

The following Motions and Documents were considered by the Board of Governors during the Open Session of its Friday, March 16, 2018 meeting:

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Agenda Title: **Proposed New Mandatory Student Instructional Support Fees, Proposed Change to Existing Mandatory Student Instructional Support Fees and Proposed Deletion of Mandatory Student Instructional Support Fee.**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee and General Faculties Council Academic Planning Committee, approve:

- the proposed New Mandatory Student Instructional Support Fees (set forth in Attachment 1)
- the proposed Change to Existing Mandatory Student Instructional Support Fees (set forth in Attachment 2)
- the proposed Deletion of Mandatory Student Instructional Support Fee (set forth in Attachment 3)

as submitted on behalf of the relevant Faculties/Departments by the Registrar's Advisory Committee on Fees (RACF), to take effect as noted in each respective attachment.

Final Item: 3bi

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Agenda Title: **Board Committee Appointments**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Chair, Mr Michael Phair, approve Board Committee appointments, as set forth in Attachment 1 to the agenda documentation.

Final Item: 3ci

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Agenda Title: **University of Alberta 2018-2019 Tuition Fee Proposal**

APPROVED MOTION 1: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee and General Faculties Council Academic Planning Committee, approve that tuition governed by the tuition fee regulation for 2018-19 be set at the 2014-15 rates, as directed by the Government of Alberta.

APPROVED MOTION 2: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee approve that mandatory non-instructional fees for 2018-19 be set at the 2014-15 rates, as directed by the Government of Alberta.

APPROVED MOTION 3: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee and General Faculties Council Academic Planning Committee, approve an increase of 3.14% to international tuition fees for 2018-19, as illustrated in the table below:

*continued*

Undergraduate <sup>a</sup>	2017-18 <sup>d</sup>	2018-10	Change <sup>e</sup>	
			\$	%
Arts and Science	\$21,009.60	\$21,668.40	\$658.80	3.14%
Business	\$27,636.32	\$28,503.12	\$866.80	3.14%
Engineering	\$25,211.52	\$26,002.08	\$790.56	3.14%
Juris Doctor (JD) Program	\$45,573.48	\$47,003.48	\$1,430.00	3.14%
Pharmacy (BSc (Pharm))	\$39,431.68	\$40,666.88	\$1,235.20	3.13%
Economics Course	\$2,680.62	\$2,764.70	\$84.08	3.14%
Graduate <sup>a</sup>	2017-18 <sup>d</sup>	2018-19	Change <sup>e</sup>	
			\$	%
Course Based Master's	\$8,181.36	\$8,437.68	\$256.32	3.13%
Thesis 919 <sup>b</sup>	\$5,104.84	\$5,265.08	\$160.24	3.14%
Thesis Based Masters /PhD <sup>c</sup>	\$7,057.80	\$7,279.32	\$221.52	3.14%
Master's in Business Administration	\$16,017.84	\$16,519.68	\$501.84	3.13%
Integrated Petroleum Geosciences Course	\$2,924.12	\$3,015.86	\$91.74	3.14%
International Graduate Tuition Increase <sup>f, g</sup>	\$4,000.00	\$4,000.00	\$ -	0.00%

**Notes:**

- (a) Values are based on full-time per term and full-time per year unless otherwise stated.
- (b) Tuition applies to thesis students who were admitted to the program of study prior to Fall 2011 and are assessed the reduced thesis rate.
- (c) Tuition applies to thesis students who were admitted to the program of study beginning in Fall 2011 or later; this is based on an annual fee assessment (including spring/summer).
- (d) As approved by the Board of Governors, December 16, 2016.
- (e) Figures may be rounded downwards at fee index level for administrative purposes, thus lowering the effective year over year percentage increase below 3.14 percent.
- (f) Per year for full time student, excluding Cost recovery and graduate course based Physical Therapy, Occupational Therapy, and Speech master's programs in Faculty of Rehabilitation Medicine.
- (g) \$4000 will be cost-neutral and offset by an equal amount of financial support.

Final Item: 4ai.

**Agenda Title: University of Alberta 2018-19 Residence Rates**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve a 4 percent across-the-board increase in residence rates for 2018-19.

Final Item: 4aii.

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Agenda Title: **University of Alberta 2018-19 Meal Rates**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve meal rates for 2018-19 as illustrated in the table below.

Dining Facility	Meal Plan Level	2017-18	2018-19	% Change
Lister Hall	Level 1 (7 days)	\$4,782	\$4,999	4.54
	Level 2 (5 days)	\$4,317	\$4,400	1.92
	Flex Included	\$900	\$300	
Peter Lougheed Hall	Level 1	\$4,650	\$4,999	7.51
	Flex Included	\$400	\$300	
Augustana	8 months	\$4,297	\$4,422	2.91
	4 months	\$2,247	\$2,312	2.89

Final Item: 4aiii

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Agenda Title: **University of Alberta 2018-2019 Budget and Capital Plan**

APPROVED MOTION: THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee and General Faculties Council Academic Planning Committee, approve the 2018-19 Consolidated Budget as set forth in Attachment 1, and the 2018-2019 Capital Plan as set forth in Attachment 2.

Final Item: 4aiv.

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**OUTLINE OF ISSUE**  
**Action Item**

Agenda Title: **Proposed New Mandatory Student Instructional Support Fees, Proposed Change to Existing Mandatory Student Instructional Support Fees and Proposed Deletion of Mandatory Student Instructional Support Fee.**

**Motion:** THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee and General Faculties Council Academic Planning Committee, approve:

- the proposed New Mandatory Student Instructional Support Fees (set forth in Attachment 1)
- the proposed Change to Existing Mandatory Student Instructional Support Fees (set forth in Attachment 2)
- the proposed Deletion of Mandatory Student Instructional Support Fee (set forth in Attachment 3)

as submitted on behalf of the relevant Faculties/Departments by the Registrar’s Advisory Committee on Fees (RACF), to take effect as noted in each respective attachment.

**Item**

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation
Proposed by	Vice-Provost and University Registrar and the Faculties and Departments that have proposed new and changed fees.
Presenter	Lisa Collins, Vice-Provost and University Registrar

**Details**

Responsibility	Provost and Vice-President (Academic)
The Purpose of the Proposal is (please be specific)	To establish new Mandatory Student Instructional Support Fees, Change Existing Mandatory Student Instructional Support Fee and Deletion of existing Mandatory Student Instructional Support Fee.
The Impact of the Proposal is	As stated in the purpose and outlined in each attached proposal.
Replaces/Revises (eg, policies, resolutions)	Creates new Mandatory Student Instructional Support Fees, change existing Mandatory Student Instructional Support Fees and delete existing Mandatory Student Instructional Support Fees.
Timeline/Implementation Date	Implementation dates vary; see the attachments for detail.
Estimated Cost /funding source	N/A
Next Steps (ie.: Communications Plan, Implementation plans)	After final approval by the Board of Governors, the proposed fees would be implemented by the Office of the Registrar, Financial Services and the corresponding units proposing fee changes. The Office of the Registrar will communicate the approval of all fees to the proposers of the various fees contained in this proposal. All of these categories of fees are listed on the Office of the Registrar’s website and the units initiating the proposal are responsible for communicating any fees to the impacted students.
Supplementary Notes and context	Representatives of the proposing units will also be in attendance at the February 14, 2018 meeting of GFC APC to respond to questions.

**Engagement and Routing** (Include meeting dates)

Participation:	<u>Those who have been <b>informed</b>:</u> <ul style="list-style-type: none"> <li>• As outlined in various proposals</li> </ul>
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<p>(parties who have seen the proposal and in what capacity)</p> <p>&lt;For further information see the link posted on the <a href="#">Governance Toolkit section Student Participation Protocol</a>&gt;</p>	<p><u><i>Those who have been consulted:</i></u></p> <ul style="list-style-type: none"> <li>As outlined in various proposals</li> </ul>
<p>Approval Route (Governance) (including meeting dates)</p>	<p><u><i>Those who are actively participating:</i></u></p> <ul style="list-style-type: none"> <li>As outlined in various proposals</li> </ul> <p>GFC Academic Planning Committee – February 14, 2018 Board Finance and Property Committee – February 27, 2018 Board of Governors – March 16, 2018</p>
<p>Final Approver</p>	<p>Board of Governors</p>

**Alignment/Compliance**

<p>Alignment with Guiding Documents</p>	<p><u><b>Institutional Strategic Plan – For the Public Good:</b></u></p> <p>SUSTAIN: Sustain our people, our work, and the environment by attracting and stewarding the resources we need to deliver excellence to the benefit of all.</p> <p>Objective 21. Encourage continuous improvement in administrative, governance, planning and stewardship systems, procedures, and policies that enable students, faculty, staff, and the institution as a whole to achieve shared strategic goals.</p> <p>Objective 22: Secure and steward financial resources to sustain, enhance, promote, and facilitate the university’s core mission and strategic goals.</p> <p>i. Strategy: Seek and secure resources needed to achieve and support our strategic goals.</p> <p>ii. Strategy: Ensure a sustainable budget model to preserve and enhance our core mission and reputation for excellence in teaching, learning, research, and community engagement.</p>
<p>Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please <u>quote</u> legislation and include identifying section numbers)</p>	<p>1. <b>Post-Secondary Learning Act (PSLA): Sections 61(1) and (2)(a) “Tuition fees</b></p> <p>61 (1) The board of a public post-secondary institution shall set the tuition fees to be paid by students of the public post-secondary institution.</p> <p>(2) The tuition fees under subsection (1) for all public post-secondary institutions other than Banff Centre</p> <p>(a) must be set in accordance with the regulations[.]”</p> <p>2. <b>Post-Secondary Learning Act (PSLA) Regulations – Alberta Regulation 273/2006 – Section 2:</b></p> <p>“Definition of tuition fees for Act purposes, etc.</p> <p>2. For the purposes of the Act and this Regulation, ‘tuition fees’ in respect of an institution means the following:</p> <p>(a) fees identified in the institution’s calendar or in a supplement to its calendar as tuition fees or fees for instruction for courses that are part of programs approved by the Minister under the <i>Programs of Study Regulation</i> (AR 91/2009) or for the purposes of the <i>Student Financial Assistance Act</i>, excluding the following:</p>

- (i) courses taken as part of a distance delivery program by individuals who do not reside in Alberta;
- (ii) apprenticeship programs under the *Apprenticeship and Industry Training Act*;
- (iii) off-campus cost recovery instruction programs;
- (iv) courses provided under a third party contract;
- (v) any differential or surcharge in fees that the board of the institution may set for courses taken by individuals who are not Canadian citizens or permanent residents of Canada;
- (b) mandatory fees that are payable to the institution by students for materials and services that facilitate instruction in the courses included in clause (a), excluding the following:

- (i) fees for equipment or materials that are retained or leased by students;
- (ii) fees charged in respect of work placements or practicum experience where the persons or unincorporated bodies providing the work placement or practicum experience do not receive funding from the Government in respect of it.”

**3. *Post-Secondary Learning Act (PSLA)*:** The *PSLA* gives GFC responsibility, subject to the authority of the Board of Governors, over academic affairs (Section 26(1)). Section 26(1)(o) provides that GFC may make recommendations to the Board of Governors on a number of matters including the budget and academic planning.

**4. Board of Governors General Terms of Reference, Section 1 (b):**

“The Board has delegated to each Committee responsibility and authority to make decisions on behalf of the Board in the Committee’s defined area of responsibility except to the extent that such authority has been specifically limited by the Board in the Terms of Reference for the Committee.”

**5. Board Finance and Property (BFPC) Terms of Reference, Section 3(d):**

“3. Without limiting the generality of the foregoing, the Committee shall:

[. . .]

- d) review and recommend to the Board tuition and other like fees[.]”

**6. UAPPOL Student Instructional Support Fee Definition of Mandatory Instructional Support Fee:** “Mandatory fees assessed in anticipation of costs for supplies, equipment, materials, or services which are not directly related to the delivery of instruction in a course or program, but are considered required elements of a course or program. Examples include but are not limited to the costs of food, lodging, and transportation for required field trips; supply of certain specialized professional tools which the student will retain; and fees for arranging professional placements such as practica, internships, and work experience. All mandatory instructional support fees require the approval of the Board of Governors.”

**7. *University of Alberta Calendar* :** “The University of Alberta complies with the Government of Alberta’s Tuition Fee Policy which states that postsecondary institutions may charge mandatory student

Item No. 03bi

	<p>fees for instruction to support the provision of supplies, equipment, materials and services to students.”</p> <p><b>8. GFC Academic Planning Committee</b> Terms of Reference (Mandate)</p> <p>“4. Budget Matters [...] b. To recommend to the Board of Governors on the annual budget, excluding budgets for ancillary units.”</p>
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Attachments:

1. Proposals for New Mandatory Student Instructional Support Fees (27 pages)
2. Proposal for Changes to Existing Mandatory Student Instructional Support Fees (4 pages)
3. Proposals for Deletion of Mandatory Student Instructional Support Fee (3 pages)

*Prepared by:* Angelene Lavers, Office of the Registrar, [angelene.lavers@ualberta.ca](mailto:angelene.lavers@ualberta.ca)

## Attachment 1

### Proposals for New Mandatory Student Instructional Support Fees

<b>Course</b>	<b>Implementation</b>	<b>Fee</b>	<b>Page Number</b>
INT D 225	May 1, 2018	\$970 - \$1520	6
AUBIO 315	September 1, 2018	\$0 - \$100	14
SCI 151	September 1, 2018	\$80 - \$100	16
University of Alberta International - Internship/Work Placements	May 1, 2018	\$500	19
MEC E 464	September 1, 2018	\$400 - \$600	28

Mandatory fees assessed in anticipation of costs for supplies, equipment, materials, or services which are not directly related to the delivery of instruction in a course or program, but are considered required elements of a course or program. Examples include but are not limited to the costs of food, lodging, and transportation for required field trips; supply of certain specialized professional tools which the student will retain; and fees for arranging professional placements such as practica, internships, and work experience. All mandatory instructional support fees require the approval of the Board of Governors.

Definition is taken from UAPPOL Student Instructional Support Fee Definition of Mandatory Instructional Support Fee.

## Registrar's Advisory Committee on Fees (RACF)

For the meeting of: **May 23, 2017**

Item No. <02>

### Request for Approval for: IntD 225 – PTJC – Ritsumeikan Summer Studies

#### Fee Type (see end of form for definitions)\*:

- Mandatory Student Instructional Support Fee**
- Alternate Delivery Fee**
- Cost Recovery Fee / Revenue Generation**
- Other**

**OUTLINE OF ISSUE:** This course was established in 2012 between the University of Alberta and Ritsumeikan University to promote Japan-Canada students' mobility, which is a core mandate of the Prince Takamado Japan-Canada Memorial Fund. It is administered by the PTJC and run by Ritsumeikan University. The course ran for three years until 2015, since then it was suspended due to curriculum reviews and fee issues. Due to the limited availability of funding, PTJC is no longer able to cover the students' fees that are necessary for the operation of this course.

As there are very few short-term courses offered in Japan, our centre receives a number of inquiries from students regarding the availability of this course. At the same time, hosting these courses at Ritsumeikan University, one of the universities that have a university-wide MOU with the University of Alberta, offers opportunities for collaborative academic networking for both students and faculty members from our university.

These short-term courses are designed to give students, who may have never studied outside Canada or cannot study abroad for a long period, optimal learning opportunities to experience foreign culture and study Japan in one of the safest and culturally dynamic settings.

*Put N/A in any boxes that do not apply*

#### Proposer

Faculty/Department	Arts / PTJC
Dean/Chair	Lesley Cormack / Aya Fujiwara
Primary Contact (Name, phone number, and e-mail)	Aya Fujiwara (492.1569, fujiwara@ualberta.ca)
Secondary Contact (Name, phone number, and e-mail)	Oliver Rossier (492.5247, orossier@ualberta.ca)

#### Item

Purpose of Fee (what it is to be used for)	Ritsumeikan University service fees, including medical facilities on campus, human resources for information sessions and consultations.
Proposed Amount	\$970 (without optional fees) – \$1520 (with optional fees) per student.
Previous Fee Amount (if this is a new fee, please indicate that)	New fee (Previously funded from the PTJC, but that is no longer financially sustainable. Without the financial support through these fees

here)	this programme will very likely be discontinued.)
Requested Implementation Date	MAY 1, 2018
The Impact of the Fee (number of students affected, etc.)	Depends on enrollment approximately 17 - 25
Collected Centrally or by Department	Department

**Course Information (if fee is attached to a course)**

Course Name(s)	<b>IntD 225 – PTJC – Ritsumeikan Summer Studies</b>
Required Course(s)	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
The course/program is on or off campus	<input type="checkbox"/> On-Campus <input checked="" type="checkbox"/> Off-Campus
New or Existing Course(s)	Existing Course
New or Existing Program (include name)	N/A
Course Description(s)	This is an interdisciplinary Japan-study course offered by the Department of Letters at Ritsumeikan University. Our faculty member will teach one course per year. The topic of the course will be determined each year by the instructor in the field of Japan.

**Details**

Estimated Costs (Budget information may be included here or as an attachment)	Please find attached
Explanatory Notes	Accommodation and other administrative fees, which are paid to Ritsumeikan University, were included in this budget proposal because it is more efficient and economical for UAlberta to collect payment and pay Ritsumeikan in advance. All other fees are either required for the operation of this program; or optional for assistance with visas or for participation in field trips.

**Routing (For Mandatory Student Instructional Support Fees and Non-Instructional Fees)**

Consultative Route (parties who have seen the proposal prior to Registrar's Advisory Committee on Fees and in what capacity)	Office of Interdisciplinary Studies (consultation), Faculty of Arts (consultation), University of Alberta International (consultation)
Student Group Consultative Route	
Advisory Route (RACF) Include dates	May 23, 2017
Approval Route* (Governance) *The approval process is initiated in January for the next academic year	GFC Academic Planning Committee (APC) Board Finance and Property Committee (BFPC) Board of Governors (BG)
Final Approver	Board of Governors

**Attachments** (each to be numbered 1 - <>)

1. budget proposal
2. detailed information for fee
3. Letter of Support – Department of East Asian Studies
4. Letter of Support – East Asian Studies Undergraduate Students' Association

**Mandatory Expenses**

<i>Instructor airfare and ground transportation</i>	\$ 1,600	<i>Edmonton - Kyoto - rtn</i>
<i>Instructor Accommodation</i>	\$ 900	<i>\$60/day x 15 days</i>
<i>Travel per diem</i>	\$ 1,275	<i>\$85/day (International per diem) x 15 days</i>
<i>Total Instructor Travel Expenses</i>	\$ 3,775	
Total instructor travel/per student*	\$ 180	Estimate based on 21 students, rounded to nearest dollar
Service Fee	\$ 190	Required by Ritsumeikan University
Housing Fee	\$ 400	\$25 per night x 16 nights
Student Communication costs	\$ 100	Application postage, telephone, wire transfer fees, printing
Student Administrative support	\$ 100	Applicant screening, consultations, info sessions (\$25/hr x 4 hours)
<b>TOTAL MANDATORY EXPENSES / STUDENT</b>	<b>\$ 970</b>	

**Optional Expenses**

Visa assistant fees for non visa-exempt countries	\$ 150	For some students to apply for their visas, RU has to issue letters and documents and send PTJC original documents.
Field trips	\$ 400	Field trips vary from year to year, but in 2015, participants went to places like Kyoto City Museum, Kyoto International Manga Museum, and zen classes in some temples.
<b>SUBTOTAL OPTIONAL EXPENSES</b>	<b>\$ 550</b>	
<b>TOTAL MANDATORY EXPENSES / STUDENT</b>	<b>\$ 1,520</b>	

**Overall Budget estimates**

	# of students	Low Range	High Range
		\$ 970	\$ 1,520
Low Enrollment	17	\$ 16,490	\$ 25,840
High Enrollment	25	\$ 24,250	\$ 38,000

Cost collected and paid to Ritsumeikan by PTJC (Rate: 1 CAD = 85 YEN)

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June 9, 2017

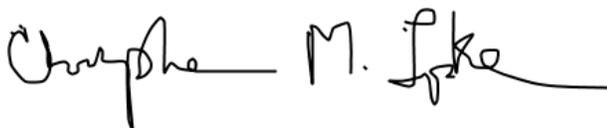
To whom it may concern:

I am writing this letter in my capacity as Chair of East Asian Studies in very strong support of the joint program between our university and Ritsumeikan University in Kyoto Japan. The joint program between our institutions is virtually unique as far as I know, and it offers both their students and ours an interesting and useful way to combine studies at our two universities. We need more such programs of study so that Canadian studies can gain a deep understanding of Japanese culture and history and a high level of language proficiency in Japanese. The program has obvious benefits to students from Japan, but what also must be kept in mind is that Japanese students who come and reside on our campus for a semester, or a year or two, are an asset to our students and our intellectual community here.

The University of Alberta and Ritsumeikan University enjoy long and extensive relations. Students from our university have been studying at Ritsumeikan for more than a generation. Ritsumeikan is an outstanding institution in Japan. The lovely, urban, campus is perfectly located a stone's throw from some of the most iconic gardens and temples in Kyoto, to which people throughout the world travel all the time to view and enjoy. Ritsumeikan has broad relations with universities throughout North America and Western Europe, and they are well-experienced in hosting foreign students. They have a strong program in teaching Japanese as a foreign language. They have decades of experience in housing students, both in dormitories and in Japanese home-stays. It is an ideal place to send a student for a study abroad program for a summer, a semester, or a full academic year.

I sincerely hope we can see our important and fruitful relationship with Ritsumeikan maintained, further developed, enhanced, and extended. I see it as a valuable asset to our menu of options for students wishing to study abroad. It is of course a great opportunity for students majoring in East Asian Studies. I therefore support this proposal completely and emphatically.

Sincerely,



Christopher Lupke, Ph. D.  
Professor and Chair



To whom it may concern,

I am writing this letter in my capacity as the Japanese Studies Representative for the East Asian Studies Undergraduate Students' Association (KGK) in support of the continuation of the Ritsumeikan Summer Japanese Program (RSJP).

A summer program such as the RSJP allows students to extend and deepen their education without postponing their degrees, which many students must do when they choose to go abroad during the fall or winter semesters. The summer program at Ritsumeikan in particular extends beyond language instruction to also introduce students to various Japanese cultural practices. This allows students to gain a deeper understanding of the context behind the Japanese language, which is difficult to gain if one studies solely in a foreign language class context.

I have attached to this letter testimonials written by a couple of students who attended the RSJP during the summer of 2016. I hope that the program will continue to be offered and provide students with the valuable opportunity to enrich their Japanese language and culture education.

Sincerely,

Danielle Warner  
Japanese Studies Representative  
East Asian Studies Undergraduate Students' Association

## Ritsumeikan Summer Japanese Program Testimonial

Name: Lucas Becker

Attendance Date: May-June 2016

Faculty and Major: Faculty of Education, Secondary Education, Japanese Major

The Ritsumeikan Summer Japanese Program was a life-changing experience that not only allowed me to grow as a person in a multitude of experiences and ways, but the experience also brought members from many nations together in a truly unique bonding experience. Ritsumeikan compliments this sense of internationalism by actively encouraging a global mindset in its quality education in the Japanese Language and in Japanese Culture on a daily basis. RSJP offered an opportunity for myself and others to really see what its like to be plunged into an unfamiliar situation, and with the help of the staff and students at Ritsumeikan, we thrived.

