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| <b>SUBJECT</b> | <b>POLICY #71 (CONSULTATION WITH STUDENTS ABOUT TUITION AND MANDATORY FEES)   PROPOSED AMENDMENTS</b> |
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| <b>MEETING DATE</b> | <b>JUNE 9, 2015</b> |
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Forwarded to the Board of Governors on the Recommendation of the President

**APPROVED FOR  
SUBMISSION**

Arvind Gupta, President and Vice-Chancellor

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| <b>DECISION<br/>REQUESTED</b> | <b>For Information</b> |
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| <b>Report Date</b> | <b>May 12, 2015</b> |
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**Presented By** Hubert Lai, Q.C., University Counsel  
Dr. Louise Cowin Vice-President Students

## EXECUTIVE SUMMARY

Policy #71 establishes a process for consultation with students on proposed changes to tuition and mandatory fees. It was first approved in 1994 and has not been substantively reviewed in many years. Since the Policy's inception, the breadth of programs and services offered by the University has expanded substantially and now spans multiple campuses. Consultation with students is undertaken centrally by the Vice-President Students Office and at the Faculty-level by individual Faculties. While the policy principles continue to remain relevant, the prescriptive nature of the procedures lacks the flexibility and responsiveness to allow for meaningful consultation across the diverse range of circumstances in which consultation is desirable.

The proposed amendments to Policy #71 are intended to increase the scope of the Policy to include consultation on new programs and mandatory fees as well. At the same time, the proposed amendments will provide guidance to the administration on best practices to enable informed consultation, and will foster greater consistency and transparency.

## INSTITUTIONAL STRATEGIC PRIORITIES SUPPORTED

☒ Learning
 ☐ Research
 ☐ Innovation
 ☒ Engagement  
(Internal / External)
 ☐ International

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| <b>DESCRIPTION &amp;<br/>RATIONALE</b> | The University offers an abundance of academic programs and educational enrichment opportunities to meet the academic interests and learning needs of its students. Funding for University programs originates from a number of revenue sources, including tuition and mandatory fees. The University recognizes that increases to tuition and mandatory fees will have a financial impact on students and it wishes to engage in informed consultation with its students in order to have full information in making its decisions on tuition and mandatory fees. As the University's Programs have increased in diversity and |
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complexity, a more flexible and responsive consultation process would better fulfill consultation objectives.

The goals of Policy Review Committee are to establish a flexible and robust consultation process that provides guidance to the person leading the consultation on the key elements of the process. Set out below are key proposed amendments to Policy #71 and the Policy Review Committee's rationale:

- Increased scope: The University's practice is to engage students in consultation on new and changes to tuition and mandatory fees; however, Policy #71 currently only provides for consultation on changes to tuition and mandatory fees. The proposed amendments to Policy #71 confirm and clarify the University's commitment to consultation on new programs and mandatory fees as well.
- Recognition of different categories of consultation: The proposed amendments to Policy #71 clearly identify four categories where consultation will be undertaken. References to Board meeting dates have been removed as tuition and mandatory fees for specific programs may be brought forward for approval throughout the year and are not necessarily tied to the consolidated budget approval process.
- Ability to consolidate processes where appropriate: This categorization also allows the person leading the consultation, with input from the elected student leadership, the flexibility to consolidate consultation processes and reduce redundancy where appropriate.
- Provision of relevant information: University revenues are obtained from multiple sources and as such a meaningful discussion on new or increases to tuition and mandatory fees are unattainable without the provision of relevant budget information. The proposed amendments to Policy #71 will increase the quality and consistency of the information provided across all consultation processes.
- Simplified consultation process where appropriate: The proposed amendments to Policy #71 allows for a simplified consultation process where proposed increases are at or below the Higher Education Price Index.

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| <b>BENEFITS</b><br>Learning, Research,<br>Financial,<br>Sustainability &<br>Reputational | The proposed amendments to Policy #71 will confirm and clearly communicate existing practices and expectations on the consultation process and the quality and consistency of information to be provided to students during consultation process. In doing so, this will reinforce and support UBC's learning goals and priorities and increased transparency. |
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| <b>FINANCIAL</b><br>Funding Sources,<br>Impact on Liquidity | The proposed amendments to Policy #71 do not have a financial impact. |
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| <b>SCHEDULE</b><br>Implementation<br>Timeline | Subject to any feedback from the Board of Governors, the next step will be to post the proposed amendments to Policy #71 on UBC's website for public comment by the University community. The Policy Review Committee will be asked to consider any comments received. If necessary, revisions may be made before the Board is then asked to approve the proposed amendments to Policy #71. |
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**CONSULTATION** The Office of the University Counsel conducted a review of comparable policies at UBC's peer institutions in Canada and the United States. It then constituted a Policy Review Committee comprised of the following members, to consider and advise on the review of Policy #71:


