs in other professional disciplines, including:

Degree	Domestic Tuition	International Tuition
Master of Health Administration	\$30,805	\$53,700
Master of Health Leadership and Policy	\$30,406	\$56,542
Master of Engineering Leadership	\$30,406	\$56,542
Master of Management	\$30,805	\$48,669
Proposal: Master of Pharmacy Leadership	\$30,500	\$53,000

Table 1. Financial Modelling of the MPL Program



The program is projected to reach a break-even point in its fourth year of operation, and is expected to recover the initial investment in launching the program by its seventh year of operation. It is sustainable on an ongoing basis.

PROPOSED TUITION AND FEES

Program Description: Master of Pharmacy Leadership

Anticipated Start Date: September 2022

	Domestic	International
Tuition fees per instalment ¹	\$7,625.00	\$13,250.00
Min. number of instalments	4	4
Continuing fees per instalment (assessed after 4 instalments) ²	\$791.53	\$3,043.77
Application fees (Graduate) ³	\$110.00	\$168.25
Non-refundable acceptance deposit	N/A	N/A
Other faculty and course fees	N/A	N/A

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² This is the current standard UBC graduate continuing fee for the 2021-2022 fiscal year and is subject to increases as approved by the Board.

³ This is the current fee for the 2022W application cycle and is subject to increases as approved by the Board.

APPENDIX 2: STUDENT SUBMISSIONS & FACULTY RESPONSES

Submission from the AMS.



RE: New Master of Pharmacy Leadership (MPL) Program

Dear members of the UBC Board of Governors,

This submission is being made on behalf of the Alma Mater Society (AMS) of UBC Vancouver in response to the request for feedback on the new proposal by the Faculty of Pharmacy to create a new Master of Pharmacy Leadership (MPL) program.

There is currently no Canadian educational path designed specifically for pharmacists to become leaders in the industry, yet the profession is primed for these new types of leaders who are equipped to facilitate collaborative practise and lead public health initiatives and healthcare policy decision-making. This proposed program will create a new class of pharmaceutical leaders able to step in and take on these responsibilities.

The Alma Mater Society is in favour of this proposed program addition. We believe the Master of Pharmacy Leadership program contains a curriculum that will be effective in delivering an advanced level of professional development for working pharmacists. The flexibility in the program completion time and the primarily online nature of the program will make it readily accessible to working pharmacists who live and practice across all areas of the province. Furthermore, the Alma Mater Society appreciates UBC's extensive effort to explore the prospective student interest in and demand for the program.

The AMS would like to sincerely thank the Faculty of Pharmaceutical Sciences for their commitment to ensuring that student voices are heard. We hope to see this continue and look forward to working with UBC to make education affordable and accessible to UBC students across all levels. We also appreciate the Board's consideration of this submission.

Sincerely,

Eshana Bhangu
Vice President, Academic and University Affairs
Alma Mater Society