Ritsumeikan allows its RSJP students to come to the ancient city of Kyoto, and experience traditional Japanese arts, as well as be in complete immersion in both traditional culture and the history not accessible anywhere else in Japan. From a demonstration from the main house of traditional Japanese tea ceremony, close proximity to the birthplace of Zen Buddhism, and other Kyoto specific events are where the RSJP program differentiates itself from any other travel abroad program in Japan. The month long program was an unforgettable opportunity I wish others have for years and years to come.

Thank you,

Lucas Becker

## Ritsumeikan Summer Japanese Program Testimonial

Name: Iyla So

Attendance date: May-June 2016

Faculty and Major: School of Public Health, Master of Public Health

Just over a year ago, in May to June of 2016, I attended the Ritsumeikan Summer Japan program, also known as RSJP. At the time, I had just finished the first year of my Master of Public Health at the School of Public Health, and although my degree has little to do with Japanese culture or language, I had a great interest in it since I had taken up to JAPAN 202 in my undergraduate. I am very grateful that I was able to participate in this program despite not being in a Japanese major or minor. RSJP was a great refresher for my Japanese language learning, but also so much more. The program itself has a great balance between actual Japanese language classes, culture activities, and free time, such that the students are always surrounded the Japanese language and culture and have every opportunity to learn. I truly had a wonderful experience in the beautiful, traditional city of Kyoto and have a lingering attachment to the city and all the friends I made and activities I had done there. The great thing about doing RSJP with the U of A is that I was able to make a number of friends that would help support my Japanese language learning back at home, in addition to making Japanese friends, and friends from other countries. Myself as well as other friends have attended RSJP over the years and we all consider it an important and treasured experience in our lives.

## Registrar's Advisory Committee on Fees (RACF)

For the meeting of: **May 23, 2017**

Item No. <03>

### Request for Approval for: Field trip fee for AUBIO 315 Advanced Biological Analysis

#### Fee Type (see end of form for definitions)\*:

- Mandatory Student Instructional Support Fee**
- Alternate Delivery Fee**
- Cost Recovery Fee / Revenue Generation**
- Other**

**OUTLINE OF ISSUE:** Request the implementation of a \$0-100 MSIS fee for a required field trip in AUBIO 315. This is an optional course for students in Augustana BA or BSc Biology majors, but the field trip is a required element of the Advanced Analysis course.

*Put N/A in any boxes that do not apply*

#### Proposer

Faculty/Department	Augustana Faculty, Department of Science
Dean/Chair	Peter Berg, Chair
Primary Contact (Name, phone number, and e-mail)	Peter Berg 780-679-1514 <a href="mailto:pberg@ualberta.ca">pberg@ualberta.ca</a>
Secondary Contact (Name, phone number, and e-mail)	Jonathan Hawkins 780-679-1117 <a href="mailto:jh12@ualberta.ca">jh12@ualberta.ca</a>

#### Item

Purpose of Fee (what it is to be used for)	To cover the transportation costs of a field trip to the Augustana Miquelon Lake Research Station to allow practical hands-on experience of the advanced statistical analysis applications introduced in this course for senior biology students.
Proposed Amount	\$0-100
Previous Fee Amount (if this is a new fee, please indicate that here)	New Fee
Requested Implementation Date	Fall 2018
The Impact of the Fee (number of students affected, etc.)	Estimated enrollment capacity of the course is currently 30, but could be slightly higher if demand warrants.
Collected Centrally or by Department	Department

**Course Information (if fee is attached to a course)**

Course Name(s)	AUBIO 315 Advanced Biological Analysis
Required Course(s)	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
The course/program is on or off campus	<input checked="" type="checkbox"/> On-Campus <input type="checkbox"/> Off-Campus
New or Existing Course(s)	New
New or Existing Program (include name)	Existing – BA or BSc majors in Biology in Augustana Faculty
Course Description(s)	Application of statistical and informatics methods for analysis of biological datasets (e.g., plant, bird and bat communities) using both univariate and multivariate techniques. Students will also develop critical skills in research design, organization and interpretation of data, and written and oral communication skills. Course also includes data collection during a short field trip. Prerequisites: AUBIO 253 and AUSTA 215.

**Details**

Estimated Costs (Budget information may be included here or as an attachment)	Augustana's 24-passenger bus would usually suffice for a field trip in this course, so costs would be relatively low, but if enrollment exceeds 24, a larger bus, or second vehicle, would be required which would increase costs slightly.
Explanatory Notes	A range is proposed for this fee in case transportation costs increase, an additional field trip is included, or the class size increases and an additional or larger bus is required.

**Routing (For Mandatory Student Instructional Support Fees and Non-Instructional Fees)**

Consultative Route (parties who have seen the proposal prior to Registrar's Advisory Committee on Fees and in what capacity)	Department of Science, Augustana Faculty February 13, 2017 Augustana Faculty Curriculum Committee March 2, 2017 Augustana Faculty Council March 6, 2017
Student Group Consultative Route	The three bodies noted above under 'Consultative Route' include voting student representatives, all of whom expressed support for the proposal.
Advisory Route (RACF) Include dates	May 23, 2017
Approval Route* (Governance) *The approval process is initiated in January for the next academic year	GFC Academic Planning Committee (APC) Board Finance and Property Committee (BFPC) Board of Governors (BG)
Final Approver	Board of Governors

## Registrar's Advisory Committee on Fees (RACF)

For the meeting of: **November 28, 2017**

Item No. <03>

**Request for Approval for: SCI 151- InSciTE: Scientific Inquiry and Data Analysis**

**Fee Type (see end of form for definitions)\*:**

- Mandatory Student Instructional Support Fee**
- Alternate Delivery Fee**
- Cost Recovery Fee / Revenue Generation**
- Other**

**OUTLINE OF ISSUE:** Request for a Mandatory Student Instructional Support Fee to recover the costs of the bus rentals for the field experience for InSciTE (the Interdisciplinary Science Threshold Experience). Past experience has shown that these expenses are typically around \$5000 for 60 students. Thus we request a variable fee of \$80-100 per student, with the 2018-9 fee set at \$80 per student.

*Put N/A in any boxes that do not apply*

### Proposer

Faculty/Department	Science
Dean/Chair	Jonathan Schaeffer
Primary Contact (Name, phone number, and e-mail)	Elena Nicoladis Acting Associate Dean, Learning and Innovation, Faculty of Science 780-492-1676 sciadli@ualberta.ca
Secondary Contact (Name, phone number, and e-mail)	N/A

### Item

Purpose of Fee (what it is to be used for)	To recover the costs of field experience expenses, specifically bus rental. The proposed fee is for SCI 151, the flagship of InSciTE (the Interdisciplinary Science Threshold Experience), which is not required for any program at the University of Alberta. Students can take some of the same course material through traditional Science courses (i.e., CHEM 101, BIOL 107 + MATH 134 or PHYS 144 + MATH 144) without the option of the field experience and interdisciplinary connections.
Proposed Amount	\$80-100 (set at \$80 per student for 2018-9)
Previous Fee Amount (if this is a new fee, please indicate that here)	\$0 (new fee)

Requested Implementation Date	September 1, 2018
The Impact of the Fee (number of students affected, etc.)	Approximately 80 students in 2018-9. The targeted enrollment of InSciTE for 2018-9 is 80.
Collected Centrally or by Department	Fees will be collected by central per the usual fee collection procedure.

### Course Information (if fee is attached to a course)

Course Name(s)	<b>SCI 151- InSciTE: Scientific Inquiry and Data Analysis</b>
Required Course(s)	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
The course/program is on or off campus	<input checked="" type="checkbox"/> On-Campus <input type="checkbox"/> Off-Campus
New or Existing Course(s)	Existing.
New or Existing Program (include name)	N/A
Course Description(s)	<p><b>SCI 151 - InSciTE: Scientific Inquiry and Data Analysis</b></p> <p>★ 6 (fi 12) (two term, 3-0-3) This interdisciplinary science project course, which is rooted in statistical analysis and the scientific process, is the keystone course of the Interdisciplinary Science Threshold Experience (InSciTE). Students will explore connections between scientific disciplines while engaging in individual and group activities in the lecture and laboratory. This course includes both instructor and student directed projects that incorporate concepts and methods in applied statistics such as data collection and presentation, descriptive statistics, probability, sampling distributions, the central limit theorem, point estimation and hypothesis testing, correlation and regression analysis, goodness of fit and contingency table. Prerequisite: Pure Mathematics 30 or Mathematics 30-1. Credit may not be obtained for both SCI 151 and either STAT 151, PEDS 109, or SOC 210. Corequisites: CHEM 101 and MATH 117 or MATH 134 or MATH 144 in the Fall term. Enrollment is by consent of the Faculty of Science and requires formal admission to InSciTE.</p>

### Details

Estimated Costs (Budget information may be included here or as an attachment)	\$4700 (Fall 2017 transportation cost for approximately 60 students to attend the weekend-long field experience in Jasper).
Explanatory Notes	The per-student cost worked out to \$78.33 for the 2017-8 academic year. We have rounded that amount to \$80 per student for the 2018-9 academic year, in order to account for contingency, any inflationary increases and overhead costs.

**Routing (For Mandatory Student Instructional Support Fees and Non-Instructional Fees)**

Consultative Route (parties who have seen the proposal prior to Registrar's Advisory Committee on Fees and in what capacity)	Dr. Michelle Spila, Academic Coordinator of InSciTE
Student Group Consultative Route	We consulted with 15 InSciTE alumni and all were agreeable to paying for the transportation costs of the field experience. The majority (13/15) were comfortable with the amount of money we proposed.
Advisory Route (RACF) Include dates	November 28, 2017
Approval Route* (Governance) *The approval process is initiated in January for the next academic year	GFC Academic Planning Committee (APC) Board Finance and Property Committee (BFPC) Board of Governors (BG)
Final Approver	Board of Governors

## Registrar's Advisory Committee on Fees (RACF)

For the meeting of: **November 28, 2017**

**Item No. <04>**

### Request for Approval for: **UAI Internship/Work Placements**

#### Fee Type (see end of form for definitions)\*:

- Mandatory Student Instructional Support Fee**
- Alternate Delivery Fee**
- Cost Recovery Fee / Revenue Generation**
- Other**

#### OUTLINE OF ISSUE:

*Put N/A in any boxes that do not apply*

##### Proposer

Faculty/Department	University of Alberta International
Dean/Chair	Britta Baron, Associate Vice-President (International)
Primary Contact (Name, phone number, and e-mail)	Trevor Buckle Phone: 780-248-1458, trevor.buckle@ualberta.ca
Secondary Contact (Name, phone number, and e-mail)	Doug Weir Phone: 780 492-5396, doug.weir@ualberta.ca

##### Item

Purpose of Fee (what it is to be used for)	<p>This MSISF is proposed to cover expenses for sourcing international internships/work placements as well as provide on-site support for students once they are in the country in question and participating in the placement.</p> <p>Services include: conducting an initial meeting with each student, resume review, contacting potential internship hosts, sourcing the placements, facilitating interviews, pre-departure preparation, housing assistance, advice on visas/work permits, risk management monitoring and site visits with both the intern and host.</p> <p>Please note that participating in an international work placement is not a mandatory requirement in any UAlberta work experience program. This is an optional choice that a student can consider in addition to traditional placements in Canada that would not require this additional support.</p>
Proposed Amount	\$500
Previous Fee Amount (if this is a new fee, please indicate that here)	N/A – new fee
Requested Implementation Date	May 2018
The Impact of the Fee (number	Variable – could be anywhere from 30-40 students/year

of students affected, etc.)	
Collected Centrally or by Department	By Department

### Course Information (if fee is attached to a course)

Course Name(s)	WKEXP 801-804, WKEXP 901-906, KIN 492, KIN 493
Required Course(s)	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
The course/program is on or off campus	<input type="checkbox"/> On-Campus <input checked="" type="checkbox"/> Off-Campus
New or Existing Course(s)	Existing
New or Existing Program (include name)	Existing programs – Bachelor of Arts, Bachelor of Engineering, BA in Recreation, Sport and Tourism, Bachelor of Kinesiology, BSc in Kinesiology
Course Description(s)	

### Details

Estimated Costs (Budget information may be included here or as an attachment)	See attached
Explanatory Notes	See attached

### Routing (For Mandatory Student Instructional Support Fees and Non-Instructional Fees)

Consultative Route (parties who have seen the proposal prior to Registrar's Advisory Committee on Fees and in what capacity)	-Registrar's Office (preliminary discussion with T. Hidson) -Faculty of Arts (Vice-Dean, Associate Dean, Career Development Officer) – regarding application of MSISF to Arts Work Experience program -Faculty of Engineering (Associate Dean, Co-op Coordinator) – regarding application of MSISF to Engineering Co-op program -Faculty of Physical Education and Recreation (Associate Dean, Assistant Dean) – regarding application of MSISF to PER Practicum program
Student Group Consultative Route	-Dean of Student's Advisory Council (see attached) -International Student Advisory Committee (see attached) -Council on Student Affairs (see attached) to be consulted on December 5, 2017.
Advisory Route (RACF) Include dates	November 28, 2017
Approval Route* (Governance) *The approval process is initiated in January for the next academic year	GFC Academic Planning Committee (APC) Board Finance and Property Committee (BFPC) Board of Governors (BG)
Final Approver	Board of Governors

### Attachments (each to be numbered 1 - <>)

1. Explanatory Notes
2. Letter of Support from Faculty of Arts
3. Letter of Support from Faculty of Physical Education and Recreation
4. Course Descriptions for associated courses
5. Student Consultation

### **Proposed Mandatory Instructional Support Fee for Internships/Work Placements/Practicums Sourced by UAI**

UAI has been collaboratively working with our constituent Faculties for many years to source international internship/work placements/practicums. Some of these have been facilitated through existing UAI offerings, like [e3](#), which are cost-recovery and help us to cover some of our operating costs by charging participants the e3 tuition fee for a WKEXP course (anywhere from \$1030 - \$1425 based on the location) . Other programs, like the [Berlin Initiative Internships](#), have provided students with assistance in their placement, including ongoing support from an employee in Berlin, at no additional cost other than the UAI application fee of \$250.

Clearly, there is a need to standardize fees if a student is in a placement that is being sourced by UAI. Specifically, this applies to placements in locations where UAI employs a local coordinator: Berlin (Germany), Curitiba (Brazil) and Washington, DC (USA). The current situation is not only unfair to participating students, but it is also confusing to explain and administer. By standardizing fees, UAI can charge students the same rate regardless of location or program offering. To address this, UAI is exploring the creation of a Mandatory Instructional Support Fee. This fee would cover the administrative costs for all areas of support. This includes:

- Conducting an initial interview with the student
- Resume review
- Contacting potential internship hosts/sourcing the placements
- Facilitating interviews
- Pre-departure preparation for the students (including general country advice and more specific things like differences in workplace etiquette and expectations
- Housing assistance
- Advice and assistance with visas and work permits
- Risk management monitoring while students are in-country (including any required liaison/updates to the Office of Emergency Management and the Risk Management Team in UAI)
- Site visits with both the intern and host

The MISF we would like to propose is \$500. We are proposing this based on feedback from our local coordinator in Berlin who has been involved with the majority of internship placements over the past two years. She calculated this based on the average of the number of hours spent with each individual intern before and during the placement multiplied by her hourly salary (25.50 Euros).

It is worth noting that UAI has recently changed our internal policies and will not charge the MISF until after a student has been matched with an appropriate placement. If UAI is not successful in finding a suitable placement, the student will not be charged.

The proposed fee of \$500 is comparable to others currently in place for international placements. For example, the Classics field schools in Greece and Italy have a variable MISF ranging from \$600-\$1050. EDFX 490 (International Field Experience in the Faculty of Education) charges a variable fee that ranges anywhere from \$0-\$2000. We recognize that \$500 may not cover all related costs in a given location (due to fluctuating rates of exchange, etc.), but it is also important for us to try to keep this affordable since cost is listed as one of the major barriers for any student considering an international opportunity. Based on feedback from both past participants, also on-campus student consultations, students recognize the amount of support UAI will be providing before and during the placement and feel this is good value for the cost.

1-17 Humanities Centre  
Edmonton, Alberta, Canada T6G 2E5  
Tel: 780.492.4295  
Fax: 780.492.6325  
[www.arts.ualberta.ca](http://www.arts.ualberta.ca)

November 10, 2017

Trevor Buckle, Associate Director (Programs) Education Abroad  
University of Alberta International

RE: Proposed Mandatory Instructional Support Fee (MISF) for Internships/Work  
Placements/Practicums Sourced by UAI

Dear Trevor,

Thank you for giving the Faculty of Arts the opportunity to work with you in the development of your proposal for a new MISF for UAI sourced Internships, work placements and practicums.

The Faculty of Arts fully supports this proposal as it stands. It is clear that the comprehensive services that UAI provides to students both before and during work terms will be invaluable in helping them to have a successful, safe and well-supported experience abroad.

Although the Faculty of Arts recognizes that there will be an additional cost to students, we acknowledge the value in the services that UAI plans to provide. It also recognizes UAI's efforts to standardize this cost across its programs and that students will only be charged the MISF or application fee if a suitable placement is sourced and the student accepts the placement.

We are thankful to UAI for incorporating our suggestions in the final proposal, and for the careful consideration of the needs of various campus stakeholders. Again, the Faculty of Arts fully supports the proposed MISF.

Please let me know if you require any further information.

Yours sincerely,



Allen Ball  
Associate Dean, Teaching and Learning, Student Programs

cc: Michael O'Driscoll, Acting Vice Dean, Faculty of Arts



www.physedandrec.ualberta.ca

FACULTY OF PHYSICAL  
EDUCATION & RECREATION  
UNIVERSITY OF ALBERTA

October 23, 2017

Trevor Buckle  
Associate Director (Programs) Education Abroad  
University of Alberta International

RE: Proposed Mandatory Instructional Fee (MISF) for Internships/Work  
Placements/Practicums Sourced by UAI

Dear Trevor,

Thank you for sharing the proposal for a new MISF for UAI sourced Internships,  
placements and practicums.

The Faculty of Physical Education and Recreation supports this proposal. The services  
that UAI provides students before and while abroad can make the prospect of an  
international study or work experience more appealing and less daunting.

While it is recognized this is an additional cost to students, the Faculty acknowledges the  
value of UAI's services. It also recognizes UAI's efforts to standardize this cost across its  
programs and that students will not be charged the MISF or application fee unless a  
suitable placement is confirmed and the student accepts the placement. The Faculty  
appreciates that the MISF is only charged on those programs where there is UAI  
personnel or contacts directly involved.

It is evident that UAI has consulted with the broader University community about this  
MISF and has put careful thought and consideration in bringing it forward for approval.  
The Faculty of Physical Education and Recreation supports the proposed MISF.

Sincerely,

Christine Ma  
Assistant Dean, International and Community Education

cc: Dr. Janice Causgrove Dunn, Associate Dean, Undergraduate Program

## MSISF Proposal – UAI – Attachment 4: Course Descriptions

**KIN 492 - Professional Practicum**

★ 9 (*fi 18*) (variable, variable) A half-time unpaid Professional Practicum of 20 hours per week for 14 weeks, or the equivalent time. Students must arrange placements through the Practicum Supervisor/Instructor. A limited number of placements are available. Note: Students will not be allowed to register in more than \*9 concurrently with KIN 492 unless approved by the Practicum Supervisor/Instructor. Note: Credit will be granted for only one of KIN 492 or PEDS 492.

**KIN 493 - Professional Practicum**

★ 15 (*fi 30*) (variable, variable) A full-time unpaid Professional Practicum of 35-40 hours per week for 14 weeks, or the equivalent time. Students must arrange placements through the Practicum Supervisor/Instructor. Note: Students will not be allowed to register in any other course concurrently with KIN 493 unless approved by the Practicum Supervisor/Instructor. Note: Credit will be granted for only one of KIN 493 or PEDS 493.

**WKEXP 801 - Arts Work Experience I**

★ 0 (*fi 9*) (either term, unassigned) A four-month work placement for Faculty of Arts students participating in the Cooperative Education route. The focus of the work experience will be for the student to gain an appreciation of the work environment related to their discipline. Prerequisite: consent of the Faculty.

**WKEXP 802 - Arts Work Experience II**

★ 0 (*fi 9*) (either term, unassigned) A four-month work placement for Faculty of Arts students participating in the Cooperative Education route. The focus of the work experience will be for the student to gain an appreciation of the work environment related to their discipline. Prerequisite: WKEXP 801 and consent of the Faculty.

**WKEXP 803 - Arts Work Experience III**

★ 0 (*fi 9*) (either term, unassigned) A four-month work placement for Faculty of Arts students participating in the Cooperative Education route. The focus of the work experience will be for the student to gain an appreciation of the work environment related to their discipline. Prerequisite: WKEXP 802 and consent of the Faculty.

**WKEXP 804 - Arts Work Experience IV**

★ 0 (*fi 9*) (either term, unassigned) A four-month work placement for Faculty of Arts students participating in the Cooperative Education route. The focus of the work experience will be for the student to gain an appreciation of the work environment related to their discipline. Prerequisite: WKEXP 803 and consent of the Faculty.

**WKEXP 901 - Engineering Work Experience I**

★ 0.5 (*fi 7*) (either term or Spring/Summer, unassigned) A four-month work placement for Engineering students registered in the Cooperative Education Program. This work experience will provide the student with exposure to the practical application of engineering and the general work environment. Evaluation will be based on the employer's performance appraisal, the student's work term report, and the student's ability to learn from the experiences of the work term. Prerequisite: ENGG 299.

**WKEXP 902 - Engineering Work Experience II**

★ 0.5 (*fi 7*) (either term or Spring/Summer, unassigned) A four-month work placement for Engineering students registered in the Cooperative Education Program. This work experience will provide the student with exposure to the practical application of engineering and the general work environment. Evaluation will be based on the employer's performance appraisal, the student's work term report, and the student's ability to learn from the experiences of the work term. Prerequisite: WKEXP 901.

**WKEXP 903 - Engineering Work Experience III**

★ 0.5 (*fi 7*) (either term or Spring/Summer, unassigned) A four-month work placement for Engineering students registered in the Cooperative Education Program. This work experience will provide students with personal involvement in the practice of their engineering discipline commensurate with their level of academic preparation. Evaluation will be based on the employer's performance appraisal, the student's work term report, and the student's ability to learn from the experiences of the work term. Prerequisite: WKEXP 902.

**WKEXP 904 - Engineering Work Experience IV**

★ 0.5 (*fi 7*) (either term or Spring/Summer, unassigned) A four-month work placement for Engineering students registered in the Cooperative Education Program. This work experience will provide students with personal involvement in the practice of their engineering discipline commensurate with their level of academic preparation. Evaluation will be based on the employer's performance appraisal, the student's work term report, and the student's ability to learn from the experiences of the work term. Prerequisite: WKEXP 903.

**WKEXP 905 - Engineering Work Experience V**

★ 3 (*fi 7*) (either term or Spring/Summer, unassigned) A four-month work placement for Engineering students registered in the Cooperative Education Program. This work experience will provide students with personal involvement in the practice of their engineering discipline commensurate with their level of academic preparation. Evaluation will be based on the employer's performance appraisal, the student's work term report, and the student's ability to learn from the experiences of the work term. Prerequisite: WKEXP 904.

