



THE UNIVERSITY OF BRITISH COLUMBIA

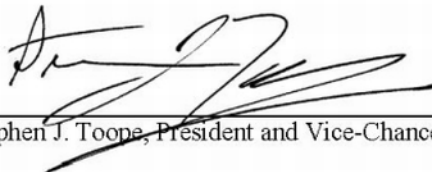
Report to the Board of Governors

SUBJECT UBC VANTAGE COLLEGE
INTERNATIONAL PROGRAM TUITION FEES

MEETING DATE June 4, 2013

Forwarded to the Board of Governors on the
Recommendation of the President

**APPROVED FOR
SUBMISSION**



Stephen J. Toope, President and Vice-Chancellor

Presented By David H. Farrar, Provost & Vice-President Academic
Louise Cowin, Vice-President Students

Report Date May 30, 2013

DECISION REQUESTED **IT IS HEREBY REQUESTED** that *the Board of Governors approve the 12-month program fee of \$30,000 for the International Program offered by UBC Vantage College and the supplemental term fee of \$5,000 (for enrolment up to 16 months), effective 2014-2015.*

EXECUTIVE SUMMARY

The UBC Vantage College International Program is an innovative 12-16 month educational program for international students from domestic school systems in emerging countries. It is to enable these students to complete first-year equivalent coursework, and be prepared to enter UBC degree programs as second-year students.

Place and Promise International Engagement – Student Learning – Intercultural Understanding
COMMITMENTS

Place and Promise The International Program offered by UBC Vantage College contributes to *Place and*
ACTION *Promise* by strengthening UBC’s presence as a globally influential university and
 increasing the capacity of UBC students, faculty, staff and alumni to engage
 internationally.

Description & The objectives of the UBC Vantage College International Program include: (1) expansion
Rationale of the number and diversity of international students on campus; (2) development of a
 living laboratory of scholarly teaching, using leading pedagogical, administrative and
 ethnological approaches to better understand how international students learn; (3)
 contributing to UBC’s financial sustainability.

The International Program will offer a dynamic, transformational first-year educational
 experience for outstanding secondary school graduates. It is different from current ISI
 recruitment efforts, which focus on schools that follow an international curriculum (e.g. IB;
 A-levels; or US). Recruitment from these schools will continue to drive expansion of
 direct-entry international students but is highly competitive and cannot enable UBC to
 meet its diversity goals.

The curriculum of the International Program will be specifically designed for international
 students from domestic school systems, enabling them to complete first-year coursework to
 enter UBC degree programs as second-year students. It will deliver UBC credit courses,
 supplemented by program-specific content aimed at addressing educational gaps,
 particularly language gaps, and learning needs and will offer a “high-touch” in-residence
 experience for all students, with strong social support, to address cultural acclimatization
 issues specific to different countries.

Value-Added Features for International Students

The International Program’s features include cohort-based programs with small class sizes
 (75 students per cohort) offering:

- Substitute first-year pathway
- Dedicated customized academic English language support embedded throughout
 the curriculum
- Unique core curriculum, exclusively for International Program students, taught by
 full-time UBC academic teaching staff
- A “living lab” opportunity for innovative undergraduate teaching
- Innovative pedagogies
- Membership in the UBC Alma Mater Society (AMS) with access to all clubs
 and services

FINANCIAL Fee Proposal

Funding Sources,
Impact on Debt Ratios

The UBC Vantage College International Program tuition fee will be \$30,000 in its inaugural year in 2014-15 based on enrolment in dedicated first-year credit courses and customized academic English language support over 12 months. Students extending their enrolment in the International Program to 16 months on the basis of having either failed one course or requiring additional language support will be required to pay a supplemental term tuition fee of \$5,000. (These fees are expected to increase at the same rate as approved international tuition adjusted resulting from the annual reviews by the UBC Board of Governors.)

As UBC students, students in the International Program will be subject to regular student fees (<http://www.calendar.ubc.ca/vancouver/index.cfm?tree=14,267,784,0>).

The International Program fee is based on the provision of first-year credit courses and intense academic English instruction, which will be embedded throughout the program. In addition, each program cohort will commence with a 3-4 week academic English “boot camp” prior to the onset of the regular term start date. The boot camp will be an integral program component and will include assessment of language skills and academic preparation. These will permit placement into customized streams (either “regular” or “accelerated”) providing a tailored blend of credit courses and academic English language instruction and support depending on the student’s proficiency in the English language and level of academic preparation.

Benchmarking

Various transition / pathways programs around the globe have been considered in determining the International Program fee (see **Attachment 1**). Fees are comparable to other programs in North America and Australia. (Please note that many of the listed comparators do not offer courses for credit).