Relevant Units, Internal & External Constituencies

Hubert Lai, Q.C. (Co-Chair)  
 Karen Szeto, Legal Counsel (Co-Chair)  
 Sunaina Assanand, Associate Dean, Student Success, Faculty of Arts  
 Hugh Brock, Associate-Provost Academic Innovation, Provost's Office  
 Colum Connolly, VP Academic & External Affairs, Graduate Student Society  
 Ian Cull, Associate Vice-President Students  
 Carol Jaeger, Associate Dean – Undergrad Engineering Programs, Faculty of Applied Science  
 Anne Kessler, VP Academic, Alma Mater Society  
 Rocky Kim, President, UBCSUO  
 Marc Parlange, Dean Faculty of Applied Science  
 Ben Pollard, Director, VP Students Portfolio Initiatives  
 May Anne Then, President, UBC International Students Association  
 Fred Vogt, Deputy Registrar, Enrolment Services

The proposed amendments to Policy #71 are unanimously recommended by the Policy Review Committee.

#### **Additional Materials**

Copies of Policy #71 and the proposed amendments to Policy #71 are attached.

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| <br><b>The University of British Columbia<br/>Board of Governors</b> | <b>Policy No.:</b><br><br><b>71</b>                       | <b>Approval Date:</b><br>December 1994<br><br><b>Last Revision:</b><br>June 2005 |
|   | <b>Responsible Executive:</b><br>Vice-President, Students |  |
| <b>Title:</b><br><br><b>Consultation with Students about Tuition and Mandatory Fees</b>   |   |  |
| <b>Background &amp; Purposes:</b>   |   |  |

## 1. General

- 1.1. In order to have full information in making its decision about changes to tuition and mandatory fees and to meet deadlines for decisions in an orderly fashion, the University will consult the elected student leadership and the affected portion of the student body. For the purposes of this policy, “mandatory fees” are charges that require approval by the Board of Governors and that a student must pay to complete an academic program. The general steps that shall apply to the consultation process are as follows:
  - 1.1.1. There should be provision of information to the elected student leadership to allow informed advice.
  - 1.1.2. There should be an opportunity for the elected student leadership to give thoughtful consideration to pertinent issues, consult their members in concert with the University administration and tender their opinions and advice to the University administration.
  - 1.1.3. In making his/her decision on a recommendation to the Board of Governors, the President should take into consideration the opinions and advice of the elected student leadership.
  - 1.1.4. The elected student leadership should be given the decision of the President and the reasons for it.
  - 1.1.5. The views of students should be conveyed through the elected student leadership directly to the Board of Governors before it makes its final decision.
- 1.2. At any time, but especially in the second or third year of an approved multi-year tuition program, the University and the applicable student societies may agree upon simpler arrangements for consultation on a case-by-case basis.

## **PROCEDURES**

**Approved: December 1994**

**Revised: June 2005**

*Pursuant to Policy #1: Administration of Policies, "Procedures may be amended by the President, provided the new procedures conform to the approved policy. Such amendments are reported at the next meeting of the Board of Governors and are incorporated in the next publication of the UBC Policy and Procedure Handbook."*

### **1. Constituents**

- 1.1. Consultation on proposed changes to tuition and mandatory fees will include affected portions of the student body and elected student societies.

### **2. Annual Report**

- 2.1. Annually, the University administration will publish a report of results from the previous year's tuition and/or mandatory fee changes.

### **3. Consultation Process**

- 3.1. The consultation process will include formal and informal discussions with the University administration, student societies and students.
- 3.2. Consultation may occur at any regular or special meeting with students, the student societies and the University administration.

#### **3.3. Informal Consultation**


- 3.3.1. Informal consultation may include general discussions about proposed changes to tuition and/or mandatory fees, student financial support, the Teaching and Learning Enhancement Fund, comparisons with other universities, student financial needs, and principles guiding tuition discussions.
- 3.3.2. Informal consultation may be conducted at any time during the year and may be initiated by the University administration or elected student societies.

