



<b>SUBJECT</b>	Tuition   Graduate Diploma in Pharmacy Leadership, UBC Vancouver
<b>SUBMITTED TO</b>	Finance Committee
<b>MEETING DATE</b>	June 14, 2023
<b>SESSION CLASSIFICATION</b>	Recommended session criteria from Board Meetings Policy: OPEN
<b>REQUEST</b>	<b>APPROVAL REQUESTED</b> IT IS HEREBY RESOLVED that the Finance Committee, in accordance with authority delegated by the Board of Governors, approves tuition for the Graduate Diploma in Pharmacy Leadership of \$555.55 per credit for domestic students and \$927.77 per credit for international students, effective immediately, subject to increases as approved by the Board of Governors.
<b>LEAD EXECUTIVE</b>	Gage Averill, Provost and Vice-President Academic, UBC Vancouver
<b>SUPPORTED BY</b>	Simon Bates, Vice-Provost and Associate Vice-President Teaching & Learning <i>pro tem</i> Bhushan Gopaluni, Vice-Provost and Associate Vice-President Faculty Planning

**PRIOR SUBMISSIONS**

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

**EXECUTIVE SUMMARY**

Advancements in the pharmacy profession and its educational landscape, and the enhanced complexity of the healthcare system, along with new technologies and models of care, have heightened the demand for pharmacists with leadership skills applied to organizational behavior and change management at the individual, dyadic, team, and organizational levels. The profession demands a new cadre of pharmacists who can not only lead, but also support leadership development in others. In this landscape, a wide range of employers across all sectors of the profession are looking to hire pharmacists with a solid understanding of how pharmacy connects with this evolving healthcare system. The Faculty of Pharmaceutical Sciences is proposing the development of a new graduate Diploma in Pharmacy Leadership (DPL) program to meet this need.

Following approval of the program by the UBC Vancouver Senate in April 2023, the request for approval of the Graduate Diploma in Pharmacy Leadership was forwarded to the Learning & Research Committee under the Committee’s June 2023 agenda. Pending approval from the Board of Governors, the program will admit its first cohort of students in September 2024.

In the 2023-2024 academic year, proposed tuition fees for the program are \$555.55 per credit for domestic students and \$927.77 for international students. For the proposed 18-credit program, this results in a total program cost of \$9,999.90 for a domestic student and \$16,699.86 for an international student. These fees are subject to increases as approved by the UBC Board of Governors.

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 February 27, 2023 to March 27, 2023. A submission was received from the GSS, who raised a concern about the proposed tuition rate for international students and the differential from proposed domestic tuition rate given that the program is to be delivered largely online. The Faculty responded to GSS and in response to their concerns decided to reduce proposed tuition for both domestic and international

students (originally proposed in the consultation at \$666.67 per credit for domestic students and \$1,111.11 per credit for international students). To offset this reduction, and in order to cover operational costs, the Faculty will slightly increase the number of students we are targeting to admit to the graduate DPL program.

The graduate DPL 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 15: Student Experience](#). Through a cohort model, the program will help foster networks and bonds that will support students in determining and realizing academic, career, and personal goals.

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

[Strategy 20: Coordinated Engagement](#). Graduates of the program will become advocates for the profession in a diverse range of public settings.

The graduate DPL will be Canada's only educational path designed specifically for pharmacists to become leaders. The Faculty expects the graduate DPL to attract pharmacists with leadership aspirations within administrative, corporate, public health, primary care, academic, regulatory, or government roles.

Historically, pharmacy leadership roles have been filled by pharmacists with many years of experience in the profession. However, the current demanding labour market, the need to continue to 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 graduate DPL curriculum stems from an extensive consultative process involving stakeholders and employers from across the profession.

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## APPENDICES

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

**Tuition and Fee Assessment Details**

**Program Description:** Graduate Diploma in Pharmacy Leadership

**Anticipated Start Date:** September 2024

	Domestic	International
Tuition fees per credit – Note 1	\$555.55	\$927.77
Application Fees (Graduate) – Note 2	\$114.00	\$168.25
Supplemental Application Fees	\$0	\$0
Non-Refundable Acceptance Deposit	N/A	N/A
Other Faculty and Course Fees	\$0	\$0

Note 1 – Proposed tuition will be subject to annual increases as established by the university.