**WKEXP 906 - Engineering Work Experience VI**

★ 3 (*fi 7*) (either term or Spring/Summer, unassigned) A four-month work placement for students registered in the Biomedical Option in either Chemical, Materials, or Mechanical Engineering. This work

experience will provide students with personal involvement in the practice of the biomedical engineering discipline. The work experience plan requires the approval from the Department prior to registration. At the completion of the four-month work term, students are required to submit a formal research report which will be assessed for credit. Prerequisite: completion of Term 4 in the Biomedical Option.

# Interdepartmental Correspondence

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**University of Alberta International**  
142 Telus Centre  
87 Avenue & 111 Street  
Edmonton, Alberta, Canada T6G 2R3

Tel: 780.492.2692  
Fax: 780.492.1488  
info@international.ualberta.ca  
www.international.ualberta.ca

Date: Wednesday, December 6, 2017

To: Lisa Collins and Angelene Lavers, Office of the Registrar

From: Trevor Buckle, University of Alberta International

Cc:

Re: Proposed MISF for International Internship Placements

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As follow up to the RACF meeting on November 28, 2017, I wanted to provide an update on the student group consultations for UAI's proposed MISF for international internship placements. In total, I have consulted with four student groups:

- Dean's Advisory Council (chaired by the Dean of Students)
- International Student Advisory Committee
- Education Abroad Squad International (student volunteers who have taken part in a study abroad program)
- Council on Student Affairs

I should note that on at least two of the committees (DAC and COSA), representatives from both the Students' Union and the Graduate Students' Association were present. As expected, the prospect of a new fee for students was greeted with some hesitation, but after discussing the background information the general consensus was that the fee makes sense. The majority of students appreciated the fact that it would go towards vital support, and by being transparent about what the students would receive, they felt that this would give prospective interns enough information to decide if they would want to use our services or choose other options (like a Canadian placement).

If you have any questions about the specific discussions, I would be happy to elaborate on them. Many thanks for your assistance in reviewing this proposal.

Sincerely,  
Trevor Buckle

## Registrar's Advisory Committee on Fees (RACF)

For the meeting of: November 28, 2017

Item No. <02>

### Request for Approval for: MEC E 464

#### Fee Type (see end of form for definitions)\*:

- Mandatory Student Instructional Support Fee**
- Alternate Delivery Fee**
- Cost Recovery Fee / Revenue Generation**
- Other**

**OUTLINE OF ISSUE:** When originally set up, MecE 464 was offered partially off-campus (NAIT). The course was set up with a Mandatory Instructional Support Fee (Lab Fee) of \$800-1300 which first appeared in the 2010-11 Calendar. One year later, in the 2011-12 Calendar, the course was changed to a Cost Recovery Course with a fee of \$1425. The historical rationale for this second change is unclear.

MecE 464 most recently offered in Spring/Summer of 2017 after not being offered for a number of years. The delivery of the course has changed since its inception. The NAIT facilities are no longer required as the course is now entirely on-campus with a different project focus. Given the lack of the NAIT component, the fee of \$1425 was deemed excessive, and it was requested to be reduced to \$900.

Given that the course is now offered entirely on campus, it is no longer appropriate to offer on a cost recovery basis and should be reverted back to a standard course with a Mandatory Instructional Support Fee, estimated to be \$400 per student (see attachment budget justification).

*Put N/A in any boxes that do not apply*

#### Proposer

Faculty/Department	Department of Mechanical Engineering
Dean/Chair	John Doucette (Chair)
Primary Contact (Name, phone number, and e-mail)	Don Raboud, don.raboud@ualberta.ca, 780-492-2244
Secondary Contact (Name, phone number, and e-mail)	Jason Carey, 780-492-0501, jpcarey@ualberta.ca

#### Item

Purpose of Fee (what it is to be used for)	The fee will be to purchase the hardware required for groups of students to complete an assigned project. Student groups will keep the projects upon completion. (see attachment)
Proposed Amount	\$400 - \$600

Previous Fee Amount (if this is a new fee, please indicate that here)	\$900 – on a Cost Recovery Basis
Requested Implementation Date	2018-2019 Calendar
The Impact of the Fee (number of students affected, etc.)	We currently anticipate offering MecE 464 once per year, with a class size estimated to be 20 students. It is proving popular with students, so class size may be increased in the future. Fees would be revisited if that were to occur.
Collected Centrally or by Department	Centrally

## Course Information (if fee is attached to a course)

Course Name(s)	Mec E 464 – Design for Manufacture
Required Course(s)	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
The course/program is on or off campus	<input checked="" type="checkbox"/> On-Campus <input type="checkbox"/> Off-Campus
New or Existing Course(s)	Existing Course
New or Existing Program (include name)	Existing Program: Mechanical Engineering
Course Description(s)	Design of machine components for ease of manufacture. Application of measurement, inspection, and reverse engineering techniques. Preparation of working drawings for manufacturing. Introduction to machining operations, including hands-on machine shop practice. Evaluation of design performance.

## Details

Estimated Costs (Budget information may be included here or as an attachment)	Please see attached document
Explanatory Notes	Please see attached document

**Routing (For Mandatory Student Instructional Support Fees and Non-Instructional Fees)**

Consultative Route (parties who have seen the proposal prior to Registrar's Advisory Committee on Fees and in what capacity)	Assoc. Chair, Undergrad, Department of Mechanical Engineering Chair, Department of Mechanical Engineering Associate Dean, Programs and Planning, Faculty of Engineering Faculty APC (including student representation) – approved unanimously a motion of support Faculty Executive Coordinating Committee – approved unanimously a motion of support
Student Group Consultative Route	Student member of Mechanical Engineering Dept council Support of member of Engineering Student Society as part of Faculty APC
Advisory Route (RACF) Include dates	November 28, 2017
Approval Route* (Governance) *The approval process is initiated in January for the next academic year	GFC Academic Planning Committee (APC) Board Finance and Property Committee (BFPC) Board of Governors (BG)
Final Approver	Board of Governors

**Attachments** (each to be numbered 1 - <>)

1 – Mec E 464 Project Cost Justification

## MEC E 464 – Mandatory Student Instructional Support Fee Justification

The project component of this course is estimated to be \$400 per student for project materials. The detailed estimate (shown below) of \$427.50 per student is based on the expected group composition of 4 students per group. Depending on enrollment numbers, a few groups may have 5 students. The cost per student based on 5 students per group would be somewhat lower (\$342 / student). \$400 per student is a reasonable compromise as most groups are expected to have 4 students.

### Project details

MEC E 464 will have a core design project which will run through the course. For this project, the students will be expected to design-build and test a working integrated mechanical system such as a remote control buggy, or a 3D printer, or a Quadcopter. The students will work on the project in groups of 4 (or 5 in some cases). Depending upon the project, each group will be given the startup kit at the start of the course. The students will also have access to 3D printer, laser cutter, and a router for rapid prototyping. This will also require cost for 3D printing materials and prototyping material. However, the cost of those consumables will be borne by the Department. The proposed Mandatory Student Instructional Support Fee of \$400 is to cover the cost of purchasing the project kit and related materials as detailed below.

The example project used for costing purpose is a Quadcopter. The project kit will comprise the Quadcopter electrical and mechanical components (as well as raw material needed to carry out the project). Each group, expected to consist of 4 students, will be assigned a kit of commercial off-the shelf components consisting of electronic/mechanical hardware components (along with a time allowance to access the manufacturing services such as 3D printing, laser cutting, water jetting, and 3D scanning). The initial hardware costs for the project are expected to be around \$1710 CAD per group (Table 1). This translates into \$427.50 CAD per person, based on 4 students per group. At the end of the course the students will be able to keep their design projects.

*Table 1 Expected costs for the Project*

No.	Description	Cost per group	Per person cost
1	Quadcopter UAS frame	\$388 CAD	\$97.00
2	Quadcopter Motors, ESC, and power electronics	\$180 CAD	\$45.00
3	Quadcopter Batteries	\$260 CAD	\$65.00
4	9 Channel radio receiver	\$182 CAD	\$45.50
5	9 Channel radio transmitter	\$500 CAD	\$125.00
4	Safety Net	\$200 CAD	\$50.00
<b>Total</b>		<b>\$1710 CAD</b>	<b>\$427.50</b>

**Attachment 2****Proposals for Changes to Existing Mandatory Student Instructional Support Fees**

<b>Course</b>	<b>Implementation</b>	<b>Current Fee</b>	<b>Proposed Fee</b>	<b>Page Number</b>
GEOPH 436	September 1, 2018	\$200 - \$600	\$200 - \$1400	33

Mandatory fees assessed in anticipation of costs for supplies, equipment, materials, or services which are not directly related to the delivery of instruction in a course or program, but are considered required elements of a course or program. Examples include but are not limited to the costs of food, lodging, and transportation for required field trips; supply of certain specialized professional tools which the student will retain; and fees for arranging professional placements such as practica, internships, and work experience. All mandatory instructional support fees require the approval of the Board of Governors.

Definition is taken from UAPPOL Student Instructional Support Fee Definition of Mandatory Instructional Support Fee.

## Registrar's Advisory Committee on Fees (RACF)

For the meeting of: **September 26, 2017**

**Item No. <05>**

### Request for Approval for: **GEOPH 436**

#### Fee Type (see end of form for definitions)\*:

- Mandatory Student Instructional Support Fee**
- Alternate Delivery Fee**
- Cost Recovery Fee / Revenue Generation**
- Other**

**OUTLINE OF ISSUE:** Field School fees have remained at \$500 since 2008/9. With the significant reduction on corporate support and the ever increasing cost of providing the field school experience we would like to increase the fee range for the 2018/19 Calendar and begin to charge higher fees, starting with \$600 in September 2018.

#### Proposer

Faculty/Department	Physics
Dean/Chair	Mauricio Sacchi
Primary Contact (Name, phone number, and e-mail)	Vadim Kravchinsky, 780-492-5591, <a href="mailto:vadim@ualberta.ca">vadim@ualberta.ca</a>
Secondary Contact (Name, phone number, and e-mail)	Roger Moore, 780-492-4170, <a href="mailto:rwmoores@ualberta.ca">rwmoores@ualberta.ca</a>

#### Item

Purpose of Fee (what it is to be used for)	Cost recovery of field school expenses
Proposed Amount	\$200 -\$1400
Previous Fee Amount (if this is a new fee, please indicate that here)	\$200—600
Requested Implementation Date	September 2018
The Impact of the Fee (number of students affected, etc.)	5 year enrollment trend is: 2017 Fall GEOPH 436 13 students registered 2016 Fall GEOPH 436 15 students registered 2015 Fall GEOPH 436 22 students registered 2014 Fall GEOPH 436 24 students registered 2013 Fall GEOPH 436 27 students registered
Collected Centrally or by Department	Collected by department.

**Course Information (if fee is attached to a course)**

Course Name(s)	GEOPH 436
Required Course(s)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
The course/program is on or off campus	<input type="checkbox"/> On-Campus <input checked="" type="checkbox"/> Off-Campus
New or Existing Course(s)	Existing course
New or Existing Program (include name)	BSc Specialization or Honours Geophysics
Course Description(s)	★ 3 (fi 6) (first term, 10 days) Students conduct a wide variety of geophysical measurements in a field situation. The field school is run immediately prior to the fall term. Requires payment of additional student instructional support fees. Refer to the Fees Payment Guide in the University Regulations and Information for Students section of the Calendar. Prerequisites: GEOPH 325 and 326, or consent of instructor. Intended for students in a Specialization or Honours Geophysics program. Students in other programs should contact the Department of Physics for permission. Note: this course is graded on a credit/no credit basis.

**Details**

Estimated Costs (Budget information may be included here or as an attachment)	Current operational total costs of field school are estimated at \$45,000 to \$50,000 ; this excludes equipment replacement which totaled an additional \$88,546 in 2016/2017.  Field School 2017 Budget (13 registrants) Field School Assistants: \$18,000 Supplies and Services: \$15,000 Food: \$8,000 Pre-Field School Travel: \$500 Maintenance & Repair: \$1,500 Vehicle & Equipment rental: \$6,000 Operating Total: \$49,000.
Explanatory Notes	In 2016 a corporate sponsor reduced their sponsorship commitment by 50% due to current fiscal environment in oilfield industry. The current depressed business environment in the oil and gas industry threatens corporate sponsorship of this activity.

**Routing (For Mandatory Student Instructional Support Fees and Non-Instructional Fees)**

Consultative Route (parties who have seen the proposal prior to Registrar's Advisory Committee on Fees and in what capacity)	Course instructor, Physics Dept. Associate Chair (Undergrad), Physics Undergraduate Curriculum Committee, Physics Dept. Chair, Dept. Council, Faculty of Science Council
Student Group Consultative Route	There has been student consultation through student representatives on Physics Department Council as per our governance model.
Advisory Route (RACF) Include dates	September 26, 2017
Approval Route* (Governance) *The approval process is	GFC Academic Planning Committee (APC) Board Finance and Property Committee (BFPC)

initiated in January for the next academic year	Board of Governors (BG)
Final Approver	Board of Governors

**Attachments** (each to be numbered 1 - <>)



**Attachment 3****Proposal for Deletion of Mandatory Student Instructional Support Fee**

<b>Course</b>	<b>Implementation</b>	<b>Proposed Fee</b>	<b>Page Number</b>
HECOL 453	May 1, 2018	\$0	37
REN R 782	May 1, 2018	\$0	38
SOILS 520	May 1, 2018	\$0	38
FOR 372	May 1, 2018	\$0	38

**Registrar's Advisory Committee on Fees (RACF)****For the meeting of: September 26, 2017****Item No. <07>****Request for Approval for: HECOL 453****Fee Type (see end of form for definitions)\*:**

- Mandatory Student Instructional Support Fee – Removal of Fee**
- Alternate Delivery Fee**
- Cost Recovery Fee / Revenue Generation**
- 

**OUTLINE OF ISSUE:** This courses, for which a fee of \$120 for textile design supplies is listed, should be removed from the Registrar's list as the course is no longer offered by the Department of Human Ecology.

*Put N/A in any boxes that do not apply*

**Proposer**

Faculty/Department	ALES/Human Ecology
Dean/Chair	Blade/Williamson
Primary Contact (Name, phone number, and e-mail)	Lori Moran – Assistant Chair <a href="mailto:lmoran@ualberta.ca">lmoran@ualberta.ca</a> 780/492-8971

**Registrar's Advisory Committee on Fees (RACF)****For the meeting of: September 26, 2017****Item No. <08>****Purpose: Course Fees no longer applicable****Fee Type (see end of form for definitions)\*:**

- Mandatory Student Instructional Support Fee**
- Alternate Delivery Fee**
- Cost Recovery Fee / Revenue Generation**
- Other – Fee Removal**

**OUTLINE OF ISSUE:**

RENr 782: In the past this course has had a \$45 Field Trip Fee attached to it. There are no field trips associated with this course under the new instructor. Therefore, it needs to be removed from the Mandatory Student Instructional Fee Schedule in both Calendar and Registrar's Office website.

SOILS 520: This course no longer exists therefore it can be removed from the Mandatory Student Instructional Fee Schedule in both the Calendar and Registrar's Office website. The fee collected was for a \$300 Field Trip.

FOR 372: This course no longer exists therefore it can be removed from the Mandatory Student Instructional Fee Schedule in both the Calendar and Registrar's Office website. The fee collected was for a \$80 Field Trip.

*Put N/A in any boxes that do not apply*

**Proposer**

Faculty/Department	Department of Renewable Resources/ Faculty ALES
Dean/Chair	Ellen Macdonald
Primary Contact (Name, phone number, and e-mail)	John Acorn (Associate Chair Undergrad) (780) 492-7202 <a href="mailto:John.acorn@ualberta.ca">John.acorn@ualberta.ca</a>
Secondary Contact (Name, phone number, and e-mail)	Sarah Gooding Assistant Chair (Research/Academic Initiatives 780-492-8313 <a href="mailto:Sarah.gooding@ualberta.ca">Sarah.gooding@ualberta.ca</a>

**OUTLINE OF ISSUE**  
**Action Item**

Agenda Title: **Board Committee Appointments**

**Motion:** THAT the Board of Governors, on the recommendation of the Board Chair, Mr Michael Phair, approve Board Committee appointments, as set forth in Attachment 1 to the agenda documentation.

**Item**

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation
Proposed by	Mr Michael Phair, Chair, Board of Governors
Presenter	Michael Phair, Board Chair

**Details**

Responsibility	Chair of the Board of Governors
The Purpose of the Proposal is (please be specific)	To make adjustments to the current Board Committee membership roster to reflect recent Board membership changes.
The Impact of the Proposal is	To ensure that the committees' membership reflects the appropriate Terms of Reference and Board of Governors' membership roster.
Replaces/Revises (eg, policies, resolutions)	Replaces the 2017-2018 Committee Membership List approved by the Board on June 23, 2017.
Timeline/Implementation Date	Effective upon approval
Estimated Cost /funding source	n/a
Next Steps	Membership and contact lists will be updated accordingly
Supplementary Notes and context	The Board of Governors annually reviews the recommendations of the Board Chair for appointments to Board Standing and other committees at its June meeting. Other appointments are made as required.

**Engagement and Routing** (Include meeting dates)

Participation: (parties who have seen the proposal and in what capacity)  <For further information see the link posted on the <a href="#">Governance Toolkit section Student Participation Protocol</a> >	<b><u>Those who have been informed:</u></b> •
	<b><u>Those who have been consulted:</u></b> • Board members • Board Committee Chairs
	<b><u>Those who are actively participating:</u></b> • Board Chair • University Governance
Approval Route (Governance)	Board of Governors – for approval – March 16, 2018
Final Approver	Board of Governors

**Alignment/Compliance**

Alignment with Guiding Documents	<a href="#">Mandates and Roles for the Board of Governors</a>  Institutional Strategic Plan – <i>For the Public Good:</i>  <i>SUSTAIN: Sustain our people, our work, and the environment by attracting and stewarding the resources we need to deliver excellence to the benefit of all.</i>  <i>21. Encourage continuous improvement in administrative, governance,</i>
----------------------------------	--

Item No. 3ci

	<p><i>planning and stewardship systems, procedures, and policies that enable students, faculty, staff, and the institution as a whole to achieve shared strategic goals.</i></p>
<p>Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please <u>quote</u> legislation and include identifying section numbers)</p>	<p><b><u>The Board's General Terms of Reference for Board Standing Committees, Sections 3 and 4 state:</u></b></p> <p>3. <i>A member of a Committee shall be appointed by the Board for a term commencing on a date selected by the Board and expiring on the earliest of:</i></p> <ul style="list-style-type: none"> <li><i>(i) the effective date of the resignation of that member from the Board;</i></li> <li><i>(ii) the effective date of the resignation of that member from that Committee;</i></li> <li><i>(iii) a date selected by the Board;</i></li> <li><i>(iv) the expiry date of the term of the appointment of a non-Board member to the Committee; and</i></li> <li><i>(v) the effective date of a general appointment of all members to that committee (ordinarily the first Board meeting in June).</i></li> </ul> <p><i>A member of a Committee is eligible to be reappointed to that Committee.</i></p> <p>4. <i>There shall be members of each Committee who are Board members; non-Board members may be drawn from the University Senate and elsewhere within the University or from the community as the Board considers may be appropriate or as may be provided in the Committee's terms of reference. Where the terms of reference of a Committee provide for a number of members in excess of those specifically required to be represented on the Committee, additional members may, subject to the foregoing, be appointed from any constituency.</i></p>

Attachments:

1. Proposed 2017-2018 Board of Governors Committee Membership (1 page) – for approval

*Prepared by:* Juli Zinken, Board Secretary and Manager of Board Services, University Governance

**AUDIT COMMITTEE**

Chair: Dominique Grégoire (~~Acting~~)  
Vice-Chair: ~~Dominique Grégoire~~ <vacant>  
Charlene Butler  
\*Jon Chia (June 30, 2018)  
\*Shenaz Jeraj (June 30, 2018)  
\*Barry Kaiser (June 30, 2019)  
\*Stuart Lee (August 30, 2019)  
Owen Tobert

**FINANCE & PROPERTY COMMITTEE**

Chair: Owen Tobert  
Vice-Chair: David Cooper  
Marina Banister  
Matthew Barnett  
Babak Soltannia  
Glenn Stowkowy  
<vacant> Claudette Tardif  
\* <vacant>

**HUMAN RESOURCES & COMPENSATION COMMITTEE**

Chair: Ray Muzyka  
Vice-Chair: Lynn Parish  
Zahra Somani  
\*Robert Teskey (June 30, 2019)

**INVESTMENT COMMITTEE**

Chair: \*Dave Lawson (June 30, 2020)  
Vice-Chair: \*Jim Drinkwater (June 30, 2019)  
\*Derek Brodersen (June 30, 2019)  
Charlene Butler  
\*John Butler (June 30, 2019)  
\*Gordon Clanachan (June 30, 2019)  
\*Allister McPherson (June 30, 2018)  
\*Sandy McPherson (June 30, 2018)  
\*Peter Pontikes (June 30, 2019)  
<vacant>

\* Denotes External Member on a Board Committee

**LEARNING AND DISCOVERY COMMITTEE**

Chair: Lynne Paradis (~~Acting~~)  
Vice-Chair: ~~Lynne Paradis~~ <vacant>  
Marina Banister  
Mary Pat Barry  
David Cooper  
Ray Muzyka  
Babak Soltannia  
<vacant> Kirk MacLeod

**SAFETY, HEALTH & ENVIRONMENT COMMITTEE**

Chair: Zahra Somani  
Vice-Chair: \*Gordon Winkel (June 30, 2019)  
Matthew Barnett  
Katherine Binhammer  
\*David Rust (June 30, 2020)  
Mike Sandare  
Sheri Somerville  
Glenn Stowkowy  
Sasha van der Klein (GSA designate) (June 30, 2018)  
\* <vacant>

**UNIVERSITY RELATIONS COMMITTEE**

Chair: Mary Pat Barry  
Vice-Chair: Sheri Somerville  
Matthew Barnett  
Katherine Binhammer  
\*Catrin Owen (June 30, 2020)  
Lynne Paradis  
Mike Sandare  
Babak Soltannia  
\* <vacant>

***Ex Officio Members on all Board Committees:***

Michael Phair, Board Chair  
Douglas Stollery, Chancellor  
David Turpin, President

**BOARD REPRESENTATION ON UNIVERSITY COMMITTEES**

Senate: Lynne Paradis, Sheri Somerville

Edmonton Community Foundation Nominating Committee: Mary Pat Barry

University Properties Trust Board of Directors: Glenn Stowkowy, <vacant>

**OUTLINE OF ISSUE**  
**Action Item**

 Agenda Title: **University of Alberta 2018-2019 Tuition Fee Proposal**

**Motion 1:** THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee and General Faculties Council Academic Planning Committee, approve that tuition governed by the tuition fee regulation for 2018-19 be set at the 2014-15 rates, as directed by the Government of Alberta.

**Motion 2:** THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee approve that mandatory non-instructional fees for 2018-19 be set at the 2014-15 rates, as directed by the Government of Alberta.