Budget

The International Program will be self-sustainable and revenue-generating (see **Attachment 2**).

Financial Aid

The International Program offered by UBC Vantage College will allocate 7% of its tuition revenues to the provision of dedicated student financial aid for students in its program. This will provide a significant pool of funding for need-based and merit-based support. The specific criteria of these awards/bursaries will be developed by UBC Vantage College in consultation with the VP Students office, ISI Recruiting, and student input.

International Program	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21
		<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>	<i>Year 5</i>	<i>Year 6</i>	<i>Year 7</i>
Tuition revenue (\$ m)	\$0.0	\$9.0	\$18.5	\$31.8	\$32.8	\$33.8	\$34.8	\$35.8
Student Financial Aid (\$ m)	\$0.0	\$0.6	\$1.3	\$2.2	\$2.3	\$2.4	\$2.4	\$2.5

SCHEDULE The first intake year will be 2014 when the International Program will be offered to 300 students from a diverse range of countries. The target enrolment for 2015 will be 600 students.

Implementation Timeline

At steady-state (i.e. 2016-17 onwards), there will be 1,000 students enrolled in the program.

RISKS Working on mitigation of risk by:

Financial, Operational & Reputational

- Developing a clear communication strategy
- Building a robust governance structure
- Ensuring personnel, infrastructure, programmatic capacity are in place in a timely way
- Building in quality assessment for students and teaching programs
- Developing marketing, recruiting, and admissions strategies

BENEFITS For UBC, the International Program will achieve three goals:

Learning, Research, Financial, Sustainability & Reputational

- 1. Increase diversity and number of international students;**
- 2. Provide a forum for pioneering and assessing best practice pedagogical methods; and**
- 3. Enhance UBC’s fiscal sustainability.**

1. In *Place and Promise*, UBC commits to creating “an exceptional learning environment that fosters global citizenship” and to this end has ambitious goals to increase the number of international students on the campus and to attract students with a diversity of nationalities and experiences.

The University aspires to educate students for the 21st century who are prepared to lead in an increasingly globalized society, and having a student population drawn from around the globe is a core strategy in this vision. UBC students learn from their peers as well as in formal curricular settings and the interaction with students from around the world will provide domestic and international students alike with the opportunity to develop globally informed perspectives. The benefits of this are both career-related, as students are more readily employable when they have worked in teams of individuals with different perspectives, and more broadly

educational, as students learn about the diverse backgrounds and viewpoints of people from around the world.

UBC currently (2012) registers over 1,500 new international undergraduate students each year from over 100 countries. Roughly half of those students come from schools visited by UBC recruiting staff, and most of these are schools that offer an IB or other internationally recognized diploma. The majority of international undergraduates come to UBC from just two countries, the US and China. Today’s international education industry is changing rapidly, with more competition from other universities in Canada, the US and the UK and from new educational providers emerging in Asia and the Middle East. Over-reliance on just two markets and the international schools market segment could put UBC’s enrolment goals at risk, particularly given a sluggish world economy and the lingering recession impacting the US and Europe. In this context, indigenous schools in developing countries (such as Vietnam, Nigeria, Indonesia, and parts of the Middle East and Latin America) represent an untapped market for UBC. More broadly, UBC’s goal of educating global citizens requires that the University attract students from a wide range of different countries. However, promising students coming to UBC from school systems in some of these countries would benefit from a more concentrated period of transitional support, given the greater differences between their system and ours, and UBC Vantage College is being developed to provide this support.

2. UBC Vantage College will be a “living laboratory” which focuses on international students’ cultural, social and academic transition into university. As such, it will develop leading-edge pedagogical, administrative and technological initiatives, which will be developed, tested and adopted within the College. These initiatives will also provide us with opportunities to examine our curriculum and pedagogy to better understand how students, international and domestic alike, learn.

Amongst the areas where these benefits may accrue are (a) instructors working with English for Academic Purposes (EAP) staff, and taking those skills into all their classes; (b) the first year program providing the opportunity to develop an integrated curriculum, components of which may then be employed in UBC degree programs; (c) the cohort of students providing an opportunity for blended delivery, flipped classrooms, module courses and other practices.

3. Tuition revenue from the International Program will be used to cover all direct and indirect costs. In addition, students who matriculate into UBC degree programs will bring revenues to the Faculties and the central budget.

CONSULTATION	AMS
Relevant Units,	ISA
Internal & External	General Student Population (open information session and online)
Constituencies	ISI Recruiting
	Strategic Decision Support

UBC Vantage College engaged in a formal tuition consultation process with UBC students.

Several presentations were held at AMS Council and the ISA. There was a particularly thorough conversation with the ISA Executive. UBC Vantage College leadership has committed to working with the ISA as the financial assistance programming for the College is developed.