Note 2 – This is the current fee for the 2024W application cycle and is subject to annual increases.

**DIPLOMA IN PHARMACY LEADERSHIP**  
**STUDENT TUITION CONSULTATION REPORT**

The Vice-President, Students Office, in partnership with the Faculty of Pharmaceutical Sciences, conducted a student consultation regarding the proposal to offer a new professional Diploma in Pharmacy Leadership (DPL) program. 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)

**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/zoom 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 Monday February 27, 2023 to Monday March 27, 2023.

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

No individual student submissions were received.

Organization	Summary
<b>AMS</b>	<p><b>Support for proposed program</b></p> <p>“The AMS is in favour of the proposed new program. We believe the Diploma in Pharmacy Leadership program will be a great educational pathway for pharmacists with leadership aspirations in their early to mid-career, especially those who are wanting to develop their skills in administrative, managerial, corporate, public health, primary care, regulatory, or government roles.”</p>
<b>GSS</b>	<p><b>Recommendation to review fees for international students</b></p> <p>“Considering that this program is largely online, it is unclear as to why the program tuition is almost 50% more for international students than for domestic students.”</p>

**Faculty Response:** The Faculty of Pharmaceutical Sciences provided a response to the feedback received from the GSS. GSS was informed of the Faculty response on April 27, 2023 and invited to provide additional comments by Friday May 5 2023. No response was received. Additional details can be found in Appendix 2.

## APPENDIX 1: INVITATION TO CONSULTATION AND TUITION RATIONALE DOCUMENT

**\*\*\*This message is sent on behalf of Dr. Samantha Reid, Executive Director of the Office of the Vice President, Students\*\*\***

Hello everyone,

There is a proposal by the Faculty of Pharmaceutical Sciences to offer a new professional Diploma in Pharmacy Leadership (DPL) program. The DPL is an advanced program at the graduate level that builds upon entry-to-practice degree programs.

In order to inform the program leads and the Board of Governors with regards to the **acceptance deposit proposal/ 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 proposal if they wish. **Please note: the scope of this consultation process is limited to the acceptance deposit proposal/ 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 and fees rationale for the program, and
- the proposed tuition and fees.

Please share the document and this email as you see appropriate. **Comments and student organization submissions on the tuition proposal can be provided to Irena Deretic – Administrative Coordinator, Office of the Vice President Students ([vpsassist@mail.ubc.ca](mailto:vpsassist@mail.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 MARCH 27, 2023 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,

Samantha

**Samantha Reid** Ph.D. (she/her)

**Executive Director**

**Office of the Vice President Students**

The University of British Columbia | Musqueam & Syilx Okanagan Nation Traditional Territories

6328 Memorial Road | Vancouver BC | V6T 1Z2

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## NEW PROGRAM TUITION CONSULTATION TEMPLATE

### DIPLOMA IN PHARMACY LEADERSHIP

#### PROGRAM OVERVIEW

UBC's Faculty of Pharmaceutical Sciences proposes to offer a new professional Diploma in Pharmacy Leadership (DPL) program. The DPL is an advanced program at the graduate level that builds upon entry-to-practice degree programs (Bachelor of Science in Pharmacy offered at UBC between 1946 and 2014, and Doctor of Pharmacy offered at UBC since 2015). This program will grant a Diploma in Pharmacy Leadership (DPL) credential. Unique features include its curricular focus on leadership, its mostly online structure, and its applicability to many pharmacy career paths.

With innovative curriculum collaborations and contributions from the UBC Sauder School of Business, the DPL program will graduate a new type of leader. Advancements in the profession and new innovative models of care have heightened the demand for pharmacists with leadership skills. This new program is expected to attract pharmacists with leadership aspirations in their early to mid-career, who are ready to advance their skills in administrative, managerial, corporate, public health, primary care, regulatory, or government roles. The DPL is Canada's only educational path designed specifically for pharmacists to become leaders.