**Motion 3:** THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee and General Faculties Council Academic Planning Committee, approve an increase of 3.14% to international tuition fees for 2018-19, as illustrated in the table below:

Undergraduate <sup>a</sup>	2017-18 <sup>d</sup>	2018-19	Change <sup>e</sup>	
			\$	%
Arts and Science	\$21,009.60	\$21,668.40	\$658.80	3.14%
Business	\$27,636.32	\$28,503.12	\$866.80	3.14%
Engineering	\$25,211.52	\$26,002.08	\$790.56	3.14%
Juris Doctor (JD) Program	\$45,573.48	\$47,003.48	\$1,430.00	3.14%
Pharmacy (BSc (Pharm))	\$39,431.68	\$40,666.88	\$1,235.20	3.13%
Economics Course	\$2,680.62	\$2,764.70	\$84.08	3.14%
Graduate <sup>a</sup>	2017-18 <sup>d</sup>	2018-19	Change <sup>e</sup>	
			\$	%
Course Based Master's	\$8,181.36	\$8,437.68	\$256.32	3.13%
Thesis 919 <sup>b</sup>	\$5,104.84	\$5,265.08	\$160.24	3.14%
Thesis Based Masters /PhD <sup>c</sup>	\$7,057.80	\$7,279.32	\$221.52	3.14%
Master's in Business Administration	\$16,017.84	\$16,519.68	\$501.84	3.13%
Integrated Petroleum Geosciences Course	\$2,924.12	\$3,015.86	\$91.74	3.14%
International Graduate Tuition Increase <sup>f, g</sup>	\$4,000.00	\$4,000.00	\$ -	0.00%

**Notes:**

- (a) Values are based on full-time per term and full-time per year unless otherwise stated.
- (b) Tuition applies to thesis students who were admitted to the program of study prior to Fall 2011 and are assessed the reduced thesis rate.
- (c) Tuition applies to thesis students who were admitted to the program of study beginning in Fall 2011 or later; this is based on an annual fee assessment (including spring/summer).
- (d) As approved by the Board of Governors, December 16, 2016.
- (e) Figures may be rounded downwards at fee index level for administrative purposes, thus lowering the effective year over year percentage increase below 3.14 percent.
- (f) Per year for full time student, excluding Cost recovery and graduate course based Physical Therapy, Occupational Therapy, and Speech master's programs in Faculty of Rehabilitation Medicine.
- (g) \$4000 will be cost-neutral and offset by an equal amount of financial support.

## Item No. 4ai

**Item**

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation
Proposed by	Provost and Vice-President (Academic) and Vice-President (Finance & Administration)
Presenter	Steven Dew, Provost and Vice-President (Academic) and Gitta Kulczycki, Vice-President (Finance & Administration)

**Details**

Responsibility	Provost and Vice-President (Academic) and Vice-President (Finance & Administration)
The Purpose of the Proposal is (please be specific)	To approve that the domestic tuition and mandatory non-instructional fees for 2018-19 be set at the amounts directed by the Government of Alberta, as well as to set international tuition fees for the same year.
The Impact of the Proposal is	To comply with the directive as announced by the Government of Alberta in November, 2017, as well as to implement an increase to international tuition that is consistent with the University of Alberta's principle that revenues should increase at a rate commensurate with actual costs to avoid degradation of quality.
Replaces/Revises	Tuition and fees previously approved by the Board of Governors.
Timeline/Implementation Date	Effective September 1, 2018.
Estimated Cost /funding source	
Next Steps	
Supplementary Notes and context	<p>For 2018-2019, Alberta's Ministry of Advanced Education announced an extension of a freeze to regulated tuition. The regulation does not apply to international differential fees or surcharges assessed to individuals who are not Canadian citizens or permanent residents of Canada.</p> <p>The annual increase to the Mandatory Non-Instructional Fees (MNIFs) for 2018-19 was calculated to be 3.14% in accordance with the formula agreed upon by the SU, GSA, and administration in February 2016 with the re-structuring of the MNIFs and the creation of a new MNIF Oversight Committee. This increase was reported for information to the GFC Academic Planning Committee on November 8, 2017 with the caveat that it would be subject to current government policy.</p>

**Engagement and Routing** (Include meeting dates)

Participation: (parties who have seen the proposal and in what capacity)	<p><b><u>Those who have been informed:</u></b></p> <ul style="list-style-type: none"> <li>• Students' Union Executive members (Dec 18, 2017; Jan 22 and Feb 14, 2018)</li> <li>• Graduate Students' Association Executive members (Feb 6, 2018)</li> <li>• Deans' Council (February 7, 2018)</li> <li>• Academic Planning Committee (Dec 13, 2017; Jan 17 and Feb 9, 2018)</li> <li>• Graduate Students' Association Council (January 22, 2018)</li> <li>• Student Union's Council (March 13, 2018)</li> </ul>
	<p><b><u>Those who have been consulted:</u></b></p> <ul style="list-style-type: none"> <li>• Tuition Budget Advisory Committee (January 15<sup>th</sup> and January 25<sup>th</sup>, 2018)</li> <li>• President's Executive Committee - Operational (February 8, 2018)</li> </ul>
	<p><b><u>Those who are actively participating:</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>

Item No. 4ai

Approval Route (Governance) (including meeting dates)	GFC Academic Planning Committee – Feb 14, 2018 (recommendation) Board Finance & Property Committee (recommendation) – Feb 27, 2018 Board of Governors (approval) – March 16, 2018
Final Approver	Board of Governors

**Alignment/Compliance**

Alignment with Guiding Documents	<p><b>For the Public Good</b> <i>Sustain our people, our work, and the environment by attracting and stewarding the resources we need to deliver excellence to the benefit of all.</i></p> <p><b>22. OBJECTIVE:</b> <i>Secure and steward financial resources to sustain, enhance, promote, and facilitate the university’s core mission and strategic goals.</i></p> <p><i>i. Strategy: Seek and secure resources needed to achieve and support our strategic goals.</i></p> <p><i>ii. Strategy: Ensure a sustainable budget model to preserve and enhance our core mission and reputation for excellence in teaching, learning, research, and community engagement.</i></p>
Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please quote legislation and include identifying section numbers)	<p><b>1. Post-Secondary Learning Act (PSLA), Sections 61(1) and 61(2)(a):</b> “<b>61(1)</b> The board of a public post-secondary institution shall set the tuition fees to be paid by students of the public post-secondary institution. <b>61(2)</b> The tuition fees under subsection (1) for all public post-secondary institutions other than Banff Centre (a) must be set in accordance with the regulations[.] [...]”</p> <p><b>2. PSLA - (Section 26(1)(o)) states:</b> “Powers of general faculties council 26(1) Subject to the authority of the board, a general faculties council is responsible for the academic affairs of the university and, without restricting the generality of the foregoing, has the authority to (o) make recommendations to the board with respect to affiliation with other institutions, academic planning, campus planning, a building program, the budget, the regulation of residences and dining halls, procedures in respect of appointments, promotions, salaries, tenure and dismissals, and any other matters considered by the general faculties council to be of interest to the university [...].” On the line-by-line budget, including consideration of matters related to tuition, GFC has delegated this responsibility to its senior standing committee, the GFC Academic Planning Committee (APC).</p> <p><b>3. Board Finance and Property (BFPC) Terms of Reference (Section 3(d)):</b> “3. Without limiting the generality of the foregoing, the Committee shall: [...] d) review and recommend to the Board tuition and other like fees[.]”</p>

Attachments:

1. University of Alberta Tuition Proposal, 2018-19 (3 pages)
2. U15 International Tuition Comparators, 2017-18 (1 page)



# **Tuition Proposal 2018-19**

## **TUITION POLICY**

The provincial *Public Post-Secondary Institutions' Tuition Fees Regulation* does not apply to international differential fees or surcharges assessed to individuals who are not Canadian citizens or permanent residents of Canada.

## **THE BUDGET CONTEXT**

Tuition fee revenue is integral to the university's continued vitality and success. It is the second largest source of unrestricted operating funds and represents approximately 30 percent of total operating revenues.

In June 2015, Alberta Advanced Education announced a two-year tuition freeze and the rollback of market modifiers approved in December 2014. In October 2016, Alberta Advanced Education extended this regulated tuition freeze by an additional year, and a similar announcement was made in November 2017, extending the freeze to the 2018-19 academic year. The freeze will also continue for market modifiers and mandatory non-instructional fees, but as in prior years, it does not apply to international tuition. We are awaiting details on potential grant backfill for domestic tuition.

The University of Alberta continues to face significant budget challenges, balancing limited growth in operating funding against rising investment costs for teaching and research. In addition, the university has faced multiple years in which the rate of increase in its operating expenditures has outpaced the rate of increase in its unrestricted revenues, creating a structural deficit in the operating fund.

The financial challenges facing the university are significant given the budget assumptions of no revenue growth in its primary sources of operating funding, coupled with ongoing cost pressures. Important steps are being taken to address these challenges and position the institution on a sound financial footing, including budget reductions of 4.0 per cent that will be implemented for 2018-2019, along with projected budget reductions of 2.5 per cent in each of the following two years. Nevertheless, the University of Alberta must continue to seek and maximize multiple revenue sources in supporting its core mission.

## **TUITION PROPOSAL**

It is recommended that, effective September 1, 2018:

**All international tuition fees increase by 3.14 percent, with the exception of the International Graduate Tuition increase implemented in 2017-18, which will remain unchanged.**

This is consistent with the University of Alberta's principle that revenues should increase at a rate commensurate with actual costs to avoid degradation of quality. Details of the proposal are outlined below.

**International Fees:**

Undergraduate <sup>a</sup>	2017-18 <sup>d</sup>	2018-10	Change <sup>e</sup>	
			\$	%
Arts and Science	\$21,009.60	\$21,668.40	\$658.80	3.14%
Business	\$27,636.32	\$28,503.12	\$866.80	3.14%
Engineering	\$25,211.52	\$26,002.08	\$790.56	3.14%
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Pharmacy (BSc (Pharm))	\$39,431.68	\$40,666.88	\$1,235.20	3.13%
Economics Course	\$2,680.62	\$2,764.70	\$84.08	3.14%
Graduate <sup>a</sup>	2017-18 <sup>d</sup>	2018-19	Change <sup>e</sup>	
			\$	%
Course Based Master's	\$8,181.36	\$8,437.68	\$256.32	3.13%
Thesis 919 <sup>b</sup>	\$5,104.84	\$5,265.08	\$160.24	3.14%
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Master's in Business Administration	\$16,017.84	\$16,519.68	\$501.84	3.13%
Integrated Petroleum Geosciences Course	\$2,924.12	\$3,015.86	\$91.74	3.14%
International Graduate Tuition Increase <sup>f, g</sup>	\$4,000.00	\$4,000.00	\$ -	0.00%

**Notes:**

- (a) Values are based on full-time per term and full-time per year unless otherwise stated.
- (b) Tuition applies to thesis students who were admitted to the program of study prior to Fall 2011 and are assessed the reduced thesis rate.
- (c) Tuition applies to thesis students who were admitted to the program of study beginning in Fall 2011 or later; this is based on an annual fee assessment (including spring/summer).
- (d) As approved by the Board of Governors, December 16, 2016.
- (e) Figures may be rounded downwards at fee index level for administrative purposes, thus lowering the effective year over year percentage increase below 3.14 percent.
- (f) Per year for full time student, excluding Cost recovery and graduate course based Physical Therapy, Occupational Therapy, and Speech master's programs in Faculty of Rehabilitation Medicine.
- (g) \$4000 will be cost-neutral and offset by an equal amount of financial support.

International	Undergrad (Arts & Social Science)		M. A.		PhD	
	\$	Rank	\$		\$	Rank
<b>University of Alberta</b>	<b>\$21,010</b>	<b>8</b>	<b>\$7,058</b>	<b>13</b>	<b>\$7,058</b>	<b>13</b>
Dalhousie University	\$16,650	11	\$17,085	7	\$18,560	3
McGill University	\$17,331	10	\$16,373	8	\$14,697	8
McMaster University	\$25,905	7	\$17,096	6	\$17,096	6
Queen's University	\$37,490	2	\$12,927	9	\$12,927	9
Université Laval	\$16,373	12	\$19,501	3	\$17,507	5
University of British Columbia	\$34,847	3	\$8,436	12	\$8,436	12
University of Calgary	\$18,338	9	\$12,696	10	\$12,696	10
University of Manitoba	\$13,517	14	\$10,240	11	\$10,240	11
University of Ottawa	\$27,343	4	\$19,260	4	\$16,334	7
University of Saskatchewan	\$15,584	13	\$5,909	14	\$5,909	14
University of Toronto	\$45,690	1	\$21,560	1	\$21,560	1
University of Waterloo	\$26,940	5	\$19,914	2	\$19,716	2
Western University	\$26,614	6	\$17,694	5	\$17,694	4
<b>AVERAGE</b>	<b>\$24,545</b>		<b>\$14,696</b>		<b>\$14,316</b>	
<b>AVERAGE w/out U of A</b>	<b>\$24,817</b>		<b>\$15,284</b>		<b>\$14,875</b>	

Source: U15 Data Exchange

- International undergraduate tuition at the U of A is below the U15 average.
- At the masters and PhD level, U of A is approximately 50% of the national average.
- An increase of 3.14% will still leave UofA's international tuition far below the U15 average.
- If the Quebec institutions are excluded U of A's undergraduate tuition is higher than only four institutions: U of C, Dalhousie, Manitoba and Saskatchewan.
- There are only 14 universities listed because Université de Montréal did not submit their data.

**OUTLINE OF ISSUE**  
**Action Item**

Agenda Title: **University of Alberta 2018-19 Residence Rates**

**Motion:** THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve a 4 percent across-the-board increase in residence rates for 2018-19.

**Item**

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation
Proposed by	Katherine Huising, AVP (Facilities and Operations, Ancillary Services)
Presenter	Andrew Sharman, Vice-President (Facilities and Operations)

**Details**

Responsibility	Vice-President (Facilities and Operations)
The Purpose of the Proposal is	To approve the rates for residences effective May 1, 2018.
The Impact of the Proposal is	<p>Residence and Dining Services must operate on a financially sustainable basis having due regard for operating costs, addressing ongoing and deferred maintenance, as well as maintaining operating and capital reserves. No profit is made from these operations, nor is a deficit acceptable.</p> <p>All funds received from students for shelter and food stay within the residence system.</p> <p>No student tuition, government base, capital, or maintenance funding is expended on these operations.</p> <p>Historically, residence rate increases have been based largely on increases to the Consumer Price Index which failed to consider the impact of increased costs resulting from collective bargaining outcomes including the unionization of residence assistants, increases to minimum wage, and property taxes paid to the municipality.</p> <p>Neglecting to include these factors, as well as prudent steps such as budgeting for deferred maintenance and capital reinvestment, has produced a structural operating deficit. Residence Services has been using operating and capital reserves to offset operating budget deficits. These funds are now depleted.</p>
Replaces/Revises	Residence rates previously approved by the Board of Governors
Timeline/Implementation Date	Effective May 1, 2018
Estimated Cost /funding source	
Next Steps	N/A
Supplementary Notes / context	N/A

**Engagement and Routing** (Include meeting dates)

Participation: (parties who have seen the	<p><u><i>Those who have been informed:</i></u></p> <ul style="list-style-type: none"> <li>GFC-APC – February 14, 2018</li> </ul>
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<p>proposal and in what capacity)</p> <p>&lt;For further information see the link posted on the <a href="#">Governance Toolkit section Student Participation Protocol</a>&gt;</p>	<p><b><u>Those who have been consulted:</u></b></p> <ul style="list-style-type: none"> <li>• Residence Budget Advisory Committee <ul style="list-style-type: none"> <li>○ September 14, 2017</li> <li>○ September 28, 2017</li> <li>○ October 12, 2017</li> <li>○ October 26, 2017</li> <li>○ November 9, 2017</li> <li>○ November 23, 2017</li> <li>○ February 1, 2018</li> </ul> </li> <li>• Vice-President Student Life <ul style="list-style-type: none"> <li>○ September 18, 2017</li> <li>○ September 21, 2017</li> <li>○ October 3, 2017</li> <li>○ October 24, 2017</li> <li>○ November 23, 2017</li> <li>○ December 4, 2017</li> <li>○ December 20, 2017</li> <li>○ January 23, 2018</li> <li>○ February 13, 2018</li> </ul> </li> <li>• GSA Vice-President External <ul style="list-style-type: none"> <li>○ August 16, 2017</li> </ul> </li> <li>• PEC(O) <ul style="list-style-type: none"> <li>○ February 15, 2018</li> </ul> </li> <li>• Student Union President <ul style="list-style-type: none"> <li>○ January 22, 2018</li> </ul> </li> <li>• Residence Oversight Committee <ul style="list-style-type: none"> <li>○ November 24, 2017</li> <li>○ February 7, 2017</li> </ul> </li> </ul>
<p>Approval Route (Governance) (including meeting dates)</p>	<p>Board Finance and Property Committee - February 27, 2018 Board of Governors - March 16, 2018 (for approval)</p>
<p>Final Approver</p>	<p>Board of Governors</p>
	<p><b><u>Those who are actively participating:</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>

**Alignment/Compliance**

<p>Alignment with Guiding Documents</p>	<p><b><i>Institutional Strategic Plan - For the Public Good</i></b></p> <p>Sustain our people, our work, and the environment by attracting and stewarding the resources we need to deliver excellence to the benefit of all.</p> <p>21. Objective: Encourage continuous improvement in administrative, governance, planning and stewardship systems, procedures, and policies that enables students, faculty, staff, and the institution as a whole to achieve shared strategic goals.</p> <p>IV Strategy: facilitate easy access to and use of university services, and systems; reduce complication and complexity; and encourage cross-institutional administrative and operational collaboration.</p>
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<p>Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please <u>quote</u> legislation and include identifying section numbers)</p>	<p><b><i>Board Finance and Property Terms of Reference</i></b> Section 3(d) and 4(e) state:</p> <p><u>3. Mandate of the Committee</u> Without limiting the generality of the foregoing, the Committee shall:</p> <p>(d) review and recommend to the Board tuition and other fees;</p> <p><u>4. Limitations on delegation by the Board:</u> The general delegation of authority by the Board to the Committee shall be limited as set out in this paragraph. Notwithstanding the general delegation of authority to the Committee set out in paragraph 3, the Board shall:</p> <p>(e) approve tuition and other like fees.</p>
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Attachments:

1. Residence Rates Briefing Note (2 pages)

*Prepared by:* Katherine Huising, Associate Vice-President, Ancillary Services, Facilities and Operations  
Telephone: 780.492.1421, Katherine.Huising@ualberta.ca

## Issue

An increase to the residence rates charged to students living on campus is necessary to ensure the residence system returns to financial viability.

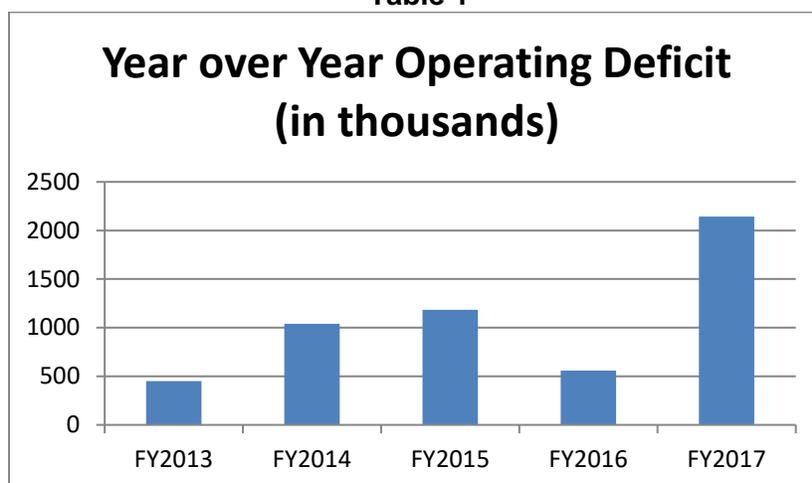
## Background

- Residence and Dining Services must operate on a financially sustainable basis having due regard for operating costs, addressing ongoing and deferred maintenance, as well as maintaining operating and capital reserves. No profit is made from these operations, nor is a deficit acceptable.
- All funds received from students for shelter and food stay within the residence system.
- No student tuition, government base, capital, or maintenance funding is expended on these operations.

## Analysis

- Previous annual recommendations to the Board of Governors on residence rate increases have been based almost exclusively on increases to the Consumer Price Index. While easy to calculate, this approach failed to consider the impact of increased costs resulting from collective bargaining outcomes, increases to minimum wage, and fees paid to governments (carbon levy and property taxes).
- Neglecting to include these factors, as well as prudent steps such as budgeting for deferred maintenance and capital reinvestment, has produced a structural operating deficit (Table 1).

**Table 1**



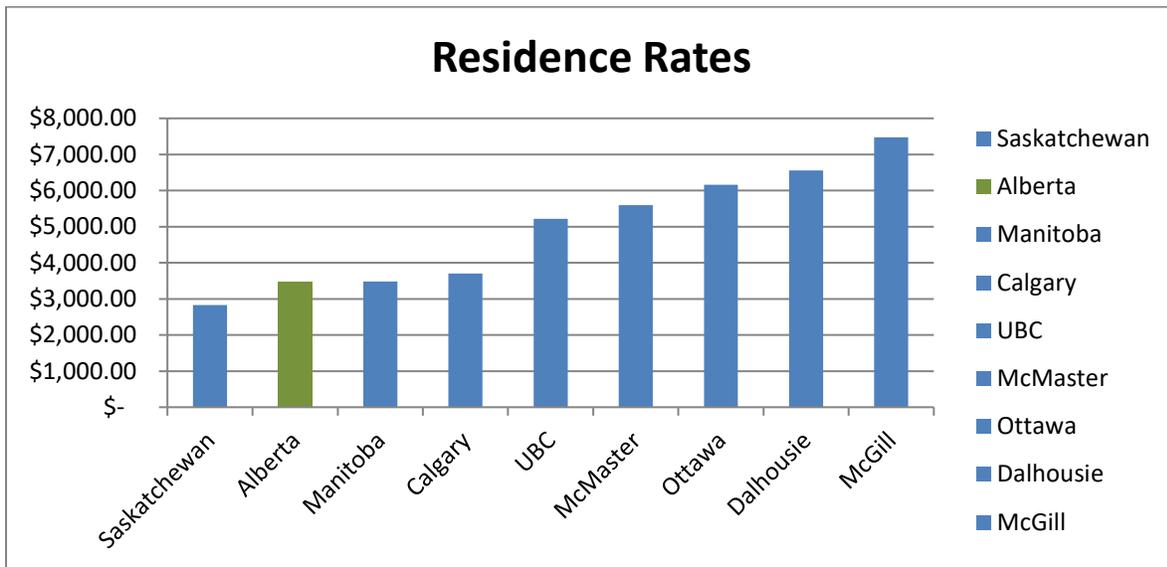
- Residence Services is using operating and capital reserves to offset operating budget deficits. These funds have been depleted (Table 2).

**Table 2**  
**Residence Services Reserves**  
*(\$000)*

	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>
Operating	\$2,602	\$514	\$477	\$12	\$ (2,136)
Capital	\$3,245	\$441	\$1,536	\$1,131	\$1,354
<b>Total</b>	<b>\$5,847</b>	<b>\$955</b>	<b>\$2,013</b>	<b>\$1,143</b>	<b>\$ (782)</b>

**Rate Proposal**

- The cost of accommodations, as part of a room and board program, is an important cost factor for students living on campus.
- The proposed residence rate increase for 2018-19 is 4 percent applied to all residence inventory, including Augustana Campus.
- For a first-year student in Lister Hall, this increase equates to \$134 / year (\$16.75 / month or \$0.56 / day).