As part of the formal tuition consultation process, an open information tuition consultation session was conducted, video-taped, and posted online, alongside an online feedback mechanism. Although well-advertised, the web and online feedback mechanisms generated no comments. Similarly the open information session generated modest attendance. There was general interest in the College, and no specific concerns raised about the proposed tuition level. Many of the comments received in the open information session are reflected in the submissions by the ISA and AMS.

The College wishes to acknowledge the thorough and thoughtful student feedback received as part of this process.

Attachment 1) Benchmarking

Name of host institution	Name of program	Governance/organization	Program structure	Number of credits earned	Tuition rates (2013 unless indicated otherwise)
University of Melbourne, Australia	Trinity College Foundation Studies	Separate institution with its own governance	Essentially entry to the university but no advance credit. It is a 1 + 3 program (note that Australia offers a 3-year u/g degree) Typically a 12-month program, but some students eligible for an accelerated program if they present higher entry requirements.	None	\$24,000 to \$35,196 AUD
University of Sydney, Australia	Centre for English Teaching	DIY Program	DEC is a direct entry to degree programs at U of S. Duration of either 36, 25, 15, 10 or 5 weeks, depending on IELTS.	None	\$17,280 AUD for 36 weeks
Macquarie University, Australia	Macquarie University Foundation Program	DIY Program		None	\$26,999 AUD for 12 months
Northeastern University Boston, MA	Northeastern University Pathways Programs	P3 partnership with Kaplan Inc.	<ul style="list-style-type: none"> College-level English prep University academic courses Taught by Northeastern University faculty 1+3 format – students can enter 2nd year 	Students can earn up to 16 credits towards their degree	\$31,603 USD for 3 terms 1 Term = \$14,356 USD 2 Terms = \$23,939 USD
University of Utah, Salt Lake City, UT	University of Utah Global Pathways Programs	P3 partnership with Kaplan, Inc.	<ul style="list-style-type: none"> College-level English Academic courses offered within the mainstream courses leading to second year Primarily Arts and Science Three semesters over a 12-month period 	Students can earn up to 36 credits	\$24,800 USD for 3 semesters (2012)
Oregon State University, Corvallis, OR	INTO OSU's Undergraduate program	P3 partnership between INTO and OSU	Offers UG pathways to: Business, Engineering, Sustainable Planet (Forestry), Exercise and Sport Science, Food Science and Technology, Science, Computer Science, General- Liberal Arts Focus, General Studies	Depends on the pathways program, but in general, students can earn between 45 to 50 credit hours out of a total of 180 credit hours required for graduation from OSU	\$24,850 USD for 3 terms
University of South Florida, Tampa Bay, FL	INTO University of South Florida's academic pathway and English language programs	P3 partnership between INTO and USF	Undergraduate pathways in Business, Engineering, Computing, Science and General Studies Pre-session English programs also offered through INTO-USF English language programs	Depends on the pathways program, but in general, students can earn between 18 to 32 credit hours out of a total of 120 to 128 hours	\$21,800 USD for 9 months
Drexel University, Philadelphia, PA	Drexel International Gateway	DIY program	English language courses combined with academic courses in mathematics, sciences and communication.	Up to 17 hours of university credit for core academic courses in mathematics, sciences, and communication	\$28,750 USD for 12 months \$19,895 USD for 9 months
George Mason University, Fairfax, VA	ACCESS is GMU's pathways program for undergraduates	DIY program	A customized program consisting of General Education courses and intensive Writing courses.	A one-year program which commences in Fall semester. Students can earn up to 28 credits toward their degree	\$30,064 USD (\$27,564 for out-of-state fee plus \$2500 additional for the ACCESS program)
University of Toronto	International Foundation Program	New College	Combines intensive language study with academic course work	1 full credit earned	\$29,450 - \$31,028 CAD for 2 terms
University of Manitoba	International College Manitoba	P3 partnership between Navitas and U of M	Offers both a "foundations" style pre-university program (UTPI), and a first year university equivalent (UTPII)	Students must complete 30 credits in the UTPII program to be guaranteed transfer into U of M degree	\$13,395 CAD (UTPII: 30-credit program)
Simon Fraser University	Fraser International College	P3 partnership between Navitas and SFU	Offers both a "foundations" style pre-university program (UTPI), a first year university equivalent (UTPII) in certain subject areas, and also an Associate of Arts (two-year) degree. UTP Stage I – student takes 8 courses UTP Stage II – prepares students for entry to 2 nd year	Students must complete 30 credits in the UTPII program to be guaranteed transfer into their SFU degree program	\$18,587 CAD (UTPII: 30 credit program)
University of Waterloo	Bridge to Academic Success In English (BASE)	English Language Centre	Conditional admission program for students who are admissible to their program but English test scores not high enough	Maybe one course credit	\$19,200 CAD to \$28,500 CAD
UBC-V ELI	Intensive English Program		The Intensive English Program is a full-time English language training program offered in 16-week sessions beginning in January, May and the end of August.	UBC Certificate in English Language No credit.	\$6,173 CAD for 16 weeks (2014)
UBC-O EFP	English Foundation Program		The EFP is an intensive English program that combines English language proficiency training with academic coursework.	Up to 6 credits. Upon successful completion of the EFP, students are guaranteed full admission to UBC's O campus and to the faculty to which they applied.	\$7,055 CAD per EFP Level