The DPL is designed to be completed in 12 months. The curriculum aligns with the Government of British Columbia's and UBC's strategic priorities, and will be delivered online with synchronous and asynchronous components, making it accessible and flexible for working pharmacists who live and practice across urban and rural areas. Only a small portion will be conducted in-person during Program Orientation at the UBC Vancouver campus. With a total of 18 credits, the curriculum includes five courses providing students a unique opportunity to achieve the program objectives defined below.

The Diploma in Pharmacy Leadership (DPL) program will enable students to:

1. Apply principles of organizational behaviour and change management to the critique of existing leadership and practice models.
2. Apply best practices and latest thinking, to current leadership issues, challenges, and opportunities confronting pharmacy.
3. Apply the evidence supporting pharmacy decision- and policy-making to the design, development, and implementation of good healthcare policy.
4. Apply specific models of communication and principles of conflict management to effectively lead in challenging circumstances.
5. Interpret and apply best practices and pedagogical principles to lead and educate diverse audiences.
6. Enhance and support leadership development in the self and in others that leverages individual strengths, values, and roles.

The DPL program will equip pharmacists for roles demanding strong leadership, organizational behavior knowledge, and policy decision-making skills in healthcare, corporate, regulatory, and academic organizations. A wide range of employers are searching for pharmacists with a broad perspective of the healthcare system and a solid understanding of how pharmacy connects with it. The Faculty anticipates that graduates will be well-equipped to take on leadership roles such as leadership Director of Pharmacy Services, Director of Business Development, Director of Digital Pharmacy, leadership and administrative positions within the College of Pharmacists of BC, or Manager of Managed Care Initiatives, among others. Further consultations with industry stakeholders is underway.

The challenges and opportunities that the COVID-19 pandemic presented to the healthcare system and the Pharmacy profession have enhanced the demand for Pharmacy leaders with specialized skills who can contribute to the health of British Columbians, positively transform healthcare, and fulfill the expectations of the public and regulators. The major changes to the profession that the last 3 years have brought, make the proposed DPL program a vital piece of the training landscape for pharmacists with leadership aspirations. This program was designed to meet the expressed need of those at the front line of innovative change to gain the knowledge and skills necessary to contribute to an ever-evolving clinical, regulatory, and entrepreneurial landscape, and the Faculty anticipates a high demand for a graduate program that pharmacists can complete while living remotely, without the need for absent from their workplace.

#### **STUDENT CONSULTATION DURING THE PROGRAM DEVELOPMENT PROCESS**

From 2018-2020, the Faculty undertook extensive consultation with students, alumni and industry to understand interest in, and demand for, a potential new program offering. During those consultations, consultees identified a demand for pharmacy leaders with a clear understanding of how pharmacy connects with the rest of the healthcare system.

Originally positioned as a Master's level credential, the Faculty is now proposing a Diploma-level program. Based on input received through consultations, stakeholders identified a preference for the proposed curriculum embedded in the DPL, over that of a Master of Business Administration or a Master of Health Administration, particularly with the proposed focus on leadership and healthcare policy decision-making.

This two-year period of comprehensive market engagement and research process explored prospective student interest in and demand for programming in this topic, and the Faculty engaged deeply with stakeholders representing the wide range of domains in the profession. The new courses that make up the DPL were created based on significant input of stakeholders, potential future employers, working pharmacists, and senior PharmD students.

#### **TUITION AND FEES RATIONALE**

Program tuition for the DPL is proposed at \$666.67 per credit for domestic students, and \$1,111.11 per credit for international students. For the proposed 18-credit program, this results in a total program cost of \$12,000 for a domestic student, and \$20,000 for an international student (with increases beyond this being subject to annual Board approval). UBC's standard application fees for graduate-level program admissions are proposed, with no additional program or Faculty fees.

The proposed tuition is set at a rate which results in a break-even position at the Faculty level, with the assumption of 20 domestic students and 10 international students being enrolled each year. The Faculty feels this enrolment estimate is reasonable in the context of demand identified during the consultation process, although the program does have capacity to enrol additional students given the largely online nature of the program. Should additional students be enrolled, the Faculty would allocate additional staff and teaching assistant resources to the program to maintain an excellent learning experience.