*Rates for other institutions are for 2017-18 (most recent information available)*

**Recommendation:**

- The Board Finance and Property Committee recommend to the Board of Governors approval of the proposed residence rates for 2017-18.

**OUTLINE OF ISSUE**  
**Action Item**

 Agenda Title: **University of Alberta 2018-19 Meal Rates**

**Motion:** THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee, approve meal rates for 2018-19 as illustrated in the table below.

Dining Facility	Meal Plan Level	2017-18	2018-19	% Change
Lister Hall	Level 1 (7 days)	\$4,782	\$4,999	4.54
	Level 2 (5 days)	\$4,317	\$4,400	1.92
	Flex Included	\$900	\$300	
Peter Lougheed Hall	Level 1	\$4,650	\$4,999	7.51
	Flex Included	\$400	\$300	
Augustana	8 months	\$4,297	\$4,422	2.91
	4 months	\$2,247	\$2,312	2.89

**Item**

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation
Proposed by	Katherine Huising, AVP (Facilities and Operations, Ancillary Services)
Presenter	Andrew Sharman, Vice-President (Facilities and Operations)

**Details**

Responsibility	Vice-President (Facilities and Operations)
The Purpose of the Proposal is	To approve the rates for meals effective May 1, 2018.
The Impact of the Proposal is	<p>At the February 28, 2017, meeting of the Board Finance and Property Committee, university administration confirmed the transition to an anytime dining model in all dining facilities</p> <p>At the March 17, 2017, meeting of the Board of Governors, a one-year transition was approved, which would see 2017-18 as the final year of a declining balance meal plan for residents of Lister Hall.</p> <p>Acknowledging the Students' Union's identified concerns relating to meals for students as being, "<i>Affordability, flexibility and access to food while studying in different locations on campus are significant concerns for students as we may see large changes to the meal plan in Lister next year</i>", extensive consultation has occurred with groups such as the Residence Budget Advisory Committee and the Lister Hall Students Association regarding the transition to anytime dining and, more recently, the rates necessary in 2018-19 necessary to ensure students receive the quality, variety, and flexibility they have been seeking.</p> <p>The cost for meals, as part of a room and board program is an important cost-factor for students living on campus. Rate increases as proposed are the minimum necessary to slowly eliminate a structural deficit in the provision of meals while also addressing cost pressures including increases to CPI, minimum wage, and food prices.</p> <p>While the 2018-19 rates are comparable to the cost of the current program, students will be receiving significantly greater value in terms of food quality, extended hours, service locations, and price certainty.</p>
Replaces/Revises	Meal rates previously approved by the Board of Governors

Timeline/Implementation Date	Effective May 1, 2018
Estimated Cost /funding source	
Next Steps	N/A
Supplementary Notes / context	N/A

**Engagement and Routing** (Include meeting dates)

<p>Participation: (parties who have seen the proposal and in what capacity)</p> <p>&lt;For further information see the link posted on the <a href="#">Governance Toolkit section Student Participation Protocol</a>&gt;</p>	<p><u><i>Those who have been informed:</i></u></p> <ul style="list-style-type: none"> <li>• GFC-APC – February 14, 2018</li> </ul> <hr/> <p><u><i>Those who have been consulted:</i></u></p> <ul style="list-style-type: none"> <li>• Residence Budget Advisory Committee <ul style="list-style-type: none"> <li>○ September 14, 2017</li> <li>○ September 28, 2017</li> <li>○ October 12, 2017</li> <li>○ October 26, 2017</li> <li>○ November 9, 2017</li> <li>○ November 23, 2017</li> <li>○ February 1, 2018</li> </ul> </li> <li>• Vice-President Student Life <ul style="list-style-type: none"> <li>○ September 18, 2017</li> <li>○ September 21, 2017</li> <li>○ October 3, 2017</li> <li>○ October 24, 2017</li> <li>○ November 23, 2017</li> <li>○ December 4, 2017</li> <li>○ December 20, 2017</li> <li>○ January 23, 2018</li> <li>○ February 13, 2018</li> </ul> </li> <li>• GSA Vice-President External <ul style="list-style-type: none"> <li>○ August 16, 2017</li> <li>○ January 25, 2018</li> </ul> </li> <li>• Student Union President <ul style="list-style-type: none"> <li>○ January 22, 2018</li> </ul> </li> <li>• Food Ambassadors <ul style="list-style-type: none"> <li>○ December 11, 2018</li> </ul> </li> <li>• Student Engagement Working Group (SU, LHSA, Lister Food Ambassadors, Residence Coordinators, Resident Assistants) <ul style="list-style-type: none"> <li>○ August 30, 2017</li> <li>○ September 11, 2017</li> <li>○ September 25, 2017</li> <li>○ October 16, 2017</li> <li>○ November 20, 2017</li> <li>○ December 5, 2017</li> <li>○ January 25, 2017</li> </ul> </li> <li>• Student Engagement Working Group (Survey Group) <ul style="list-style-type: none"> <li>○ October 11, 2017</li> <li>○ October 17, 2017</li> </ul> </li> <li>• Student Engagement Working Group (Open House) <ul style="list-style-type: none"> <li>○ October 25, 2017</li> <li>○ October 26, 2017</li> </ul> </li> <li>• Student Engagement Working Group (Focus Groups) <ul style="list-style-type: none"> <li>○ January 15, 2017</li> <li>○ January 16, 2017</li> </ul> </li> </ul>
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	<ul style="list-style-type: none"> <li>○ January 17, 2017</li> <li>○ January 18, 2017</li> <li>● PEC(O) <ul style="list-style-type: none"> <li>○ February 15, 2018</li> </ul> </li> <li>● Residence Oversight Committee <ul style="list-style-type: none"> <li>○ November 24, 2017</li> <li>○ February 7, 2017</li> </ul> </li> </ul>
	<u><i>Those who are actively participating:</i></u>
Approval Route (Governance) (including meeting dates)	Board Finance and Property Committee - February 27, 2018 Board of Governors - March 16, 2018 (for approval)
Final Approver	Board of Governors

**Alignment/Compliance**

Alignment with Guiding Documents	<p><b><i>Institutional Strategic Plan – For the Public Good</i></b> <i>Sustain our people, our work, and the environment by attracting and stewarding the resources we need to deliver excellence to the benefit of all.</i></p> <p>21. <i>Objective: Encourage continuous improvement in administrative, governance, planning and stewardship systems, procedures, and policies that enables students, faculty, staff, and the institution as a whole to achieve shared strategic goals.</i></p> <p>IV <i>Strategy: facilitate easy access to and use of university services, and systems; reduce complication and complexity; and encourage cross-institutional administrative and operational collaboration.</i></p> <p><b><i>Proposed: Healthy University Strategic Plan</i></b></p> <p>Objective 6: Strengthen and sustain healthy food systems on all university campuses.</p>
Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please quote legislation and include identifying section numbers)	<p><b><i>Board Finance and Property Terms of Reference</i></b> <i>Section 3(d) and 4(e) state:</i></p> <p><u><i>3. Mandate of the Committee</i></u> <i>Without limiting the generality of the foregoing, the Committee shall:</i></p> <p><i>(d) review and recommend to the Board tuition and other fees;</i></p> <p><u><i>4. Limitations on delegation by the Board:</i></u> <i>The general delegation of authority by the Board to the Committee shall be limited as set out in this paragraph. Notwithstanding the general delegation of authority to the Committee set out in paragraph 3, the Board shall:</i></p> <p><i>(e) approve tuition and other like fees.</i></p>

Attachments:

1. Meal Rates Briefing Note (3 pages)

## Issue

An increase to the rates charged to students for meals while living in residence is necessary to ensure a quality product while acknowledging the system must be financially sustainable.

## Background

- The University of Alberta spent over four years in consultation with students residing in Lister Hall regarding the meal services and rates charged to students. The students had been, and continue to be vocal in their dissatisfaction with the current situation as they are looking for more diversity in their food choices, healthier options, and extended hours of service.
- As part of last year's governance cycle, the Students' Union identified the concerns for students as being, "*Affordability, flexibility and access to food while studying in different locations on campus are significant concerns for students as we may see large changes to the meal plan in Lister next year.*"
- At the February 28, 2017, meeting of the Board Finance and Property Committee, the transition to an anytime dining model across all dining facilities (Lister and PLH) was confirmed given the opening of Lister 5 in August 2018.
- At the March 17, 2017, meeting of the Board of Governors, a one-year meal plan transition was approved, which would see 2017-18 as the final year of a declining balance meal plan for residents of Lister Hall.
- The anytime dining meal plan will be implemented in Lister Hall (our primary first-year residence) in September 2018.
- Being a new dining facility, the anytime dining meal plan was implemented in Peter Lougheed Hall (PLH) in September 2017.

## Analysis

- During this past year, extensive consultation has occurred with groups such as the Residence Budget Advisory Committee and the Lister Hall Students Association regarding the transition to anytime dining and, more recently, the rates necessary in 2018-19 necessary to ensure students receive the quality, variety, and flexibility they have been seeking.
- Based on a measurement of student satisfaction, the anytime dining model already in place at Augustana Campus and Peter Lougheed Hall has proven to be successful with satisfaction rates exceeding those at Lister Hall.
- In the first five months of this academic year, 795 Lister Hall residents have used their ONEcard meal plan at the PLH dining facilities. There have been 3,704 such transactions translating to each of these 795 students visiting the PLH dining hall more than 4 times each.
- This year of consultation has led to the following adjustments in 2018-19:
  - The hours of operation will be:
    - 7 am – 9 pm at Peter Lougheed Hall
    - 7 am – 10 pm at Lister Hall

- The Grill (currently located in the Marina) will be relocated to the Lister dining hall and will remain open to 11 pm – one hour after the dining hall kitchen closes.
- Students will be able to take a breakfast sandwich, beverage, and piece of fruit “to-go” in the mornings.
- A hot lunch option for all meal plan holders will be available in the CAB food court from 11 am – 1 pm during the week.
- Students in both Lister Hall and PLH will be able to utilize their meal plan dollars in either dining hall and at one designated food outlet in CAB.

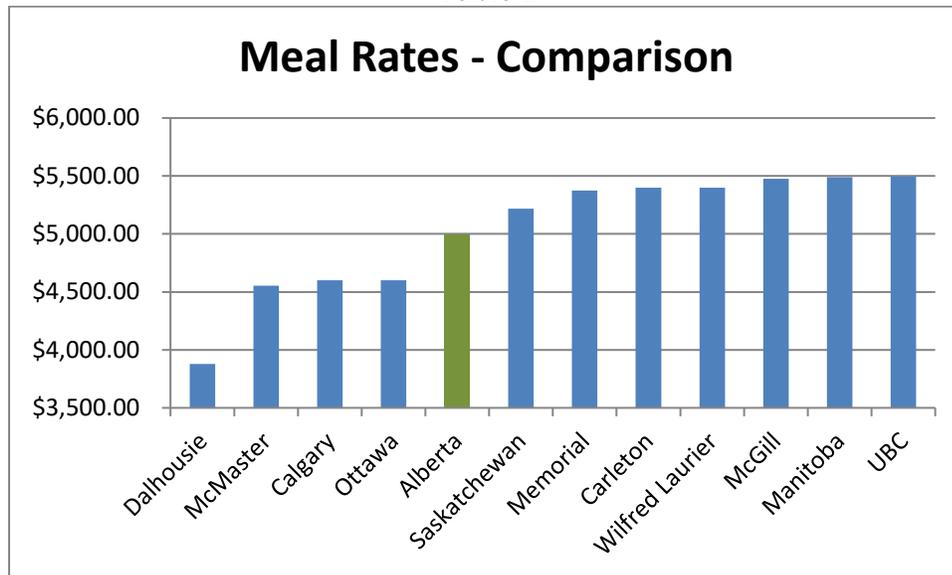
## Rate Proposal

**Table 1**

Residence	Meal Plan Level	2017-18	2018-19	% change
<b>Lister Hall</b>				
	Level 1	\$4,782.00	\$4,999.00	4.54%
	Level 2	\$4,317.00	\$4,400.00	1.92%
	Flex \$ included	\$ 900.00	\$ 300.00	
<b>Peter Lougheed</b>				
	Level 1	\$4,650.00	\$4,999.00	7.51%
	Flex \$ included	\$ 400.00	\$ 300.00	
<b>Augustana</b>				
	8 months	\$4,297.00	\$4,422.00	2.91%
	4 months	\$2,247.00	\$2,312.00	2.89%

- The cost for meals, as part of a room and board program is an important cost-factor for students living on campus.
- The proposed meal rate increase for residents in Lister Hall (7 day service) is \$71.00 (\$8.88 / month or \$0.30 / day) higher than what the declining balance rate would have been for 2018-19. To address cost pressures including increases to CPI, minimum wage, carbon levy, and food prices, the declining balance meal plan rate would have increased to a minimum of \$4,928 next year. Even with this level of increase, the structural deficit would have persisted.
- While the 2018-19 rates are comparable to the cost of the current program, students will be receiving significantly greater value in terms of food quality, extended hours, service locations, and price certainty.
- Cost for the 7-day program (243 days) = \$19.33 / day
- Cost for the 5-day program (173 days) = \$23.70 / day
- The proposed costs for 2018-19 are competitive to rates charged by comparable institutions (Table 2).

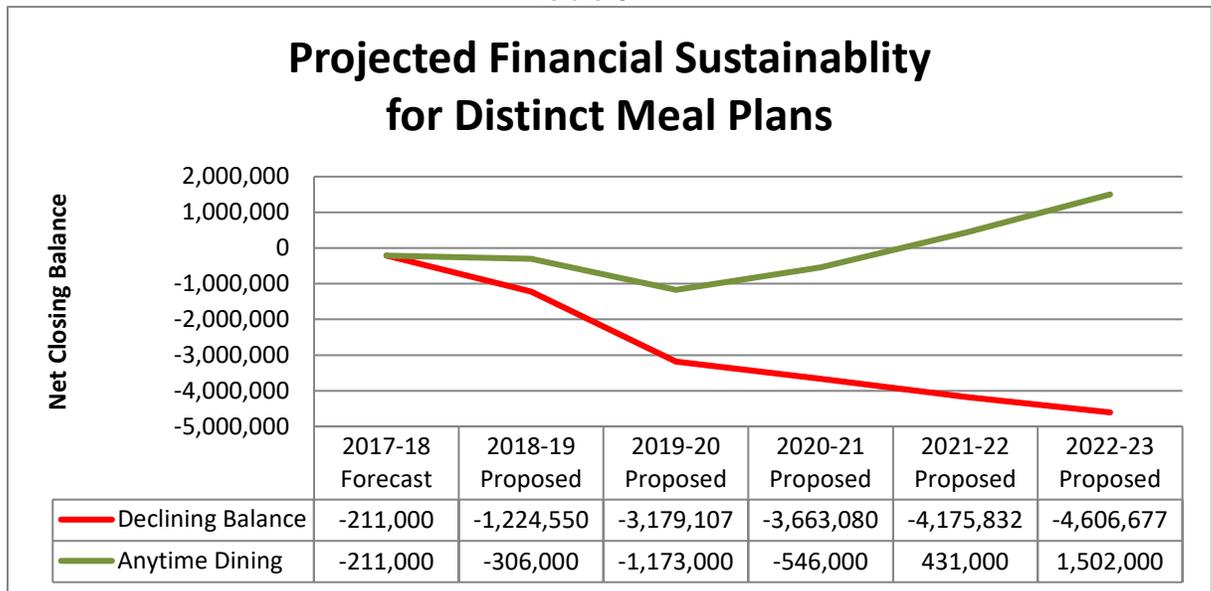
**Table 2**



*Rates for other institutions are for 2017-18 (most recent information available)*

- In addition to better serving students living in residence, the proposal finally addresses a structural deficit inherent from the current model over a three-year period (Table 3).

**Table 3**



**Recommendation**

- The Board and Finance Property Committee recommend to the Board of Governors approval of the proposed meal rates for 2018-19.

**OUTLINE OF ISSUE**  
**Action Item**

 Agenda Title: **University of Alberta 2018-2019 Budget and Capital Plan**

**Motion:** THAT the Board of Governors, on the recommendation of the Board Finance and Property Committee and General Faculties Council Academic Planning Committee, approve the 2018-19 Consolidated Budget as set forth in Attachment 1, and the 2018-2019 Capital Plan as set forth in Attachment 2.

**Item**

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation
Proposed by	President and Vice-Chancellor, David Turpin; Provost and Vice-President (Academic) Steven Dew; Vice-President (University Relations) Jacqui Tam; Vice-President (Finance and Administration) Gitta Kulczycki; Vice-President (Facilities and Operations) Andrew Sharman
Presenter	Provost and Vice-President (Academic) Steven Dew; Vice-President (Finance and Administration) Gitta Kulczycki; Vice-President (Facilities and Operations) Andrew Sharman

**Details**

Responsibility	President and Vice-Chancellor, David Turpin
The Purpose of the Proposal is (please be specific)	Under guidelines from Advanced Education, the University of Alberta is preparing the Comprehensive Institutional Plan (CIP) that incorporates the university's enrolment plan, research plan, capital plan, and budgets into one comprehensive document. The format and contents of the CIP are specified by Advanced Education guidelines.  This item presents the Budget and Capital Plan components of the CIP for approval. The remainder of the document will be submitted for approval through a subsequent governance cycle.
The Impact of the Proposal is	The university's budget and capital plan are required to be approved before the start of the next fiscal year (April 1, 2018).
Replaces/Revises	N/A
Timeline/Implementation Date	2018-2021
Estimated Cost /funding source	N/A
Next Steps (ie.: Communications Plan, Implementation plans)	The budget and capital plan require approval of the Board of Governors and will be submitted to the Minister of Advanced Education as a component of the university's CIP.
Supplementary Notes / context	

**Engagement and Routing** (Include meeting dates)

Participation: (parties who have seen the proposal and in what capacity)	<b><u>Those who have been informed:</u></b>
	<ul style="list-style-type: none"> <li>● Deans' Council</li> <li>● General Faculties Council (including APC, GFC Exec)</li> <li>● Board Learning and Discovery Committee</li> </ul>
<For further information see the link posted on the <a href="#">Governance Toolkit section</a> <a href="#">Student Participation Protocol</a> >	<b><u>Those who have been consulted:</u></b>
	<ul style="list-style-type: none"> <li>● President's Executive Committee (review of draft), January 25, 2018.</li> <li>● Joint BFPC/Board of Governors/GFC- APC- CIP Briefing – February 9, 2018</li> </ul>

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	<p><b><i>Those who are actively participating:</i></b></p> <ul style="list-style-type: none"> <li>● CIP Working Group, including the following representation: <ul style="list-style-type: none"> <li>○ Office of the President</li> <li>○ Office of the Provost and Vice-President (Academic)</li> <li>○ Office of the Vice-President (Research)</li> <li>○ Office of the Vice-President (Facilities and Operations)</li> <li>○ Office of the Vice-President (Finance and Administration)</li> <li>○ Office of the Vice-President (University Relations)</li> <li>○ Strategic Analysis and Data Warehousing</li> <li>○ Office of Government and Stakeholder Relations</li> </ul> </li> </ul>
Approval Route (Governance) (including meeting dates)	GFC Academic Planning Committee – February 14, 2018 Board Finance and Property Committee – February 27, 2018 Board of Governors – March 16, 2018
Final Approver	Board of Governors, March 16, 2018

**Alignment/Compliance**

Alignment with Guiding Documents	The CIP is written in support of the University’s strategic plan, <i>For the Public Good</i> .
Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please quote legislation and include identifying section numbers)	<p><b><i>Post-Secondary Learning Act (PSLA)</i></b> Section 26(1) states:</p> <p>“Subject to the authority of the board, a general faculties council is responsible for the academic affairs of the university and, without restricting the generality of the foregoing has the authority to [...] (o) make recommendations to the board with respect to affiliation with other institutions, academic planning, campus planning, a building program, the budget [...] and any other matters considered by the general faculties council to be of interest to the university[.] [...]”</p> <p>2. <b><i>Post-Secondary Learning Act (PSLA)</i></b> Section 78 states:</p> <p><b>“Business plans</b></p> <p><b>78(1)</b> Each year a board must prepare and approve a business plan that includes (a) the budget, and (b) any other information required by the Minister.</p> <p><b>(2)</b> The business plan approved under subsection (1) must be submitted to the Minister on or before the date specified by the Minister. [...]</p> <p><b>Access plan</b></p> <p><b>78.1</b> Each year a board must prepare an access plan in accordance with the regulations and submit it to the Minister on or before the date specified by the Minister.”</p> <p>3. <b><i>Post-Secondary Learning Act (PSLA)</i></b> Section 80 states: “The board must submit to the Minister any reports or other information required by the Minister.”</p> <p>4. <b>GFC Academic Planning Committee Terms of Reference/3.</b></p>

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	<p><b>Mandate of the Committee:</b> “The Academic Planning Committee (APC) is GFC's senior committee dealing with academic, financial and planning issues. [...]</p> <p>APC is responsible for making recommendations to GFC and/or to the Board of Governors concerning policy matters and action matters with respect to the following:</p> <p><b>1. Planning and Priorities:</b> To recommend to GFC and/or the Board of Governors on planning and priorities with respect to the University's longer term academic, financial, and facilities development.</p> <p>[...]</p> <p><b>4. Budget Matters [...]</b></p> <p>b. To recommend to the Board of Governors on the annual budget, excluding budgets for ancillary units.”</p> <p><b>5. Board Finance and Property (BFPC) Terms of Reference (Section 3(d)):</b> “3. Without limiting the generality of the foregoing, the Committee shall: [...] d) review and recommend to the Board tuition and other like fees[.]”</p>
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Attachments:

1. Comprehensive Institutional Plan – Budget Synopsis (6 pages)
2. Comprehensive Institutional Plan – Capital Plan Synopsis (5 pages)
3. Questions from APC Members (with answers from administration) (4 pages)
4. Questions from a Board Member (with answers from administration) (18 pages)

*Prepared by:* Kathleen Brough, Senior Administrative Officer, Office of the Provost and Vice-President (Academic); Giovana Bianchi, Office of the Vice-President (Finance and Administration); and Gordon Weighell, Office of the Vice-President (Facilities and Operations).

### Synopsis: Budget

The University of Alberta's consolidated budget lays out a financial plan for the coming fiscal year and projects forward, for two years, the allocation of the university's resources in support of its strategic plan, *For the Public Good*. Through the implementation of its strategic plan, the university is contributing to the achievement of the government priorities of accessibility, affordability, quality, coordination, and accountability.

The U of A's consolidated budget (see Table 1) reflects the entire enterprise, including unrestricted and restricted funds. The 2018-19 consolidated budget, developed subject to public sector accounting standards, reflects an excess of revenue over expense of \$14.4 million on budgeted revenue of \$1,958.5 million and budgeted expense of \$1,944.1 million. Under legislation, the university is required to present to government, a positive consolidated position.