#### **3.4. Formal Consultation**

- 3.4.1. Formal consultation will be conducted based on a schedule of formal meetings and mechanisms prepared by the University administration, in consultation with elected student societies.
- 3.4.2. The formal consultation schedule will allow sufficient time for students and elected student societies to respond in an informed manner to proposed changes and will be established as follows:
  - 3.4.2.1. Within five working days after the Board of Governors has established each of the projected fee and the projected budget/allocation approval dates (which normally occurs

at their first meeting during the academic year), the University administration will communicate the projected fee and/or budget/allocation approval dates to the applicable student societies.

- 3.4.2.2. During the 30 day period after the Board of Governors has established each of the projected fee and/or projected budget/allocation approval dates, the University administration will prepare a proposed schedule for the fee and/or budget/allocation consultation processes, taking into consideration recommendations and feedback from students and elected student societies.
- 3.4.3. The formal consultation process for the establishment of tuition and/or mandatory fees will include the following elements:
  - 3.4.3.1. In presenting its proposal for tuition and/or mandatory fees, the University administration will identify proposed changes to tuition and/or mandatory fees and the rationale underlying those changes.
  - 3.4.3.2. The University administration will request and receive recommendations and feedback from students and elected student societies to inform the University administration's deliberation of changes to tuition and/or mandatory fees.
  - 3.4.3.3. The final recommendation of the University administration for changes to tuition and/or mandatory fees will be forwarded to the applicable student societies, in advance of the meeting at which the Board of Governors will be asked to approve said recommendation.
- 3.4.4. The formal consultation process for the allocation of increased tuition fee revenue will include the following elements:
  - 3.4.4.1. The University administration will prepare a proposed allocation plan for increased tuition revenue.
  - 3.4.4.2. The University administration will request and receive recommendations and feedback from students and elected student societies to inform the University administration's deliberation on tuition allocation recommendations.
  - 3.4.4.3. The final recommendation of the University administration for the allocation of increased tuition revenue will be forwarded to the applicable student societies, in advance of the meeting at which the Board of Governors will be asked to approve said recommendation.

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| <br><b>The University of British Columbia<br/>Board of Governors</b>  | <b>Policy No.:</b><br><br><b>71</b>                       | <b>Approval Date:</b><br>December 1994<br><br><b>Last Revision:</b><br>December 2015<br>[anticipated] |
|  | <b>Responsible Executive:</b><br>Vice-President, Students |   |
| <b>Title:</b><br><br><b>Consultation with Students about Tuition and Mandatory Fees</b>  |   |   |
| <b>Background &amp; Purposes:</b><br><br>In order to have full information in making its decisions on Tuition and Mandatory Fees in a timely and orderly fashion, UBC wishes to establish a process for consultation with the Elected Student Leadership and its students. |   |   |

*Defined terms are capitalized and can be found in section 2 of this Policy.*

## **1. General**

- 1.1. The Responsible Executive, with the support of the relevant Deans, will consult with the Elected Student Leadership. The Responsible Executive will undertake additional consultations with such portions of the student body as the Responsible Executive determines to be desirable and appropriate.
- 1.2. Consultation will be undertaken on the amount of any:
  - 1.2.1. increases to Tuition or Mandatory Fees that apply to specific Programs;
  - 1.2.2. new Tuition or Mandatory Fees that apply to specific Programs;
  - 1.2.3. general increases to Tuition or Mandatory Fees that apply across multiple Faculties; and
  - 1.2.4. new Mandatory Fees that apply across multiple Faculties.
- 1.3. The general steps that will apply to the consultation process are as follows:
  - 1.3.1. The University will provide information to the Elected Student Leadership to allow informed advice. The Elected Student Leadership should engage those of its constituents most affected by the specific Program(s) under consultation.
  - 1.3.2. There will be an opportunity for the Elected Student Leadership to give thoughtful consideration to pertinent issues, consult their constituents in concert with the Responsible Executive and tender their opinions and advice to the Responsible Executive.

- 1.3.3. In making its decision on a recommendation to the Board of Governors, the UBC administration will take into consideration the opinions and advice received by the Responsible Executive from the consultation process.
- 1.3.4. The Responsible Executive will provide the recommendation of the UBC administration to the Elected Student Leadership.
- 1.3.5. If the Elected Student Leadership wishes to provide its opinions and advice to the Board of Governors before the Board makes its final decision, it may do so in writing to the Responsible Executive, who will provide it to the Board of Governors.
- 1.3.6. Where a proposed increase to Tuition or Mandatory Fees is at or below the Higher Education Price Index, the Responsible Executive may provide for a simplified consultation process.
- 1.3.7. At any time, the Responsible Executive and the Elected Student Leadership may agree upon alternative arrangements for consultation on a case-by-case basis.