The proposed tuition is set to cover the direct costs of delivering the program. These costs include course development and teaching provided by tenured and tenure-track faculty members who are experts in their field. In addition, the program is supported by a large number of staff working under the Academic Portfolio of the Faculty including a half-time Program Manager (shared with other programs), support from the Faculty's Office of Educational Technology and Learning Designs and Office of Assessment teams, Student Services, and others. Other minor provisions have been made for program marketing and supplies.



### ***Costs of comparable programs***

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

<b>Institution</b>	<b>Program</b>	<b>Domestic Tuition</b>	<b>International Tuition</b>
<b>UBC</b>	<b>Diploma in Pharmacy Leadership (12 months, 18 credits)</b>	<b>\$12,000.00</b>	<b>\$20,000.00</b>
British Columbia Institute of Technology	Health Leadership Advanced Certificate (24 months, 24 credits)	\$8,157.00	\$24,471.00*
University of Vermont	Online Certificate of Graduate Study in Healthcare Management and Policy (12 months, 18 credits)	\$16,513.23	\$23,625.13
Ohio State University	Healthcare Leadership and Innovation Certificate (8 months, 12 credits)	\$17,768.91	\$18,851.39
University of Minnesota	Healthcare Management Certificate (8 months, 12 credits)	\$19,484.64	\$19,484.64

Note: all costs are presented in Canadian dollars.

\*Calculated based on information provided by BCIT on this [webpage](#).

<b>PROPOSED TUITION AND FEES</b>
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## **Appendix 1 – Tuition and Fee Assessment Details**

**Program Description:** Diploma in Pharmacy Leadership

**Anticipated Start Date:** September 2024

	<b>Domestic</b>	<b>International</b>
Tuition fees per credit – Note 1	\$666.67	\$1,111.11
Application Fees (Graduate) – Note 2	\$114.00	\$168.25
Supplemental Application Fees	\$0	\$0
Non-Refundable Acceptance Deposit	N/A	N/A
Other Faculty and Course Fees	\$0	\$0

Note 1 – Proposed tuition will be subject to annual increases as established by the university.

Note 2 – This is the current fee for the 2024W application cycle and is subject to annual increases.

## APPENDIX 2: STUDENT SUBMISSIONS & FACULTY RESPONSES

### Submission from the AMS.



March 24th, 2023  
UBC Board of Governors

### Re: Diploma in Pharmacy Leadership

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 program proposed by the Faculty of Pharmaceutical Sciences on Diploma in Pharmacy Leadership (DPL).

The proposed advanced program on Diploma in Pharmacy Leadership (DPL) will build upon entry-to-practice degree programs (Bachelor of Science in Pharmacy offered at UBC between 1946 and 2014, and Doctor of Pharmacy offered at UBC since 2015). Some of the unique features of the program that the AMS supports are the following: its curricular focus on leadership; its mostly online structure; and its applicability to many pharmacy career paths.

The AMS is in favour of the proposed new program. We believe the Diploma in Pharmacy Leadership program will be a great educational pathway for pharmacists with leadership aspirations in their early to mid-career, especially those who are wanting to develop their skills in administrative, managerial, corporate, public health, primary care, regulatory, or government roles. The program is also beneficial to students who want to expand their knowledge in the design, development, and implementation of good healthcare policy as it will allow them to apply evidence-based policy-making. Lastly, the AMS also commends the Faculty for having undertaken extensive consultation with students, alumni and industry through a two-year period of comprehensive market engagement and research process from 2018-2020.

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 students across all levels. We also appreciate the Board's consideration of this submission.

Sincerely,

**Anisha Sandhu**

Interim VP Academic and University Affairs Alma  
Mater Society

Submission from the GSS.



**GSS**  
UBC VANCOUVER

## Tuition Consultations

Presented by:  
Graduate Student Society (GSS)

To:  
The Office of the Vice President Students,  
University of British Columbia

March 2023

## **Tuition Consultation - Diploma in Pharmacy Leadership (DPL)**

Considering that this program is largely online, it is unclear as to why the program tuition is almost 50% more for international students than for domestic students. It is understandable that tuitions for international students are usually higher than for domestic students; however, in this case, the difference is just astronomical.