Attachment 2): Proposed UBC Vantage College International Program Budget

International Program FINANCIAL PROJECTION

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
International Program Tuition Revenues	\$0.0	\$9.0	\$18.5	\$31.8	\$32.8	\$33.8	\$34.8	\$35.8	\$36.9	38.0	39.1
International Program Costs											
Teaching & Program Design Costs (incl. salaries)	(\$0.6)	(\$2.4)	(\$3.8)	(\$6.4)	(\$6.6)	(\$6.8)	(\$7.0)	(\$7.2)	(\$7.4)	(\$7.6)	(\$7.8)
Student Financial Aid Contribution	\$0.0	(\$0.6)	(\$1.3)	(\$2.2)	(\$2.3)	(\$2.4)	(\$2.4)	(\$2.5)	(\$2.7)	(\$2.7)	(\$2.7)
Recruitment / Admissions Costs (incl. salaries)	(\$1.2)	(\$2.3)	(\$3.5)	(\$3.5)	(\$3.5)	(\$3.5)	(\$3.5)	(\$3.5)	(\$3.5)	(\$3.5)	(\$3.5)
Student Support Programs (incl. salaries)	\$0.0	(\$1.0)	(\$2.0)	(\$2.0)	(\$2.0)	(\$2.0)	(\$2.0)	(\$2.0)	(\$2.0)	(\$2.0)	(\$2.0)
College Staff	(\$0.6)	(\$0.6)	(\$0.6)	(\$0.7)	(\$0.7)	(\$0.7)	(\$0.7)	(\$0.8)	(\$0.8)	(\$0.9)	(\$0.9)
Operational Supplies & Expenses	(\$0.1)	(\$0.1)	(\$0.2)	(\$0.3)	(\$0.3)	(\$0.3)	(\$0.3)	(\$0.3)	(\$0.4)	(\$0.4)	(\$0.4)
University Infrastructure: <i>Chemistry lab reno (Copp), one-time</i>	(\$1.3)	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
University Infrastructure: <i>Orchard Commons, UBC Vantage College*</i>	\$0.0	\$0.0	\$0.0	(\$1.8)	(\$1.8)	(\$1.8)	(\$1.8)	(\$1.8)	(\$1.8)	(\$1.8)	(\$1.8)
University Infrastructure: <i>Global Student Centre (Old SUB)*</i>	\$0.0	\$0.0	\$0.0	(\$3.8)	(\$3.8)	(\$3.8)	(\$3.8)	(\$3.8)	(\$3.8)	(\$3.8)	(\$3.8)
University Infrastructure: <i>Undergrad teaching labs*</i>	\$0.0	\$0.0	\$0.0	\$0.0	(\$3.0)	(\$3.0)	(\$3.0)	(\$3.0)	(\$3.0)	(\$3.0)	(\$3.0)
Orchard Commons Building Operating Costs (est.)	\$0.0	\$0.0	\$0.0	(\$0.6)	(\$0.6)	(\$0.6)	(\$0.6)	(\$0.6)	(\$0.7)	(\$0.7)	(\$0.7)
Re-payment of start-up funding	\$0.0	(\$2.0)	(\$1.8)	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Contribution to the University as a whole**	\$0.0	\$0.0	(\$5.3)	(\$10.5)	(\$8.2)	(\$8.9)	(\$9.6)	(\$10.3)	(\$10.8)	(\$11.6)	(\$12.5)
TOTAL International Program Costs	(\$3.8)	(\$9.0)	(\$18.5)	(\$31.8)	(\$32.8)	(\$33.8)	(\$34.8)	(\$35.8)	(\$36.9)	(\$38.0)	(\$39.1)
NET International Program INCOME	(\$3.8)	(\$0.0)	\$0.0	\$ 0.0	(\$0.0)	(\$0.0)	\$0.0	(\$0.0)	(\$0.0)	(\$0.0)	(\$0.0)

* subject to Board approvals

** incl. IT, Library, Utilities, Indirect Costs, etc