## 2. **Definitions**

- 2.1. “*Dean*” means:
  - (a) with respect to consultation on a Program, the Dean of the Faculty in which the Program is offered, or his/her designate(s); and
  - (b) with respect to consultation on Tuition and/or Mandatory Fees specific to Vantage College, the Principal of Vantage College, or his/her designate(s);
- 2.2. “*Elected Student Leadership*” means the President(s) of the relevant elected student organization(s) or his/her designate(s);
- 2.3. “*Higher Education Price Index*” means the inflation index designed specifically to track the main cost drivers in higher education as calculated annually by the Commonfund Institute.
- 2.4. “*Mandatory Fees*” means charges a student must pay to complete a Program, as approved by the UBC Board of Governors;
- 2.5. “*Program*” means a Senate-approved program leading to a UBC degree;
- 2.6. “*Responsible Executive*” means:
  - (a) the individual(s) assigned by the President, from time to time, to be responsible for the administration of this Policy and any associated Procedures; and
  - (b) any sub-delegate of that assigned responsible individual(s) except to the extent that the power to delegate is specifically excluded in this Policy or in the appointment by the President; and
- 2.7. “*Tuition*” means the amount a student must pay for courses towards a Program, as approved by the UBC Board of Governors.



## **PROCEDURES**

**Approved: December 1994**

**Revised: December 2015 [anticipated]**

*Pursuant to Policy #1: Administration of Policies, "Procedures may be amended by the President, provided the new procedures conform to the approved policy. Such amendments are reported at the next meeting of the Board of Governors and are incorporated in the next publication of the UBC Policy and Procedure Handbook."*

### **1. Assignment of Responsible Executive**

- 1.1. The Responsible Executive will be the Vice President, Students.
- 1.2. Sub-Delegation: The Responsible Executive is not limited in sub-delegation of the duties hereunder but remains responsible for oversight and answerable to the President.

### **2. Constituents**

- 2.1. For Tuition and Mandatory Fees that apply to specific Programs, the Dean will consult with: the Alma Mater Society of the University of British Columbia, the Graduate Student Society of UBC Vancouver, and the University of British Columbia Students' Union Okanagan, as appropriate; and the Program-based Elected Student Leadership, if any. In addition, the Dean may consult more broadly with the student body in the applicable Program(s).
- 2.2. For Tuition and Mandatory Fees that apply across multiple Faculties, the Responsible Executive will consult with the Alma Mater Society of the University of British Columbia, the Graduate Student Society of UBC Vancouver, and the University of British Columbia Students' Union Okanagan, as appropriate, and in addition, may consult more broadly with the general student body.

### **3. Consultation Process for Increases to Tuition and Mandatory Fees that Apply to Specific Programs**

- 3.1. The Dean will establish a schedule of formal meetings and mechanisms for the consultation process(es) that will take into consideration comments from the Elected Student Leadership and will be guided by best practices as articulated by the Responsible Executive. The schedule will allow sufficient time for students and the Elected Student Leadership to respond in an informed manner.
- 3.2. The consultation process should normally include the following elements:
  - 3.2.1. To foster informed comments on a proposed increase to Tuition or Mandatory Fees for specific Program(s), the Dean should normally provide the Elected Student Leadership with the substance of the relevant portions of the budget proposal for the Faculty that will ultimately be submitted to the Provost.
  - 3.2.2. Without limiting the Dean's discretion to formulate the Faculty's final submission to the Provost, the Dean should normally request and consider comments on the proposed increase to Tuition or Mandatory Fees from the Elected Student Leadership.
  - 3.2.3. The Dean should inform the Provost about the comments received from the Faculty's students and Elected Student Leadership.

- 3.2.4. At least 10 days in advance of the meeting at which the Board of Governors will be asked to approve the proposed increase to Tuition or Mandatory Fee for the Program, the Responsible Executive will forward the substance of the Board submission containing the recommendation to the Dean and the Elected Student Leadership. If the Elected Student Leadership wishes to provide written comments to the Board of Governors before the Board makes its final decision, it may do so to the Responsible Executive, who will provide it to the Board of Governors.