Owing to the fact that the program is perhaps the only diploma program in Canada with a focus on pharmacy leadership, it is not necessarily a direct comparison with the programs listed. However, the certificate programs (listed as similar programs) at Ohio State University and University of Minnesota show a much lower difference in domestic and international tuition fees. We therefore recommend a downward review of the fees for international students in this regard.



April 25, 2023

Ismail Muftau  
VP University & Academic Affairs,  
Graduate Student Society (GSS)

Dear Ismail,

**Re: Graduate Diploma of Pharmacy Leadership (GDPL) Program – Tuition Consultation**

We would like to express our significant gratitude to you for your review of our program proposal. And, we would like to once again thank the multitude of GSS members who contributed to the creation of this program throughout the development process.

The Faculty of Pharmaceutical Sciences is pleased to address your comment on our proposal that pertained to the differential between the tuition rates proposed for domestic and international students. The proposed tuition and financial modelling for the GDPL program was completed with oversight from the Strategy and Decision Support Unit in the Provost's Office as well as senior leadership within the Faculty, including the Faculty's finance team.

We understand and acknowledge that the difference in fees between domestic and international students may seem significant. However, we completed an analysis of tuition benchmarks across all graduate-level professional programs at UBC and our ratio of international tuition to domestic tuition is well within (and in most cases below) these benchmarks. A select sample of graduate health programs is shown below, with the GDPL having a ratio lower than the comparators within UBC.

Ratio of International to Domestic Tuition	International	Domestic	Ratio
Graduate Diploma of Pharmacy Leadership (Per Credit)	\$1,111.11	\$666.67	1.67 : 1
Master of Health Administration (Per Instalment)	\$9,308.15	\$5,236.98	1.78 : 1
Master of Health Leadership and Policy (Per Instalment)	\$19,601.14	\$10,338.15	1.90 : 1

Given the consultation with the Graduate Student Society and extensive consultation with external stakeholders, the Faculty has decided to reduce tuition for both domestic and international students. To offset this reduction, and in order to cover operational costs of this program, the Faculty will slightly increase the number of students we are targeting to admit to the GDPL program. This will result in domestic tuition of \$555.55 per credit and international tuition of \$927.77 per credit for the program.

In addition, the Faculty takes very seriously the need to address affordability for students enrolled in this program and will set aside up to five percent of total program revenues, accessible to all students including international students, for needs-based financial aid and other supports. The Faculty will also work with our Development team on fundraising for new awards supporting future pharmacy leaders.

Sincerely,

**Sandra Jarvis Selinger PhD**  
Professor and Associate Dean, Academic

**From:** [VP Students Office Admin Coordinator](#)  
**To:** [Karangu, Kimani \(gss.ubc.ca\)](#); "[vpacademic@gss.ubc.ca](#)"  
**Cc:** [Reid, Samantha](#)  
**Subject:** Faculty Response - Graduate Diploma of Pharmacy Leadership (GDPL) Program  
**Date:** Thursday, April 27, 2023 11:22:00 AM  
**Attachments:** [image001.png](#)  
[Faculty Response Letter to GSS - Student Consultation 2023-04-25\[1\].pdf](#)

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**\*\*\*This message is sent on behalf of Dr. Samantha Reid, Executive Director of the Office of the Vice President, Students\*\*\***

Dear Graduate Students Society,

Thank you for providing the response to a student consultation regarding the Graduate Diploma of Pharmacy Leadership (GDPL) Program. Please find enclosed the Faculty of Pharmaceutical Sciences' response to your questions/comments.

Please review it and let us know if you have any further concerns **by EOD FRIDAY MAY 5<sup>TH</sup>**.

Sincerely,  
Samantha

**Samantha Reid** Ph.D.  
**Executive Director**  
**Office of the Vice President Students**  
The University of British Columbia | Musqueam & Syilx Okanagan Nation Traditional Territories  
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Sent by:

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