### Consolidated Revenue

Key highlights of the university's 2018-19 revenue assumptions include:

- 0.0 per cent change to the Campus Alberta grant
- Maintaining domestic general tuition and MNIFs at 2014-15 levels (due to government tuition and MNIF freeze)
- Increasing international student tuition fees at a rate approximating university cost increases at 3.14 per cent
- No tuition or MNIF backfill funding
- A decline in federal and other government funding from 2017-18
- Modest growth in ancillary operations
- More cautious projections of short-term investment income within the operating budget (\$17 million)
- Stable capital funding
- No Lights on Funding for the Research and Collections Resource Facility

### Consolidated Expense

Key highlights of the university's 2018-19 expenditure assumptions include:

- Academic staff compensation and terms and conditions to be negotiated
- Support staff salary wage re-opener to be negotiated
- Benefit cost increases of 4.0 per cent
- All faculties and administrative units continue to assume responsibility for the funding of negotiated salary ATB and merit (NASA/AASUA merit average 1.1 per cent)
- Third party contractual obligations increasing between 0.8 to 5.8 per cent
- Impact of carbon levy of \$1.5 million
- Impact of minimum wage increase in contractual obligations of \$0.55 million
- Accommodating \$14.1 million in incremental cost pressures in spending plans
- 4.0 per cent budget reduction across faculties and administrative units

## Operating Fund

The operating fund (see the first column on Table 2) is used to support the primary teaching and learning activities of the university. It is also within the operating fund that strategic investments are made to advance *For the Public Good* and its five strategic goals of Build, Experience, Excel, Engage and Sustain. That said, given the revenue picture, any such investments are necessarily limited in 2018-19. For 2018-19, the operating fund reflects an excess of expense over revenue of \$2.7 million on budgeted revenue of \$1,140 million and budgeted expense of \$1,142.7 million.

The operating fund for 2018-19 and the following two-year projections have been prepared based on three fundamental assumptions. First, that there will be no change to the Campus Alberta grant over the three-year period. Second, that there will be no increase in regulated tuition or Mandatory Non-Instructional Fees (MNIFs) over the planning period. Third, that there is no increase in the grant for tuition backfill funding. Given the provincial government's current fiscal situation, the university believes that it is prudent to take a conservative approach in budgeting its major sources of operating revenue.

As reported in previous budget documents, the university has faced multiple years in which the rate of increase in its operating expenditures has outpaced the rate of increase in its unrestricted revenues, creating a structural deficit in the operating fund.

At the same time, the university continues to be faced with annual cost pressures including a 3.1 per cent increase due to the carbon levy, a 2.7 per cent increase due to minimum wage, benefit cost increases of 4.0 per cent, third party software licences and maintenance contracts of 5.8 per cent and facilities and operations contracts of 0.8 per cent (not including minimum wage). In addition, the university has made the explicit decision to begin reducing its reliance on investment income to fund ongoing base expenditures given the significant fluctuations that can occur in market returns.

With the assumptions of no increase in the Campus Alberta grant, the ongoing tuition freeze, the impact of cost pressures, the need to eliminate the structural deficit and the desire to reduce reliance on short-term investment income, budget reductions of 4.0 per cent will be implemented for 2018-19, along with projected budget reductions of 2.5 per cent in each of the following two years. It is important to note that these budget reductions are over-and-above the impact to each Faculty and administrative unit in funding the cost of any negotiated Across the Board (ATB) salary increases and merit. Commencing in 2019-20, each faculty and administrative unit will also be required to fund incremental benefit cost increases.

The financial challenges facing the university are significant given the budget assumptions of no revenue growth in its primary sources of operating funding, coupled with ongoing cost pressures. Important steps are being taken to address these challenges and position the university on a sound financial footing. These steps include the introduction of the university's new budget application, uPlan, the adoption of multi-year accountability plans and budgets, a plan to resolve the structural deficit and the ongoing development of a new budget model. These strategies and others will enable the university to maximize the use of its resources, establish a sound financial footing, and invest in its strategic plan – *For the Public Good*.

**Table 1: 2018-19 Consolidated Budget (\$000's)**

	2017-18		Budget 2018-19	Projections	
	Budget	Forecast		2019-20	2020-21
<b>Revenue</b>					
Provincial government	980,958	1,010,183	1,021,681	992,360	1,005,563
Federal and other government	216,832	208,906	190,510	193,677	200,528
Tuition and related fees	329,954	334,031	341,218	346,952	348,992
Sales of services and products	206,144	208,820	218,863	226,413	229,994
Grants and donations	116,988	131,814	115,244	118,427	122,333
Investment income	68,197	65,500	70,984	73,783	73,092
<b>Total revenue</b>	<b>1,919,071</b>	<b>1,959,255</b>	<b>1,958,499</b>	<b>1,951,612</b>	<b>1,980,502</b>
<b>Expense</b>					
Salaries	962,801	964,887	992,918	968,023	971,001
Employee benefits	182,605	186,995	193,909	192,724	205,550
Materials, supplies, and services	311,281	297,860	310,552	308,645	315,045
Utilities	54,800	53,364	55,904	57,004	57,971
Maintenance	123,490	154,247	92,566	88,730	94,873
Scholarships and bursaries	89,160	110,201	116,417	121,910	126,540
Amortization of capital assets	178,519	177,529	181,878	189,510	191,348
<b>Total expense</b>	<b>1,902,655</b>	<b>1,945,083</b>	<b>1,944,144</b>	<b>1,926,547</b>	<b>1,962,327</b>
<b>Excess (Deficiency)</b>	<b>16,416</b>	<b>14,172</b>	<b>14,355</b>	<b>25,066</b>	<b>18,175</b>
Investments in Capital Assets	(54,395)	(32,760)	(29,303)	3,010	6,906
Net Transfers	-	(1,660)	(1,202)	(1,214)	(1,227)
Unrestricted Net Assets, Beginning	(34,173)	(16,063)	(36,311)	(52,461)	(25,600)
<b>Unrestricted Net Assets, End of Year</b>	<b>(72,152)</b>	<b>(36,311)</b>	<b>(52,461)</b>	<b>(25,600)</b>	<b>(1,745)</b>

**Table 2: 2018-19 Consolidated Budget by Fund (\$000's)**

	<b>Operating</b>	<b>Ancillary Operations</b>	<b>Research</b>	<b>Capital</b>	<b>Special Purpose</b>	<b>TOTAL</b>
<b>Revenue</b>						
Provincial government	665,688	-	148,623	100,988	106,382	<b>1,021,681</b>
Federal and other government	1,559	-	171,769	17,181	-	<b>190,510</b>
Tuition and related fees	341,218	-	-	-	-	<b>341,218</b>
Sales of services and products	103,207	104,606	10,850	-	200	<b>218,863</b>
Grants and donations	11,347	-	79,384	21,004	3,508	<b>115,244</b>
Investment income	17,000	-	29,730	-	24,254	<b>70,984</b>
<b>Total revenue</b>	<b>1,140,019</b>	<b>104,606</b>	<b>440,357</b>	<b>139,173</b>	<b>134,344</b>	<b>1,958,499</b>
<b>Expense</b>						
Salaries	711,502	25,677	197,987	-	57,752	<b>992,918</b>
Employee benefits	147,692	5,469	27,999	-	12,748	<b>193,909</b>
Materials, supplies, and services	110,640	28,809	139,037	-	32,065	<b>310,552</b>
Utilities	48,407	7,096	401	-	-	<b>55,904</b>
Maintenance	32,842	26,424	2,557	30,661	83	<b>92,566</b>
Scholarships and bursaries	37,417	-	67,416	-	11,585	<b>116,417</b>
Amortization of capital assets	54,227	10,960	-	116,691	-	<b>181,878</b>
<b>Total expense</b>	<b>1,142,727</b>	<b>104,436</b>	<b>435,397</b>	<b>147,352</b>	<b>114,232</b>	<b>1,944,144</b>
<b>Excess (Deficiency)</b>	<b>(2,708)</b>	<b>170</b>	<b>4,960</b>	<b>(8,179)</b>	<b>20,112</b>	<b>14,355</b>
Investment in capital assets	(24,905)	(295)	(1,924)	(2,178)	-	(29,303)
Net Transfers	12,007	(12,154)	(3,977)	23,034	(20,112)	(1,202)
Unrestricted Net Assets, Beginning	(147,968)	38,814	60,645	12,198	-	(36,311)
<b>Unrestricted Net Assets, End of Year</b>	<b>(163,574)</b>	<b>26,535</b>	<b>59,703</b>	<b>24,875</b>	<b>-</b>	<b>(52,461)</b>

Table 3: Ancillary Budget by Operation (\$000's)

	2017-18		2018-19	2019-20	2020-21	2021-22
	Budget	Forecast	Budget	Projection	Projection	Projection
<b>Ancillary Services*</b>						
Revenues	51,592	51,357	59,137	64,125	65,335	68,241
Expenses (Net Amort, Capital Acqn., Debt Repmt.)	50,774	51,279	56,508	61,775	62,007	58,896
<b>Excess (Deficiency)</b>	<b>818</b>	<b>78</b>	<b>2,629</b>	<b>2,350</b>	<b>3,328</b>	<b>9,345</b>
Amort, Capital Acqn., Debt Repmt.	(3,624)	15,009	(16,116)	1,560	(4,071)	(4,408)
<b>Net Operations</b>	<b>(2,806)</b>	<b>15,087</b>	<b>(13,487)</b>	<b>3,910</b>	<b>(743)</b>	<b>4,937</b>
Reserve Balances, Closing						
Operating	(2,658)	(2,942)	(6,537)	(13,018)	(17,795)	(17,253)
Capital	16,803	20,623	10,732	21,123	25,157	29,553
<b>Total Reserve Balance</b>	<b>14,144</b>	<b>17,681</b>	<b>4,195</b>	<b>8,105</b>	<b>7,362</b>	<b>12,300</b>
<b>Augustana</b>						
Revenues	3,414	3,777	3,862	3,940	4,019	4,100
Expenses (Net Amort, Capital Acqn., Debt Repmt.)	3,900	4,324	4,530	4,605	4,687	4,768
<b>Excess (Deficiency)</b>	<b>(486)</b>	<b>(547)</b>	<b>(668)</b>	<b>(665)</b>	<b>(668)</b>	<b>(668)</b>
Amort, Capital Acqn., Debt Repmt.	548	503	548	548	548	548
<b>Net Operations</b>	<b>62</b>	<b>(44)</b>	<b>(120)</b>	<b>(117)</b>	<b>(120)</b>	<b>(120)</b>
Reserve Balances, Closing						
Operating	948	1,613	1,493	1,376	1,244	1,085
Capital	4,558	4,558	4,558	4,558	4,570	4,609
<b>Total Reserve Balance</b>	<b>5,506</b>	<b>6,171</b>	<b>6,051</b>	<b>5,934</b>	<b>5,814</b>	<b>5,694</b>
<b>Bookstore</b>						
Revenues	12,602	10,709	10,800	10,800	10,800	10,800
Expenses (Net Amort, Capital Acqn., Debt Repmt.)	12,593	10,829	10,609	9,816	9,931	10,048
<b>Excess (Deficiency)</b>	<b>9</b>	<b>(120)</b>	<b>191</b>	<b>984</b>	<b>869</b>	<b>752</b>
Amort, Capital Acqn., Debt Repmt.	109	109	110	111	112	113
<b>Net Operations</b>	<b>118</b>	<b>(11)</b>	<b>301</b>	<b>1,095</b>	<b>981</b>	<b>865</b>
Reserve Balances, Closing						
Operating	(939)	(1,434)	(1,133)	(38)	943	1,808
Capital	-	-	-	-	-	-
<b>Total Reserve Balance</b>	<b>(939)</b>	<b>(1,434)</b>	<b>(1,133)</b>	<b>(38)</b>	<b>943</b>	<b>1,808</b>
<b>Commercial Real Estate</b>						
Revenues	1,550	1,551	1,563	1,595	1,631	1,668
Expenses (Net Amort, Capital Acqn., Debt Repmt.)	918	1,217	1,446	1,467	1,490	1,514
<b>Excess (Deficiency)</b>	<b>632</b>	<b>334</b>	<b>117</b>	<b>128</b>	<b>141</b>	<b>154</b>
Amort, Capital Acqn., Debt Repmt.	(2,631)	(1,891)	552	552	438	438
<b>Net Operations</b>	<b>(1,999)</b>	<b>(1,557)</b>	<b>669</b>	<b>680</b>	<b>579</b>	<b>592</b>
Reserve Balances, Closing						
Operating	1,409	1,250	1,250	1,250	1,250	1,250
Capital	1,109	1,710	2,379	3,059	3,638	4,230
<b>Total Reserve Balance</b>	<b>2,518</b>	<b>2,960</b>	<b>3,629</b>	<b>4,309</b>	<b>4,888</b>	<b>5,480</b>
<b>Enterprise Square</b>						
Revenues	1,768	1,658	1,748	1,693	1,360	1,396
Expenses (Net Amort, Capital Acqn., Debt Repmt.)	1,440	1,677	1,682	1,501	1,196	1,206
<b>Excess (Deficiency)</b>	<b>328</b>	<b>(19)</b>	<b>66</b>	<b>192</b>	<b>164</b>	<b>190</b>
Amort, Capital Acqn., Debt Repmt.	174	169	(33)	(87)	(144)	697
<b>Net Operations</b>	<b>502</b>	<b>150</b>	<b>33</b>	<b>105</b>	<b>20</b>	<b>887</b>
Reserve Balances, Closing						
Operating	(500)	(852)	(1,069)	(1,214)	(1,444)	(807)
Capital	1,700	1,700	1,950	2,200	2,450	2,700
<b>Total Reserve Balance</b>	<b>1,200</b>	<b>848</b>	<b>881</b>	<b>986</b>	<b>1,006</b>	<b>1,893</b>

<b>University Health Services</b>						
Revenues	4,800	4,865	4,815	4,815	4,815	4,815
Expenses (Net Amort, Capital Acqn., Debt Repmt.)	6,059	6,034	6,357	6,506	6,625	6,701
<b>Excess (Deficiency)</b>	<b>(1,259)</b>	<b>(1,170)</b>	<b>(1,542)</b>	<b>(1,691)</b>	<b>(1,810)</b>	<b>(1,886)</b>
Amort, Capital Acqn., Debt Repmt.	1,259	1,331	1,867	1,867	1,867	1,867
<b>Net Operations</b>	<b>-</b>	<b>162</b>	<b>325</b>	<b>176</b>	<b>57</b>	<b>(19)</b>
Reserve Balances, Closing						
Operating	200	202	527	703	760	741
Capital	200	200	200	200	200	200
<b>Total Reserve Balance</b>	<b>400</b>	<b>402</b>	<b>727</b>	<b>903</b>	<b>960</b>	<b>941</b>

<b>Utilities</b>						
Revenues	21,929	22,883	22,681	22,906	23,169	23,158
Expenses (Net Amort, Capital Acqn., Debt Repmt.)	22,678	24,503	23,304	23,394	23,519	24,874
<b>Excess (Deficiency)</b>	<b>(749)</b>	<b>(1,620)</b>	<b>(623)</b>	<b>(487)</b>	<b>(351)</b>	<b>(1,716)</b>
Amort, Capital Acqn., Debt Repmt.	749	749	623	487	351	1,716
<b>Net Operations</b>	<b>-</b>	<b>(871)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Reserve Balances, Closing						
Operating	614	453	453	453	453	453
Capital	9,585	11,733	11,733	11,733	11,733	11,733
<b>Total Reserve Balance</b>	<b>10,199</b>	<b>12,186</b>	<b>12,186</b>	<b>12,186</b>	<b>12,186</b>	<b>12,186</b>

<b>TOTAL</b>						
Revenues	97,655	96,800	104,606	109,874	111,129	114,178
Expenses (Net Amort, Capital Acqn., Debt Repmt.)	98,362	99,863	104,436	109,064	109,456	108,007
<b>Excess (Deficiency)</b>	<b>(707)</b>	<b>(3,064)</b>	<b>170</b>	<b>811</b>	<b>1,673</b>	<b>6,171</b>
Amort, Capital Acqn., Debt Repmt.	(3,416)	15,979	(12,449)	5,038	(899)	971
<b>Net Operations</b>	<b>(4,123)</b>	<b>12,915</b>	<b>(12,279)</b>	<b>5,849</b>	<b>774</b>	<b>7,142</b>
Reserve Balances, Closing						
Operating	(927)	(1,710)	(5,017)	(10,489)	(14,590)	(12,724)
Capital	33,954	40,524	31,552	42,873	47,748	53,025
<b>Total Reserve Balance</b>	<b>33,027</b>	<b>38,814</b>	<b>26,535</b>	<b>32,384</b>	<b>33,158</b>	<b>40,301</b>

\* Ancillary Services includes: Parking Services and Housing & Food Services

**Synopsis: Capital Plan**

As Alberta’s oldest and largest post-secondary institution, the University of Alberta manages more than 1.8 million square metres of complex facility inventory across five distinct campuses. Having emerged from a period of significant growth in formal learning and research spaces, the university also actively manages significant quantities of aged infrastructure, some of which predates World War I. More than 50 per cent of university buildings were built in the post-war (1951-1975) or modern (1976-1990) periods; both of which are known for lower standard construction practices.

The University of Alberta’s capital plan is firmly rooted in an acknowledgement that our ability to adequately maintain the existing inventory of buildings across five campuses has become unsustainable and requires a recommitment to better utilize existing building and land assets. With the government priorities of affordability and quality in mind, the capital plan emphasizes renewing and repurposing building infrastructure supplemented by a tacit understanding that strategic reductions in building inventory will be a necessary means to achieving a more manageable campus environment.

**Deferred Maintenance**

Deferred maintenance is an area of particular focus as the university’s aggregate liability now exceeds \$1.0 billion. Work continues to identify and address deferred maintenance through renewal and repurposing projects to maintain, and optimally improve, the condition and functionality of the building inventory. The university is grateful for the increase in Budget 2017 to the Infrastructure Maintenance Program grant, however, only through access to sustained and predictable funding for deferred maintenance in the order of \$40-50 million annually, can the liability be reduced in a meaningful way. This amount is still below the industry best practice of 2.0-4.0 percent of the current replacement value of supported infrastructure.

**Strategic Investments to Date**

The University of Alberta has had considerable success in identifying opportunities to leverage existing funding and to explore creative partnerships and project delivery models. This has been an inherently delicate endeavour considering our five distinct campuses, each serving unique and separate constituencies within Alberta.

In Budget 2016, the Government of Canada announced the Post-Secondary Institutions Strategic Investment Fund to enhance and modernize research and commercialization facilities. With the support of the Government of Alberta, the University of Alberta was successful in receiving approval for 10 projects as follows:

<b>SIF PROJECTS - APPROVED</b>				
<b>PROJECT</b>	<b>Government of Canada (\$)</b>	<b>Government of Alberta (\$)</b>	<b>University of Alberta (\$)</b>	<b>Total (\$)</b>
Electrical & Computer Engineering Research Facility	11,000,000	7,000,000	7,000,000	<b>25,000,000</b>

Chemistry - Lab Modernization/Renewal	8,485,307	7,040,500	7,266,340	<b>22,792,147</b>
Chemical Materials Engineering Building	9,886,000	7,000,000	5,114,000	<b>22,000,000</b>
Biological Sciences & Earth and Atmospheric Sciences	9,023,974	5,500,000	7,476,026	<b>22,000,000</b>
Innovation/Incubator Space	1,500,000	0	2,000,000	<b>3,500,000</b>
Research Network Infrastructure Upgrade	8,405,194	0	8,848,738	<b>17,253,932</b>
Augustana - Science Lab Renewal	1,093,100	0	2,247,551	<b>3,340,651</b>
Campus Saint Jean - Science Lab Renewal	1,308,540	0	2,298,598	<b>3,607,138</b>
Clinical Sciences Building	3,092,310	0	4,610,690	<b>7,703,000</b>
Medical Sciences Building	2,458,750	0	2,541,250	<b>5,000,000</b>
<b>TOTAL</b>	<b>56,253,175</b>	<b>26,540,500</b>	<b>49,403,193</b>	<b>132,196,868</b>

Additionally, three major capital projects are at varying stages of completion.

<b>DENTISTRY - PHARMACY BUILDING</b>		
<b>Project Description</b>	<b>Project Cost</b>	<b>Completion</b>
Renewal and repurpose of this building is allowing the university to effectively utilize a significant infrastructure asset. The renewed facility will provide new teaching, academic, and administrative space at the heart of North Campus as well as reduce reliance on leased space. This project also addresses major health and safety issues (asbestos, fire safety, and indoor air quality), building code and physical condition issues, as well as focuses building outcomes to reduce its carbon footprint.	<b>\$249,000,000</b>	2023

<b>EAST CAMPUS VILLAGE 9</b>		
<b>Project Description</b>	<b>Project Cost</b>	<b>Completion</b>
The residence, which is on target for occupancy in September 2018, will become home to approximately 300 students organized in cohorts of four and six bedroom units.	<b>\$35,350,000</b>	2018

<b>LISTER 5</b>		
<b>Project Description</b>	<b>Project Cost</b>	<b>Completion</b>
Increasing housing inventory for first-year students remains a key means of making a post-secondary education accessible to Albertans. The newest tower in the 'Lister Complex' will become the home of approximately 460 first-year students beginning in September 2018.	<b>\$40,500,000</b>	2018

### **Top Capital Priorities**

In support of the academic and research priorities identified in the Comprehensive Institutional Plan, the university has identified its top three capital projects. In addition to these top three, all substantial projects requiring support anticipated over the next five years have also been identified. Support may be in the form of direct government investment, government support of borrowing through the Alberta Capital Finance Authority, and/or philanthropic endeavours.

In all cases, projects focus on improved asset utilization by reducing risk, addressing deferred maintenance, reducing the environmental footprint and improving building performance. The university also continues to place significant emphasis on repurposing existing infrastructure and reducing reliance on leased space.

<b>1. FACULTY OF ARTS - EXPANSION PROGRAM</b>		
<b>Project Description</b>	<b>Project Cost</b>	<b>Completion</b>
As an alternative to a new downtown campus development, a multi-year phased renewal and expansion program will address program pressures in several buildings including Fine Arts, Industrial Design, HUB, Tory, and the School of Business.	\$178,600,000	2022

<b>2. CAMERON LIBRARY - BUILDING ENVELOPE</b>		
<b>Project Description</b>	<b>Project Cost</b>	<b>Completion</b>
Renewal of the Cameron Library building envelope is required due to failed panel support systems resulting in panels falling from the walls. Additionally, precast panels are dislodging from the exterior walls, requiring installation of security fencing to protect pedestrians. Finally, thermal scans have revealed an overall failure of the building envelope, resulting in increased energy usage.	\$24,786,336	2020

<b>3. CHEMISTRY EAST - TEACHING RESEARCH LAB MODERNIZATION AND RENEWAL</b>		
<b>Project Description</b>	<b>Project Cost</b>	<b>Completion</b>

These labs are original to the 1973 building and in very poor condition to the degree that present usability is in jeopardy. Continued use of these labs presents risks to the institution (quality of instruction and reputation) and to the environment. Renewal and modernization of 14 teaching labs will support teaching and research while also reducing energy consumption, improving environmental sustainability, and address lab safety with upgraded fume hoods.	\$14,231,000	2021
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### Emerging Capital Priorities

Recognizing the uniqueness of operating five separate and distinct campuses, the remaining projects are presented in order of priority for each campus.

