



**REPORT TO THE BOARD OF GOVERNORS**

**SUBJECT** **TEACHING CONTRACT WITH PRINCESS NORA BINT ABDUL RAHMAN UNIVERSITY (RIYADH, SAUDI ARABIA)**

**MEETING DATE** **DECEMBER 2, 2014**

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

**APPROVED FOR  
SUBMISSION**

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Arvind Gupta, President and Vice-Chancellor

**Presented By** Dr. John Hepburn, Vice-President Research & International

**Report Date** November 10, 2014

**DECISION REQUESTED** **IT IS HEREBY REQUESTED *that the UBC Board of Governors provide approval for UBC to enter into a teaching contract with Princess Nora Bint Abdul Rahman University to deliver the project outlined in this submission, and that signing officers of the University be authorized to execute this contract and any other legal agreements necessary to complete the project upon the approval of the Vice-President Research & International.***

**EXECUTIVE SUMMARY**

Princess Nora bint Abdul Rahman University (PNU) has approached The University of British Columbia seeking assistance in establishing several world-class Master's level graduate programs with the goal of educating and empowering women in Saudi Arabia. The project would see UBC collaboratively work with PNU to initiate graduate level programs in their Faculty of Education, and to provide the knowledge and know-how to PNU faculty such that they can offer the programs on their own in the future. There are significant opportunities for UBC to positively impact Saudi society and achieve our goals in the area of international engagement.

PNU was established in Riyadh in May of 2011 with a clear mandate from King Abdullah to provide the best education possible for women in Saudi Arabia. The University's namesake, Princess Nora, was the sister of Saudi Arabia's founder, King Abdul Aziz, and was renowned for her wisdom, outspokenness, determination and progressive thinking. With her spirit in mind, PNU seeks to empower women in Saudi Arabia and provide undergraduate and graduate degrees that will see more women assume leadership roles in Saudi society.

PNU is the largest female university in the world with an enrolment of over 53,000 female undergraduate students. While women account for 58% of all students enrolled in the 39 universities present in Saudi Arabia, Saudi society is extremely conservative and the educational programs are segregated within the universities. Women do not directly interact with male professors, and classes taught by male professors are delivered remotely by means of video conference.

There is a tremendous opportunity for UBC to positively impact Saudi society and empower women through education. The goal is for UBC to work collaboratively with PNU in order that PNU can establish high quality graduate level programs, and in the future provide the curriculum on their own. During the collaboration the degrees will be awarded solely by PNU, however during this time UBC will actively partner with PNU to create curricula based upon UBC master's programs and deliver them jointly with PNU professors. UBC will deliver this program to PNU by contracting with individual faculty members and teaching assistants to deliver the services to PNU. This will involve UBC women faculty and teaching assistants taking an unpaid leave of absence from UBC and travelling, teaching, and living on the PNU campus for up to a semester, 4 months, at a time. Depending on the programming needs, UBC may supplement its faculty and teaching assistants through the use of qualified academics from outside of UBC. PNU will pay a fee covering for all UBC's costs including significant consulting fees for UBC faculty and teaching assistants as well as an amount for UBC's overhead: the total program fee charged to PNU is projected to be \$23 million (CDN). UBC is currently anticipating delivering three master's programs in Education: Early Childhood Education; Science Education; and Teaching English as a Second Language. The Vancouver Faculty of Education has been actively involved in the planning of the project and has the requisite number of interested faculty and teaching assistants to participate without having an adverse impact on the academic excellence of its programs in Vancouver.

The collaboration will graduate 2 cohorts of students from each of the respective programs, after which PNU will be in the position to offer the program on their own. To obtain a degree, the students must successfully complete the program that will span five semesters over a two and a half year period. UBC will determine the admission requirements, and during the program UBC will recommend student assessments and grading for each course. PNU will give all academic credit for work undertaken as part of the program to its students and the degree granted to students will be conferred solely by PNU. PNU will participate directly, as their faculty will work with UBC faculty in the teaching of courses, as well as in guiding student research projects. The model will then see PNU professors teach the programs in the future with the knowledge gained from their UBC peers.

The UBC collaboration with PNU has the potential for a large societal impact in Saudi Arabia, as our presence and efforts through education will influence the future women leaders of Saudi Arabia.

**Place and Promise** Community Engagement: Through the PNU teaching contract (the "Teaching Contract") UBC  
**COMMITMENT(s)** will engage with elements of Saudi society and enhance social and economic opportunities for women.

International Engagement: The PNU Teaching Contract creates rich opportunities for international engagement for UBC faculty and students, and creates opportunities for international collaboration and global communication.

**Place and Promise** Over three and a half years up to 30 faculty members and 30 graduate students will be  
**ACTION(s)** contracted to teach courses modified from the existing Faculty of Education curriculum. Women students at PNU will enroll in Masters level courses anticipated to be in Early Childhood Education, Science Education, and Teaching English as a Second Language taught by UBC faculty and assisted by UBC graduate students. The courses will be delivered at the PNU campus in Riyadh, Saudi Arabia.

In addition to the education opportunities for PNU students, the Teaching Contract will also mentor women PNU faculty such that following the term of the contract PNU will be able to teach the courses to their students on their own.

<b>Description &amp; Rationale</b>	The goal is for UBC to work collaboratively with PNU in order that PNU can establish high quality graduate level programs, and in the future provide the curriculum on their own. At the present time PNU does not have the capabilities to deliver graduate level programs. During the collaboration the degrees will be awarded solely by PNU, however during this time UBC will actively partner with PNU to create curricula based upon UBC master's programs and deliver them jointly with PNU professors.
<b>COSTS</b> Capital & Lifecycle Operating	The value of the contract is \$23 million (CND) and includes UBC overhead of 25%. The costs associated with each semester will be advanced by PNU prior to UBC incurring such costs.
<b>FINANCIAL</b> Funding Sources, Impact on Debt Ratios	The value of the contract is \$23 million (CND) and includes UBC overhead of 25%. The costs associated with each semester will be advanced by PNU prior to UBC incurring such costs.
<b>SCHEDULE</b> Implementation Timeline	Beginning in February of 2015, 3 streams of 20 students each will begin Masters level coursework in the areas of Early Childhood Education, Science Education, and Teaching English as a Second Language. Each stream will consist of 5 courses over two and a half years (1 course per semester, 2 semesters per year). A second cohort of the three identical streams will begin in February of 2016.
<b>RISKS</b> Financial, Operational & Reputational	As the costs associated with the project are paid for in advance, there are no financial risks. Operationally, the Faculty of Education has the requisite number of faculty available to take a leave of absence from the University to be available deliver the courses at PNU. Where necessary some courses will be delivered by contractors from outside of UBC, which may include recently retired UBC faculty. There are some reputational risks associated with providing services in Saudi Arabia given the country's stance on some human rights issues. However the opportunity to positively impact human rights through the education and advancement of women in Saudi Arabia outweigh these risks.
<b>BENEFITS</b> Learning, Research, Financial, Sustainability & Reputational	<p>There is a tremendous opportunity for UBC to positively impact Saudi society and empower women through education. The fact that PNU approached UBC to partner on the proposed Teaching Contract speaks to UBC's high standing internationally. The successful delivery of this program will further add to UBC's international reputation and provide for further opportunities to collaborate on the global stage.</p> <p>The Faculty of Graduate and Postdoctoral Studies views the involvement of graduate students as a positive aspect to their education, providing experiences and opportunities in an international context.</p>
<b>CONSULTATION</b> Relevant Units, Internal & External Constituencies	VPRI, Vancouver Faculty of Education, UBC Continuing Studies, Office of the University Counsel, UILO