#### **4. Consultation Process for New Tuition and Mandatory Fees that Apply to A Specific Program**

- 4.1. The Dean will establish a schedule of formal meetings and mechanisms for the consultation process(es) that will take into consideration comments from the Elected Student Leadership and will be guided by best practices as articulated by the Responsible Executive. The schedule will allow sufficient time for students and the Elected Student Leadership to respond in an informed manner.
- 4.2. The consultation process should normally include the following elements:
  - 4.2.1. To foster informed comments on new Tuition or Mandatory Fees for specific Program(s), the Dean should normally provide the Elected Student Leadership with the following information:
    - 4.2.1.1. the substance of the relevant portions of the budget proposal for the Program that will ultimately be submitted to the Provost; and
    - 4.2.1.2. where the Program is new or amended and therefore requires Senate approval, the substance of the Program proposal that will ultimately be submitted to the UBC Okanagan Senate Curriculum Committee or the applicable Sub-Committee of the UBC Vancouver Senate.
  - 4.2.2. Without limiting the Dean's discretion to formulate the Faculty's final submission to the Provost, the Dean should normally request and consider comments on Tuition and Mandatory Fees from the Elected Student Leadership.
  - 4.2.3. The Dean should inform the Provost about the comments received from the Faculty's students and Elected Student Leadership.
  - 4.2.4. At least 10 days in advance of the meeting at which the Board of Governors will be asked to approve the proposed Tuition or Mandatory Fee for the Program(s), the Responsible Executive will forward the substance of the Board submission containing the recommendation to the Dean and the Elected Student Leadership. If the Elected Student Leadership wishes to provide written comments to the Board of Governors before the Board makes its final decision, it may do so to the Responsible Executive, who will provide it to the Board of Governors.

#### **5. Consultation Process for General Increases to Tuition and Mandatory Fees that Apply Across Multiple Faculties**

- 5.1. The Responsible Executive will establish a schedule of formal meetings and mechanisms for the consultation process(es) that will take into consideration comments from the Elected Student Leadership and will be guided by best practices. The schedule will allow sufficient time for students and the Elected Student Leadership to respond in an informed manner.
- 5.2. The consultation process should normally include the following elements:

- 5.2.1. To foster informed comments on general increases to Tuition and Mandatory Fees that apply across multiple Faculties, the Responsible Executive should normally provide the Elected Student Leadership with the following information:
  - 5.2.1.1. The substance of the relevant portions of the Faculties' budget proposals that will ultimately be submitted to the Provost; and
  - 5.2.1.2. the substance of the relevant portions of the consolidated budget proposal that will ultimately be submitted to the Board of Governors.
- 5.2.2. Without limiting the UBC administration's discretion to formulate its final submission to the Board of Governors, the Responsible Executive should normally request comments on general increases to Tuition or Mandatory Fees from the Elected Student Leadership and the UBC administration should consider comments received from students and the Elected Student Leadership.
- 5.2.3. At least 10 days in advance of the meeting at which the Board of Governors will be asked to approve the proposed general increase to Tuition or Mandatory Fees, the Responsible Executive will forward the substance of the Board submission containing the recommendation to the Elected Student Leadership. If the Elected Student Leadership wishes to provide written comments to the Board of Governors before the Board makes its final decision, it may do so to the Responsible Executive, who will provide it to the Board of Governors.

## **6. Consultation Process for New Mandatory Fees that Apply Across Multiple Faculties**

- 6.1. The Responsible Executive will establish a schedule of formal meetings and mechanisms for the consultation process(es) that will take into consideration comments from the Elected Student Leadership and will be guided by best practices. The schedule will allow sufficient time for students and the Elected Student Leadership to respond in an informed manner.
- 6.2. The consultation process should normally include the following elements:
  - 6.2.1. To foster informed comments on new Mandatory Fees that apply across multiple Faculties, the Responsible Executive should normally provide the Elected Student Leadership with the following information:
    - 6.2.1.1. The substance of the relevant portions of the Faculties' budget proposals that will ultimately be submitted to the Provost; and
    - 6.2.1.2. the substance of the relevant portions of the consolidated budget proposal that will ultimately be submitted to the Board of Governors.
  - 6.2.2. Without limiting the UBC administration's discretion to formulate its final submission to the Board of Governors, the Responsible Executive should normally request comments on new Mandatory Fees from the Elected Student Leadership and the UBC administration should consider comments received from students and the Elected Student Leadership.
  - 6.2.3. At least 10 days in advance of the meeting at which the Board of Governors will be asked to approve the proposed Mandatory Fee, the Responsible Executive will forward the substance of the Board submission containing the recommendation to the Elected Student Leadership. If the Elected Student Leadership wishes to provide written comments to the Board of Governors before the Board makes its final decision, it may do so to the Responsible Executive, who will provide it to the Board of Governors.