#### Capital Projects - Emerging Priorities (by campus)

##### Augustana Campus

- Science Building expansion and classroom upgrades (\$20 million)

##### Campus Saint-Jean

- Science Building expansion and classroom upgrades (\$19 million)

##### North Campus

- Maskwa House of Learning (\$28 million)
- Universiade Pavilion building envelope (\$17 million)
- Earth Sciences Building central systems upgrade (\$19 million)
- Biological Sciences Building renewal program – Phase I (\$59.6 million)
- Natural Resources Engineering Facility (\$22 million)
- Van Vliet Building electrical vault upgrade (\$18 million)
- Biological Sciences Building aquatics renewal (\$24.2 million)

##### South Campus

- South Campus Community Arenas and High-Performance Facility (\$65 million)
- Basic infrastructure (\$15.6 million)

#### Capital Projects - Ancillary Operations (self-funded as revenues permit)

- Epcor-Garneau Substation Switchgear upgrade / North Campus Electrical Feed expansion – Phase I and II (\$29.5 million)
- Lister Dining Hall reconfiguration (\$0.6 million)
- Central Academic Building lower level dining and student space upgrades (\$3.2 million)
- Lister Towers modernization (\$78 million)
- Lister Kitchen upgrades (\$1 million)
- The Marina and The Ship renovations (\$0.5 million)
- HUB renovate and furnish all suites (\$15 million)
- Food outlets campus-wide (\$0.5 million)
- Lister Community Plan (\$30 million)
- Enterprise Square main floor renewal (\$18 million)
- South Campus district energy plant (\$132.2 million)

- South Campus parking solutions (\$12 million)

**Table 1: 2018-19 Capital Budget (\$000's)****2018-19 Capital Budget (\$000's)**

	<b>Actuals to date (preliminary)</b>	<b>2018-19 Recommended Budget</b>	<b>Forecast to complete</b>	<b>Total Estimated Project Budget</b>
<b>Capital Projects</b>				
Chemistry Electrical Vault	100	5,700	6,000	11,800
Dentistry Pharmacy Renewal & Repurpose	2,000	50,000	197,000	249,000
East Campus Village 9 Residence - Phase 3	32,250	3,000	100	35,350
EPCOR Garneau Switchgear/North Campus Electrical Feed	-	13,600	15,900	29,500
Lister Residence 5	27,934	10,566	2,000	40,500
Natural Resources Engineering Facility (NREF) Renewal & Reno	1,876	19,550	575	22,000
Research & Collections Resource Facility (RCRF)	27,287	3,000	-	30,287
UA Botanic Garden- Infrastructure Upgrades	7,312	5,688	-	13,000
UA Botanic Garden- Islamic Garden	21,164	1,350	-	22,514
SIF Biological Sciences & Earth and Atmospheric Sciences	19,855	2,145	-	22,000
SIF Chemical Materials Engineering	20,004	1,996	-	22,000
SIF Chemistry Lab Modernization / Renewal	24,551	1,136	-	25,687
SIF Clinical Sciences Building- Mechanical System Renewal	7,011	692	-	7,703
SIF Electrical & Computer Engineering Research Facility (ECERF)	23,121	1,879	-	25,000
SIF Innovation / Incubator Space	3,475	25	-	3,500
SIF Medical Sciences Building- Infrastructure Upgrades	4,837	163	-	5,000
Other Capital Projects	68,190	11,290	3,823	83,303
<b>Total - Projects Underway / Proceeding</b>	<b>290,966</b>	<b>131,780</b>	<b>225,398</b>	<b>648,144</b>
<b>Annual Capital Programs:</b>				
Infrastructure Maintenance Program Grant		34,914		
Energy Management		9,500		
<b>Total Annual Capital Programs</b>		<b>44,414</b>		
<b>Total</b>	<b>290,966</b>	<b>176,194</b>	<b>225,398</b>	<b>648,144</b>

<b>Future Capital Projects</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>
Agriculture Forestry- Lab Renewals	2,500	2,000	-
Alberta School of Business	5,000	36,000	48,000
Augustana Science Building Phase 1 & 2 Renewal	10,000	10,000	-
Augustana Science Building- Lab Renewal	2,000	6,000	1,600
Cameron Library- Building Envelope	4,000	16,000	4,800
Campus St. Jean- Science Building Expansion / Classroom Upgrades	2,500	14,000	2,500
Campus Wide Cooling Coil Upgrade Program	-	1,800	2,000
Campus Wide Medium Voltage Electrical System Upgrades	2,000	2,000	3,000
Chemistry East- Teaching Research Lab Modernization & Renewal	200	5,000	4,000
Chemistry West- Floor Renewal Program	-	2,000	4,500
Convocation Hall Renewal	2,000	6,000	400
Earth Sciences- Central System Upgrades	2,000	14,000	3,000
ECO Centre- UofA Botanic Garden	-	2,000	8,000
Elevator Upgrade Program	2,500	2,000	4,000
Engineering Back Fill 1- NREF	2,000	12,000	11,000
Faculty of Arts- Renewal and Addition	6,500	33,000	31,000
High Performance Training & Research Facility & Community Arena	9,000	16,000	40,000
Maskwa House of Learning	2,000	19,000	7,000
Mechanical Engineering Building Renewal & Expansion	-	5,000	22,000
Pre-Design and Planning Services Bundle- Annual	100	100	100
South Campus Basic Infrastructure	6,000	8,000	1,600
South Precinct Infrastructure- Utilities/District Energy Plant	-	3,200	36,000
Universiade Pavilion- Building Envelope	3,000	7,000	7,000
Van Vliet Electrical Vault Upgrades	4,000	6,000	6,000
<b>Total Future Capital Projects</b>	<b>67,300</b>	<b>228,100</b>	<b>247,500</b>

## Questions from APC Members subsequent to the February 9 Briefing

**Q1: On slide 24 of the presentation the total university operating expense is approximately flat at around \$1.14B for the next three years and does not show a 4-9% decline due to the cuts applied to the faculties and units. While I understand that benefits are increasing and that salaries are up for negotiation I also understand that these come out of the faculty and unit budgets which are being cut so how does this flat expense projection reconcile with the reduction in faculty budgets?**

**A:** The budget reductions serve three specific purposes:

1. To address the structural deficit
2. To address institutional cost pressures
3. Reduce reliance on investment income

At face value, it would be logical that budget reductions would drive a similar reduction in expenditures, but that does not take into account the nature of the items / issues that drive the requirements for these reductions. The following provides a general discussion of each item above and its expected outcome.

1. Address the structural deficit of \$14M – This item should result in some reduction of expenditures. This change will take time to realize. The actual reduction of expenditures will also be impacted by the simple fact that a portion of this reduction likely relates to “excess” already built into faculties / units budget. This “excess” is a part of what is causing the increases within carryforwards held by faculties / units.
2. Institutional cost pressures of \$14M – This item does not drive a reduction in spending as it is in essence the reallocation of budget to cover increasing costs. All units / faculties are receiving budget reductions in order to fund the increased cost of various institution-wide costs that are subject to inflationary pressures. In essence, we are saving money in one area in order to cover increased costs in another.
3. Reduce reliance on investment income – The rationale with this portion of the reduction serves two purposes: one short and one medium term. In the short term, the reduction serves to ensure that the operating budget distributed to units / faculties is not reliant on highly variable income streams. In the medium term, the goal is to create a strategic fund the University can use to address unexpected or strategically planned initiatives. This should reduce expenditures in the short term, but as we move along, there is some expectation that the investment income will be put to use. However, by lowering budgetary expectations, we are preventing the institution from spending the funds before we know whether they are realized or not.

In addition, it needs to be understood that while item 1 and 3 above should have an impact on overall spending, across the board (ATB) and merit increases of remaining staff will continue to increase and negate some of the cost savings expected. The budget and projections figures incorporate all of this.

**Q2: I completely agree with the aim of fixing the structural deficit and reliance on investment income and think that using the investment income for one-off opportunities instead of operating is a very good idea and will give us the chance to pursue future opportunities. However, the figures on slide 28 show that the combination of structural deficit and investment income is only ~3.2% of the budget so where does the other 0.8% cut come from and what is the justification for the 2.5% cuts in each of the following two years since it looks like the deficit and investment income will be already accounted for**

***at this point and the increase expense of salary and benefits has to be covered by the faculties from their existing budgets.***

**A:** The 4% budget reduction amounts to \$28M which includes the structural deficit (\$14M), plus items listed on slide 27: \$6M for benefits (collected centrally for one last year), \$6M for increases to institutional contracted costs to third parties (mostly software licenses and covering the mortgage for the new RCRF and some maintenance increases) plus \$2M for utilities (mostly carbon levy). The reduction of using investment income for base expenses would be phased over several years (hence, part of the 2.5% in subsequent years). The rest of the 2.5% budget reductions are anticipated additional institutional costs (further carbon levy, increases in costs for journals and books, contracted minimum wage flow-through, software license increases, etc.). This number will be refined next year when more is known about both revenues and expenditures.

It was also noted that in the current year (2017-18) investment income budgeted at \$19M (shown on slide 28) is likely to fall below that level, and benefit costs are exceeding the budgeted figures. All other things being equal, this will have the impact of increasing the structural deficit somewhat above the \$14M.

***Q3: On slide 24, the projected reduction in the salaries expense line is about 1% (711.5-704.2=7.3M). If salaries are the main expense driver, why is 4% reduction necessary?***

**A:** Again, much of this reflects the differences between budget and expenditures and the lag between them becoming aligned. This is coupled with the fact that as we collapse positions, a portion of the savings inevitably is counteracted by increases in compensation for existing employees.

***Q4: The budget on slide 24 includes declining investment income which in the talk Gitta explained as gradually reducing the investment income from the operating budget. However, given slide 28 it seems that the 4% cut will already fully account for both the deficit and investment income so why does this amount reduce so slowly instead of rapidly dropping given that the unit cuts seem to include all of the amount?***

**A:** Please refer back to the response to your first question. There are three significant drivers causing us to apply budget reductions: reducing the reliance on investment income to support the operating budget, and dealing with the structural deficit as identified on slide 28 are two of them. But there is an important third: new cost pressures for 2018-19 identified on slide 27 that we need to accommodate. These are in addition to the compensation and inflationary pressures that need to be accommodated within each faculty and administrative unit budget. Reducing the reliance on investment income is being accommodated over several years to cushion the impact. The investment income reduction forms part of the 2.5% budget reduction targets in 2019-20 and 2020-21.

***Q5: David spoke with me briefly after the meeting and also mentioned that the benefits are not yet rolled into the faculty budgets. When does this happen and does this account for some of the difference between the cuts and the overall expenses?***

**A:** Benefits are being transferred to Faculties and units this year. There should not be a “budget cut” next year for benefits but the costs will still be there and reflected in the expenditure lines. Note that benefits costs (in total and per employee) are growing at a rate much faster than any other major cost.

***Q6: The numbers from slide 28 suggest (to me at least!) that we need to reduce expenses by 3.2% to cover the deficit and redirection of investment income. Since the units and faculties are responsible for covering increased expenses from within their own budgets then the only remaining increase in***

***expenses comes from the fraction of the budget which is not allocated to faculties/units and the full API increases (based on the international tuition increases on slide 29) is 3.1% down to 2.5%. However, many of those increased expenses are already covered by the faculty and unit budgets so why is there the need to reduce faculty budgets by the full API rate when much of the increase are already accounted for inside their budgets?***

**A:** I'm not sure I understand the question. There could be confusion stemming from the coincidental alignment of budgeting numbers with API. The latter is a measure used strictly to measure how much tuition and fees should increase (where we are allowed to do so) and is not a measure for how much budgets should be reduced. I also think that a piece that was lost in translation is the \$14M in the current year for institutional cost pressures (identified on slide 27). Some of these cost pressures will also recur in 2019-20 and 2020-21. The 2.5% reduction in those years relates to both the reduction in reliance on investment income as well as the estimated institutional cost pressures.

***Q7: Steve mentioned something in the meeting which I interpreted to mean that some of the cuts will be covered from money saved in previous years by a unit. From the detailed discussions with Faculties do you have an overall idea about how much of the cut will come out of this "saved" money? If a significant portion will be accounted for by using these savings accounts then could you explain why you think it is in the best interests of the university to apply an across-the-board cut to everyone instead of cutting faculties/units who are underspending by more than faculties who are fully spending? While I understand the need to be able to save for big expenditures over time and I understand that each faculty/unit is in the best position to find the least damaging cuts in its own area there seems to be no process to optimize the cuts at the university level i.e. if the effect of the cut on Faculty A is a lot more damaging to the University than the effect of the cut to Faculty B what is the mechanism to evaluate this so that as an institute we get the best overall outcome?***

**A:** This is an important question of philosophy. Certainly, some units are more easily able to absorb these cuts than others. How much are we willing to punish them for being more fiscally prudent?

The institution has always (by and large) done across the board increases / decreases when it comes to budgets. The ability to perform differential cuts does exist, but it requires careful consideration prior to implementation and should be based on a strategic rationale. With the development of a budget model and the introduction of the faculty / unit accountability plans, additional information will be available to Senior Leadership to attempt differential cuts if required. However, given that these initiatives are either in the planning stage (budget model) or infancy (accountability plans), the required information to make differential cuts is not in place at this time.

***Q8: The issue of the long-term impact of budgetary decisions on our institution is quite complex and several questions were raised today related to this. In that vein, I am wondering about how faculties are reimbursed for teaching. If the reimbursement model is (a percentage of) based on the number of majors in each department of the faculty, then some faculties are not reimbursed for students attending their courses outside their majors. For example, for faculties such as Science and Arts, this model gives an unrealistic underestimated cost of courses they deliver. So a 4% across-the-board cut would further reduce this underestimated cost, and will definitely have significant implications in the quality of instruction or the number of students who can benefit from courses in English, Math, and Computing Science (just to mention a few examples).***

**A:** This is ultimately a question about budget model. Our current incremental budget model is historically based and does not have an explicit rationale for why Faculties receive the base budget that

they do receive. Our desire to have a new, activity-based budget model is to provide this clarity and account for factors such as service teaching.

**Q9: Regarding the 7(6.9) M discrepancy in "Federal and Other Government" line of slide 24 (8.4 vs. 1.5): In the meeting you said that there was a corresponding and opposite discrepancy someplace else that neutralized it; can you please clarify?**

**A:** The primary driver behind the discrepancy relates to \$5.7M in medical trainee funding. When the budget was constructed in the previous year, the funding was budgeted to be received as a federal grant. During the 2017 / 2018 fiscal year, it was determined that this funding was not a grant but actually the "sale of a service" rather than a grant. As a result, the following occurred:

- The budget was built with the expectation that \$5.7M would be received as a grant.
- When the funds were actually received, they were recorded as a "sales of service or product" (i.e. they are included in the \$101.2M figure).
- Sales of services and products are expected to be approximately \$3M in excess of the budget (and not \$5.7M) due to other downward impacts on the revenue streams.

**Q10: I also have a nit-picky question, regarding the Incremental Cost Pressures (slide 27). It was mentioned in passing that the IT pressure is due to the cost increases of software licences we are purchasing. Given that IT costs are quite broad, from hardware, to software built or commissioned, to cloud services procured, to licensing, and the other terms are quite general, it would be useful to explain this line item in more detail.**

**A:** The following specific cost increases in IT have been accommodated as part of the budget pressures: Sitecore License increase \$75K, Microsoft Campus License \$400K (the province has indicated the intention to cancel the provincial license shared between Advanced Education and the Education Ministry. This represents the estimated cost for us to procure the licenses on our own), Alfresco \$34K (\$170K for 5 years) and finally the Kurogo license \$150K.

## Questions submitted by a Board Member following the Feb 9, 2018 CIP Joint Briefing

**1. Q: *The Outline of Issue for the joint briefing references a student participation protocol. It's not clear how the protocol was used in relation to the design of student-impacting budget items including tuition, meals and residence. Please outline student involvement/input in the budget as well as comparative information on costs at U of A versus comparator institutions in Alberta and Canada.***

A: The student participation protocol was respected and used in relation to the budget items including tuition, meals and residence. Each of these budget items follows a different process in terms of student input.

**Tuition:** The Tuition Budget Advisory Committee (often referred to as TBAC) is the primary consultation body for tuition changes. It met twice in January (Ministry regulations on student consultation are set out in section 3 of the Public Post-Secondary Institutions' Tuition Fees Regulation, and the two meeting requirement is set out specifically in s.3(2)(b)). The student participation protocol was discussed at the very first meeting, to be clear and certain it was respected. A meeting with GSA Council was also held in January.

Back in November, TBAC members were informed that due to the delay in receiving guidance from government on the tuition framework, tuition would only be considered in the February/March governance cycle.

The chart immediately following outlines the impact of the tuition increases for 2018-19. For the following two years, 2.5% is the estimate of our cost increases, which would be added to tuition in each of those two years. Note that the 2.5% is a preliminary number at this point, it will be updated in the next budget cycle (which starts in the fall of 2018).

You have asked for comparative information. There are two charts which follow with comparative information. The first is an analysis prepared by Higher Education Strategy Associates (HESA) an independent Canadian higher education consulting group (the founder and CEO, Alex Usher, was at the board retreat in August of last year) dated back to December of 2016. Note that it is presented in US currency. You will see that Alberta is fourth lowest of the comparative jurisdictions outlined.

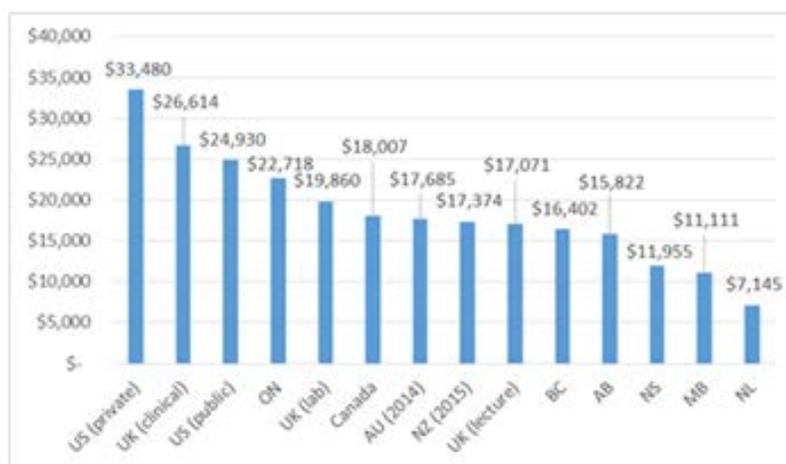
The other comparison chart is of the U15 institutions, meaning the top 15 research-intensive universities in Canada, of which U of A is one. We compare ourselves to the U15 peer group on many metrics. There are 14 of the 15 represented on this chart; one institution did not submit their data. This chart identifies that U of A is roughly middle of the pack for the international undergraduate tuition, and second from lowest for international masters and PhD tuition (all but the University of Saskatchewan has higher tuition).

Undergraduate	2017-18	2018-10	Change	
			\$	%
Arts and Science	\$21,009.60	\$21,668.40	\$658.80	3.14%
Business	\$27,636.32	\$28,503.12	\$866.80	3.14%
Engineering	\$25,211.52	\$26,002.08	\$790.56	3.14%
Juris Doctor (JD) Program	\$45,573.48	\$47,003.48	\$1,430.00	3.14%
Pharmacy (BSc(Pharm))	\$39,431.68	\$40,666.88	\$1,235.20	3.13%
Economics Course	\$2,680.62	\$2,764.70	\$84.08	3.14%

Graduate	2017-18	2018-19	Change	
			\$	%
Course Based Master's	\$8,181.36	\$8,437.68	\$256.32	3.13%
Thesis 919 <sup>b</sup>	\$5,104.84	\$5,265.08	\$160.24	3.14%
Thesis Based Masters /PhD <sup>c</sup>	\$7,057.80	\$7,279.32	\$221.52	3.14%
Master's in Business Administration	\$16,017.84	\$16,519.68	\$501.84	3.13%
Integrated Petroleum Geosciences Course	\$2,924.12	\$3,015.86	\$91.74	3.14%
International Graduate Tuition Increase <sup>d,e</sup>	\$4,000.00	\$4,000.00	\$ -	0.00%

Source: Office of the Registrar

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Source: Higher Education Strategy Associates (Dec 2016)

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International	Undergrad (Arts & Social Science)		M. A.		PhD	
	\$	Rank	\$		\$	Rank
University of Alberta	\$21,010	8	\$7,058	13	\$7,058	13
Dalhousie University	\$16,650	11	\$17,085	7	\$18,560	3
McGill University	\$17,331	10	\$16,373	8	\$14,697	8
McMaster University	\$25,905	7	\$17,096	6	\$17,096	6
Queen's University	\$37,490	2	\$12,927	9	\$12,927	9
Université Laval	\$16,373	12	\$19,501	3	\$17,507	5
University of British Columbia	\$34,847	3	\$8,436	12	\$8,436	12
University of Calgary	\$18,338	9	\$12,696	10	\$12,696	10
University of Manitoba	\$13,517	14	\$10,240	11	\$10,240	11
University of Ottawa	\$27,343	4	\$19,260	4	\$16,334	7
University of Saskatchewan	\$15,584	13	\$5,909	14	\$5,909	14
University of Toronto	\$45,690	1	\$21,560	1	\$21,560	1
University of Waterloo	\$26,940	5	\$19,914	2	\$19,716	2
Western University	\$26,614	6	\$17,694	5	\$17,694	4
<b>AVERAGE</b>	<b>\$24,545</b>		<b>\$14,696</b>		<b>\$14,316</b>	
<b>AVERAGE w/out U of A</b>	<b>\$24,817</b>		<b>\$15,284</b>		<b>\$14,875</b>	

- International undergraduate tuition at the U of A is below the U15 average. Source: U15 Data Exchange
- At the masters and PhD level, U of A is approximately 50% of the national average.
- An increase of 3.14% will still leave UofA's international tuition far below the U15 average, and it will at least maintain its ranking positions - 8<sup>th</sup> (undergrad) and 13 (M.A. and PhD).
- If the Quebec institutions are excluded U of A's undergraduate tuition is higher than only four institutions: U of C, Dalhousie, Manitoba and Saskatchewan.
- There are only 14 universities listed because Université de Montréal did not submit their data.

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### Residence and Meal Plan Rates:

For residence and meals, it is important to understand the basis on which they operate. The guiding principles are outlined below. We know that safe, well-maintained, and reasonably priced housing, alongside well-balanced, nutritious food options are important to student success. The only source of revenue for the University's residence and meal operations comes from the consumers of those services (the students). There is no government support to offset operational or capital costs and there is no source of revenue from elsewhere within the university. So consumers must pay an amount sufficient to breakeven - no profit is sought and no loss can be sustained because there is no source from which the university can subsidize these operations. The revenues must cover not only the direct operating costs, but also capital improvements, deferred maintenance, and any financing costs incurred. This is no different than any commercial housing operator, except for the fact that the university seeks no profit or return on its investment. The last principle noted on the chart highlights the importance attached to the involvement of students.

- Quality housing and good nutrition are critical to student academic and experiential success.
- All funds received from students for shelter and food stay within the residence system.
- No student tuition or government funding is invested in residences or dining services.
- Residence and dining services must operate on a breakeven basis. No profit is sought; no loss can be sustained.
- Residences will be operated as a system.
- Student input is highly valued. Students will assist in shaping the development of residence and dining plans and priorities to sustain and improve the residence and food system.

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The chart below highlights the consultation that has occurred with respect to **residence rates**. The Residence Budget Advisory Committee (RBAC) is the primary body for student consultation regarding rates charged for residences. It has met regularly and often, including bi-weekly meetings with the Vice-President (Facilities and Operations) and the Associate Vice-President (Ancillary Services). Other consultation is also noted.

**Residence Budget Advisory Committee (RBAC)**

- RBAC – September 14, 2017
- RBAC – September 28, 2017
- RBAC – October 12, 2017
- RBAC – October 26, 2017
- RBAC – November 9, 2017
- RBAC – November 23, 2017
- RBAC - February 1, 2018

**VP Student Life**

- September 18, 2017
- September 21, 2017
- October 3, 2017
- October 24, 2017
- October 24, 2017
- November 23, 2017
- December 4, 2017
- December 20, 2017
- January 23, 2018

**GSA VP External**

- August 16, 2017

**Residence Oversight Committee ROC**

ROC – November 24, 2017

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In terms of comparisons of **residence rates**, below is a chart with comparative rates for several of the U15 institutions. Only the University of Saskatchewan is lower.

## Residence Rate Comparison



*"uplifting the whole people"*

Adjustments to rates charged for **meals** similarly involved extensive consultation with students as outlined below:

### Residence Budget Advisory Committee (RBAC)

- RBAC – September 14, 2017
- RBAC – September 28, 2017
- RBAC – October 12, 2017
- RBAC – October 26, 2017
- RBAC – November 9, 2017
- RBAC – November 23, 2017
- RBAC - February 1, 2018

### VP Student Life

- September 18, 2017 (Janice)
- September 21, 2017 (Katherine)

- October 3, 2017 (Janice)
- October 24, 2017 (Janice)
- October 24, 2017 (Katherine)
- November 23, 2017 (Katherine)
- December 4, 2017 (Janice)
- December 20, 2017 (Katherine)
- January 23, 2018 (Katherine)

GSA VP External

- August 16, 2017 (Janice & Katherine)

Food Ambassador Meetings

- December 11, 2017: Andrew Sharman, Katherine Huising, Dolores March

Student Engagement Working Group (SEWG): SU, LHSA, Lister Food Ambassadors, Residence Coordinators, Resident Assistants

- SEWG – August 30, 2017
- SEWG – September 11, 2017
- SEWG – September 25, 2017
- SEWG – October 16, 2017
- SEWG – November 20, 2017
- SEWG – December 5, 2017
- SEWG – January 25, 2018

SEWG Survey Group

- October 11, 2017
- October 17, 2017

SEWG Open House

- October 25, 2017
- October 26, 2017

SEWG Focus Groups

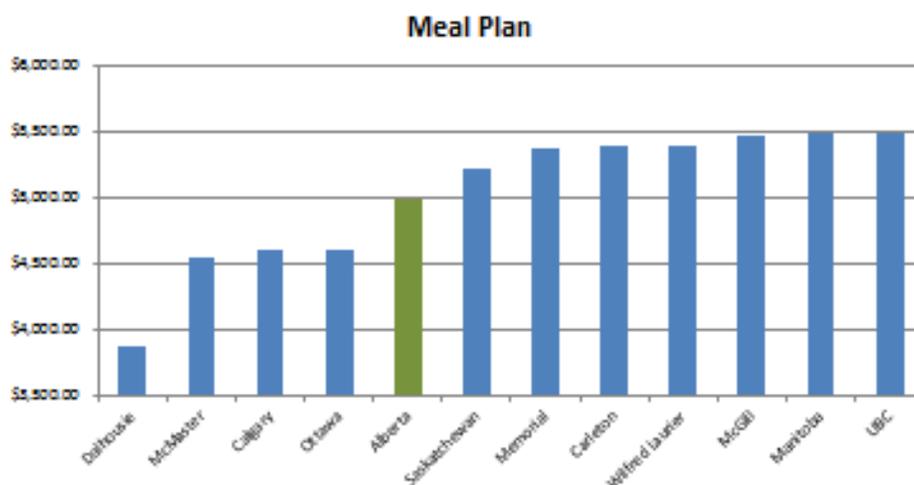
- January 15, 2018
- January 17, 2018
- January 18, 2018

Residence Oversight Committee ROC

ROC – November 24, 2017

Comparing rates charged for meals across Canadian institutions isn't a perfect science as meal plans often vary considerably. Using publically available data from a representative sample of U-15 and non-U-15 schools, we see ourselves as being very competitive.

### Meal Rate Comparison



Finally, the chart below shows the combined pricing comparison for both residences and food. We are roughly equivalent to the University of Calgary and slightly higher than Saskatchewan. All other comparators are higher; in some cases significantly so.

## Combined Residence and Meal Rate Comparison



It is important to note that we have a serious financial problem in our residence and food operations due to the fact that the amount we have been charging students in recent years has been insufficient to cover the costs. The historical practice of basing housing and meal price increases largely to a factor related to the Consumer Price Index has resulted in a significant financial imbalance whereby deferred maintenance on residences is approaching alarming levels and the meal operations are consistently operating in a deficit position. Additionally, the lack of reserves has resulted in capital projects being 100% debt-financed, resulting in long-term mortgage obligations (approaching \$200 million), for which there is no source of repayment other than increases in residence fees and meal prices. The price increases proposed for 2018-19 are a first step to address this issue.

The following slide shows a projected accumulated operating deficit for 2017-18 of \$5.253M in our residence operations. Even with the rate increase proposed in 2018-19, this deficit will increase to \$8.429M in our operations, given the urgent deferred maintenance expenditures required. A capital reserve also needs to be built as it is the source of funds for capital improvements in our residences and the source for debt repayment. Again, except for what users pay for the residence and food systems, there is no other source of revenue to support these operations.



**Residence Services**  
(in thousands)

Residence Services	2017-18		2018-19
	Budget	Forecast	Budget
Revenue	\$ 31,288	\$ 30,777	\$ 37,452
Expense	30,134	31,181	35,767
Annual operating surplus (deficit)	1,152	(404)	1,685
Allocations to investment in tangible capital assets	(8,445)	(3,422)	(4,588)
Transfers (net)	5,357	897	98
Annual surplus (deficit)	<u>\$ (1,936)</u>	<u>\$ (2,929)</u>	<u>\$ (2,805)</u>
<b>Reserves</b>			
Operating	\$ (3,609)	\$ (5,253)	\$ (8,429)
Capital	1,396	1,542	1,913
Total reserves (deficit)	<u>\$ (2,213)</u>	<u>\$ (3,711)</u>	<u>\$ (6,516)</u>

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The following slide tells a similar story in hospitality services (food services). We are forecasting an in-year deficit of \$0.668M and, even with the proposed increases, given the capital improvements urgently required, we project a year-end net loss of \$0.269M.



## Hospitality Services (in thousands)

### Hospitality Services

	2017-18		2018-19
	Budget	Forecast	Budget
Revenue - external	\$ 4,338	\$ 3,307	\$ 4,240
Revenue - internal	348	348	351
Expense	4,432	4,271	4,347
Annual operating surplus (deficit)	250	(618)	244
Allocations to investment in tangible capital assets	-	(200)	(750)
Transfers (net)	150	150	116
Annual surplus (deficit)	<u>\$ 400</u>	<u>\$ (668)</u>	<u>\$ (390)</u>
<b>Reserves</b>			
Operating	\$ 55	\$ 121	\$ (269)
Capital	-	-	-
Total reserves (deficit)	<u>\$ 55</u>	<u>\$ 121</u>	<u>\$ (269)</u>

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**2. Q: What is the collective impact of increasing tuition, meals and residence costs? How many students are affected by all three price adjustments and how will they be supported?**

A: Students in Augustana, Lister - both Classic and Schaffer, and Peter Loughheed Hall are required to have meal plans. If we assume all of those residences will be full next year, this is a maximum of 2,314 students.

Below is the data on the current year occupancy, which is a good indication of what we would expect to see in future. Of the total beds in those residences, 1,616 or approximately 70% are first year students. They will be aware of the residence and meal costs well before they arrive on campus, in fact even before they accept to stay in residence.

Also using this data as a base for next year, 763 of those first year students are international, and they will pay the higher costs for tuition, residence and meal plans. Again though, they will be well aware of the prices before they arrive.

In terms of the upper year students in the residences with mandatory meal plans, who would be subject to the increased rates for tuition, residence and meal plans, currently 133 are international (the number may change next year).

The steps which will be followed in conveying adjustments to meal and residence rates are the same as that laid out under 5(c) below.

**Residence Occupants (2017-18)**

Residence	Current Residents	Domestic		International	
		First Year	Other	First Year	Other
Alder / Linden	47	5	16	17	9
Aspen / Maple	258	1	175	0	82
Augustana	447	174	167	58	48
East Campus Houses	17	4	11	0	2
Graduate Residence	202	0	112	0	90
HUB	725	4	279	1	441
IHouse	148	0	46	2	100
Lister - Classic	1,360	598	139	591	32
Lister - Schaffer	400	120	165	75	40
Michener Park	327	2	117	0	208
Newton Place	272	0	85	0	187
Peter Lougheed Hall	107	30	25	39	13
Pinecrest	84	0	40	0	44
Residence Saint-Jean	94	51	35	3	5
Tamarack	71	7	29	9	26
Total	4,559	996	1,441	795	1,327

The rates per month for 2017-18 and as proposed for 2018-19 are as listed below:

**Residence Rates (monthly)**

Residence	Configuration	2017-2018 Monthly Rent	2018-2019 Proposed Monthly Rent
<b>Campus Saint-Jean</b>			
	Single (8 months)	675	702
	Single (4 months)	713	742
<b>Maple and Aspen Houses</b>			
	1 Bdrm furn/reno (8 months)	1,318	1,371
	1 Bdrm furn/reno (4 months)	1,387	1,442
	2 Bdrm furn/reno (8 months)	887	922

	2 Bdrm furn/reno (4 months)	934	971
	4 Bdrm furn/reno (8 months)	692	720
	4 Bdrm furn/reno (4 months)	729	758
<b>IHouse</b>			
	Single/bath (8 months)	772	803
	Single/bath (4 months)	815	848
<b>HUB</b>			
	Bachelor (8 months)	809	841
	Bachelor (4 months)	858	892
	Furnished Bach (8 months)	877	912
	Furnished Bach (4 months)	929	966
	Bach furn/reno (8 months)	1,069	1,112
	1 Bedroom (8 months)	1,058	1,100
	1 Bedroom (4 months)	1,120	1,165
	1 Bedroom furn/reno (8 months)	1,369	1,424
	2 Bedroom / person (8 months)	665	692
	2 Bedroom / person (4 months)	707	735
	4 Bedroom / person (8 months)	489	509
	4 Bedroom / person (4 months)	518	539
	2 Bedroom furn/reno (8 months)	823	856
	2 Bedroom furn/reno (4 months)	867	902
	4 Bedroom furn/reno (8 months)	604	628
	4 Bedroom furn/reno (4 months)	635	660
<b>Lister</b>			
	Single (8 months)	622	647
	Single (4 months)	721	750
	Double (8 months)	411	427
	Double (4 months)	451	469
	Single/bath (8 months)	752	782
	Single/bath (4 months)	797	829
<b>Michener Park</b>			
	Row House (2 Bedroom)	895 - 972	931 - 1011

	Row House (3 Bedroom)	1,119 - 1,180	1,164 - 1,227
	Walkup (2 Bedroom)	859 - 897	893 - 933
	Vanier House	912 - 967	948 - 1,006
<b>Newton Place</b>			
	Bachelor	881 - 955	916 - 955
	1 Bedroom	1,099 - 1182	1,143 - 1,182
	2 Bedroom	1,414 - 1518	1,470 - 1,518
<b>East Campus Village</b>			
	Houses	510 - 1,030	530 - 1,071
<b>Graduate Student Residence</b>			
	Studio Suites (11 months)	1,080	1,123
	2 Bedroom (11 months)	884	919
<b>Pinecrest and Tamarack</b>			
	2 Bedroom / person (11 months)	946	984
	4 Bedroom / person (11 months)	845	879
<b>Alder and Linden</b>			
	1 Bedroom (11 months)	919	956
<b>Peter Lougheed Hall</b>			
	1 Bedroom (8 months)	1,470	1,529
	2 Bedroom (8 months)	1345	1,399
<b>Lister 5</b>			
	Single (8 months)	N/A	1,063
	Double (8 months)	N/A	883
<b>ECV9</b>			
	4 Bedroom / person (11 months)	N/A	986
	6 Bedroom / person (11 months)	N/A	882

### Supporting students

We are proposing increases to rates for international tuition, and for all students with meal plans and who stay in residence; increases that will continue to keep U of A at one of the lowest cost levels in the U15 comparator group. We should also highlight an area where we subsidize ALL students - and

we are unaware of any other institution in Canada that does so. The normal cost of a U-Pass (transit pass) is \$170 per term. We presently subsidize each transit pass by \$25 (so the transit pass costs \$145), or approximately 15% of the total cost. On an annual basis, the U of A issues about 86,000 U-passes to eligible students representing a total annual subsidy of approximately \$2.0M. This subsidy will decline slightly to \$22 per pass or 13%, beginning in the 2018 fall term.

Students with financial need have access to three main types of financial supports. The type and level of support varies by type of student: graduate or undergraduate, and domestic or international. Supports include:

- **Government student loans.** Alberta undergraduate students studying for eight months of the year are eligible to borrow up to \$15K each year. The annual maximum for graduate and professional students is \$22.5K. A living allowance is included in this amount.
- **Bursaries.** Both domestic and international students with unmet financial need are eligible for up to \$8K per year (for undergraduate students) and \$4K per year (for graduate students). In 2016/17, 50% of eligible undergraduates and 62% of eligible graduate students received these respective maximum amounts. Bursaries do not need to be repaid.
- **Emergency loans.** Students with a sudden change in circumstances may be eligible for short-term interest-free loans to cover living expenses. Loans must be repaid.

Supports that are specific to graduate students include:

- **Teaching Assistantships and Research Assistantships (commonly called GTA, GTA-PI, GRA or GRAF):**

Many graduate students, usually thesis-based graduate students, are offered funding packages over the course of their programs at the University of Alberta. These packages can be part of the recruiting process and help the university to attract high quality students. Funds can come from faculty/departmental budgets or from faculty members' research grants.

Over the course of their graduate careers, students are funded by these mechanisms in exchange for participation in teaching or for contributions to the university research enterprise. Some of this funding is employment funding (GTA, GAT-PI and GRA), while some is in the form of awards (GRAF). In addition to providing income support, these programs compliment the students' programs, extend their professional development and contribute significantly to the academic life of the university.

This type of funding is available to both international and domestic students. In 2015-16 (the last year for which we have complete data), students received in excess of \$55 M in research and teaching funding. This funding is available to both domestic and international students based on the availability of department/faculty funds, research funding and teaching/research demands.

- **Graduate Scholarships:**

The Faculty of Graduate Studies and Research (FGSR) administers graduate scholarship funding from both internal (endowed and annual scholarships) and external (Federal and Provincial) sources. The

total dollar value of the scholarships that FGSR facilitated to international graduate students in 2016-17 fiscal year (the last year for which we have complete data) was \$5.6 million.

The major scholarships that we have available for International students are the following:

**Vanier Canada Graduate Scholarship** - The Vanier was designed specifically with the intent of attracting international students. The stipend is \$50,000/yr and FGSR adds the President's Doctoral Prize of Distinction (\$10,000 in the first year; tuition support in subsequent years) .

**Alberta Innovates (Technology Futures and Health Sciences)** – the stipend is \$31,500 for a Doctoral student and \$26,500 for a Master' student (last year we gave out 65 awards).

**Izaak Walton Killam Memorial Scholarship** – the stipend is \$35,000/yr in addition to the Graduate Student Differential Fee (if applicable) associated with requisite registration (13 were given out last year).

**Departmental/Interdepartmental Awards** - The FGSR holds administrative responsibility for several Departmental scholarships and awards that are specifically intended for international students. These include the Izaak Walton Killam Memorial Scholarship (above) and the Andrew Stewart Prize. Other, smaller awards are also designed specifically for international students such as the Chemistry Alumni International Graduate Scholarship, and yet others have terms of reference indicating a preference that award be given to an international student such as Dr. Ahmad Qureshi Memorial Graduate Scholarship in English.

- **Travel Awards:**

While travel awards do not provide direct income support, FGSR does support international students who are travelling to present at a conference or to conduct research. In 2016-17, FGSR distributed \$250K in travel funding to graduate students.

For international graduate students, funding can also come from the government or another sponsor in their home country. Most prominent among the recipients of this category of funding are the China Scholarship Council students, who are provided with a monthly living stipend. In 2016-17, nearly 400 international graduate students reported having sponsorship support.

**3. Q: What is the Access Plan (also referenced in the Outline of Issue and noted as a deliverable)? When will the Board see this plan? How is access affected (or not) by increased student costs?**

A: The Access Plan referenced in the Post Secondary Learning Act (PSLA) is also known as our enrolment plan or our enrolment targets. While in previous years the government required a separate Institutional Access Plan, this piece was folded into the Comprehensive Institutional Plan (CIP) several years ago. See Appendices B and H of the [2017 CIP](#) for an example.

The full CIP is due to government on June 30 each year. The Board is being asked to approve its content in two stages. The budget and capital plan is being submitted for approval in March, with the remainder of the document being presented to the Board in the next cycle, concluding at the Board

meeting on May 11, 2018. To highlight the need to meet the PSLA Access Plan requirement, the Board motion includes specific reference to approval of the enrolment table.

To preserve access to a top-quality education, it is critical that the university be able to cover its costs. The 2018/19 proposals for residence, meal plans, and international tuition aim to do just that -- cover rising costs. The goal is not to generate revenue beyond what it takes to deliver programs and services to students. In this way, the university seeks to balance our commitment to access with current fiscal realities.

Need-based student financial supports can help offset the student's share of the total cost of their education. While government student loans are a major source of support for domestic students, both domestic and international students with unmet financial need are eligible for university need-based support programs. For examples of student financial supports, see response to Question 2 above.

This combination of limiting proposed increases to strictly cost-recovery levels and continuing to invest (together with government, our donors, and our other partners) in student financial supports, we are confident that the university will continue to build the diverse, inclusive community of exceptional students envisioned in *For the Public Good*.

**4. Q: Last year, international student tuition increased 3.02%. Additional increases for 2018-19, 19-20 and 20-21 are 3.1%, 2.5% and 2.5% respectively. Please share the analysis addressing the collective impact on international students of these increases.**

A: Please see the chart included in question 1 for tuition rates. Undergraduate international students will pay between \$659 and \$1,430 more in tuition in 2018-19 depending upon their program of study. Graduate students will pay between \$160 and \$502 more in tuition in 2018-19 depending upon their program of study.

It is only the 2018-19 year for which approval is being requested in this governance cycle.

**5. Q: Additional questions regarding international student tuition:**

**a. I've seen reference to a 'sticker price' for international tuition. Please explain what that is and how it works.**

A: There are studies that identify the tuition level charged by an institution is positively correlated with demand; meaning the higher the tuition the more quality is attached to attaining the degree from that institution and hence the more desirable it is, or said another way there is a perception that low tuition equates to lower quality and hence less desirability. U of A has one of the lowest international tuition levels in the country (as noted in the U15 comparative information provided in Question 1).

To somewhat address this, in 2017-18 (the current budget year we are in) \$4,000 was added to our published tuition levels, with that same \$4,000 being rebated to each individual student - in other words students paid no net increase associated with this change. This is being addressed exactly the same way in 2018-19; it is completely separate from the increase in tuition that is being proposed.

**b. Q: What additional benefits will students receive for the increased expense?**

A: The increase in tuition is intended to help preserve the current benefits. The increase in tuition is calculated at our expected cost increases for the year - no more and no less. Also to note, because the increase is calculated only to cover new incremental costs, the increases in no way contribute to dealing with the university's structural deficit.

**c. Q: How will the annual increases in tuition for international students be communicated? Will new students be advised in advance of the tuition increases?**

A: We use four main communications channels to be sure that incoming and continuing students are aware of any changes to tuition fees:

1. Promotion of the proposed change on the [Office of the Registrar](#) and [Faculty of Graduate Studies & Research](#) websites, beginning in February.
2. The 'Announcements' box in [Bear Tracks](#), once the Board has made a decision.
3. Updating of the Undergraduate [Cost Calculator](#) tool.
4. Direct e-mail to newly admitted and currently attending students. In this case, we would target this communication to international students only.

**d. Q: International students, particularly at the graduate level, are under tremendous pressure and may not be financially prepared. What supports are available for existing international students to help mitigate the increased financial burden? How are individual students being contacted on this issue?**

A: Refer to the responses to Questions 5(c) on communications and Question 2 on student financial supports above.

Students feeling financial pressure are both directed toward available financial supports and encouraged to participate in [financial literacy programming](#) offered by the Office of the Registrar.

**e. Q: What's the financial impact of the domestic freeze?**

A: Every 1% we do not get in domestic tuition equals \$1.9M in lost revenue. Our costs are estimated to increase by 3.14% in 2018-19 (in addition to addressing the structural deficit) and 2.5% for each of the two years following. This gap must be filled somehow. If we do not get it in tuition increases, and we do not receive it in the Campus Alberta grant, there are no other revenue sources to generate this amount. So we must impose budget reductions across the institution to achieve a balanced position.

**f. Q: What's the financial impact of the increase in international tuition?**

A: Every 1% we do not get in international tuition equals \$0.9M. Our costs are estimated to increase by 3.14% in 18-19 and 2.5% for each of the two years following. This gap must be filled somehow. It is specifically not filled by the Campus Alberta grant. In the case of international students, the tuition is expected to cover the costs of educating international students. They do not pay Alberta income taxes and hence are not the beneficiaries of specific government funding in Alberta. [This is generally

the case right across the country; Ontario has a limited program for supporting international PhD students only.]

**6. Q: As mentioned at the briefing, the meal plan was controversial in the last budget cycle. With so many new members on the Board, it might be helpful to have more detail on this aspect of the budget. What's been done since the last budget cycle to engage and inform everyone's thinking about the issue?**

A: At the March 17, 2017, meeting of the Board of Governors, a one-year transition to a campus-wide implementation of "anytime dining" was approved, which would see 2017-18 as the final year of a declining balance meal plan for residents of Lister Hall.

Acknowledging the Students' Union's identified concerns relating to meals for students as being, *"Affordability, flexibility and access to food while studying in different locations on campus are significant concerns for students as we may see large changes to the meal plan in Lister next year"*, extensive consultation has occurred with groups such as the Residence Budget Advisory Committee and the Lister Hall Students Association regarding the transition to anytime dining and, more recently, the rates necessary in 2018-19 necessary to ensure students receive the quality, variety, and flexibility they have been seeking.

Rate increases as proposed are the minimum necessary to slowly eliminate a structural deficit in the provision of meals while also addressing cost pressures including increases to the carbon levy, minimum wage, and food prices.

While the 2018-19 rates are comparable to the cost of the current program, students will be receiving significantly greater value in terms of food quality, extended hours, service locations, and price certainty.

Discussions and consultations with regard to improving the dining experience for students based on annual surveys have been ongoing for the last 5-years. This has included tours of other institutions where specific measures to address quality and satisfaction has resulted in changed delivery models. Specific internal consultation (e.g. RBAC, Students' Union, Graduate Students' Association, Food Ambassadors, Student Engagement Working Group [Students' Union, Lister Hall Student Association, Lister Food Ambassadors, Residence Coordinators, Residence Assistants]) has been extensive with specific dates of engagement detailed earlier in this document.