



The following Motions and Documents were considered by the Board Finance and Property Committee during the Open Session of its November 21, 2016 meeting:

Agenda Title: **University of Alberta 2017-2018 General Tuition Fee Proposal**

APPROVED MOTION: THAT the Board Finance and Property Committee, on the recommendation of the General Faculties Council Academic Planning Committee, recommend that the Board of Governors approve that tuition that falls within the tuition fee regulation for 2017-18 be set at the 2014-15 rates, as directed by the Government of Alberta.

Final Recommended Item: 5a.

Agenda Title: **Appointment of Vice-Chair of the Board Finance and Property Committee**

APPROVED MOTION: THAT the Board Finance and Property Committee appoint Mr Barry James as Vice-Chair of the Board Finance and Property Committee, effective immediately.

Final Item: 6.

Agenda Title: **University of Alberta 2017-2018 International Tuition Fee Proposal**

APPROVED MOTION I: THAT the Board Finance and Property Committee, on the recommendation of the General Faculties Council Academic Planning Committee, recommend that the Board of Governors approve an increase of 3.02% to international tuition fees, effective Fall Term, 2017, as illustrated in the table below:

Undergraduate ^a	2016-17 ^d	2017-18	Change ^e	
			\$	%
Arts and Science	\$20,395.20	\$21,009.60	\$614.40	3.01%
Business	\$26,827.84	\$27,636.32	\$808.48	3.01%
Engineering	\$24,474.24	\$25,211.52	\$737.28	3.01%
Juris Doctor (JD) Program	\$44,239.16	\$45,573.48	\$1,334.32	3.02%
Pharmacy	\$38,278.40	\$39,431.68	\$1,153.28	3.01%
Economics Course	\$2,602.20	\$2,680.62	\$78.42	3.01%
Graduate ^a	2016-17 ^d	2017-18	Change ^e	
			(\$)	(%)
Course Based Masters	\$7,941.60	\$8,181.36	\$239.76	3.02%
Thesis 919 ^b	\$4,955.24	\$5,104.84	\$149.60	3.02%
Thesis Based Masters /PhD ^c	\$6,851.04	\$7,057.80	\$206.76	3.02%
Master's in Business Administration	\$15,549.12	\$16,017.84	\$468.72	3.01%
Integrated Petroleum Geosciences Course	\$1,323.60	\$2,924.12	\$1,600.52	121.28%
International Graduate Tuition Increase ^f	n/a	\$4,000.00	\$4,000.00	n/a

Notes:

- (a) Values are based on a 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 December 11, 2015.
- (e) Figures may be rounded downwards at fee index level for administrative purposes, thus lowering the effective year over year percentage increase below 3.02 percent.
- (f) Per year for full time student, excluding Cost recovery and graduate course based Physical Therapy, Occupational Therapy, and Speech masters programs in Faculty of Rehabilitation Medicine.

APPROVED MOTION II: THAT the Board Finance and Property Committee, on the recommendation of the General Faculties Council Academic Planning Committee, recommend that the Board of Governors approve a tuition increase of \$4,000, not subject to future increases of the Academic Price Index (API), to all international graduate tuition fees except for graduate course-based programs in the Faculty of Rehabilitation Medicine and cost-recovery programs, with the understanding that the increase will be offset by an equal amount of financial support that will be revenue and cost neutral, effective Fall Term, 2017.

APPROVED MOTION III: THAT the Board Finance and Property Committee, on the recommendation of the General Faculties Council Academic Planning Committee, recommend that the Board of Governors approve an increase of \$1600.52 per course for international tuition fees in the Integrated Petroleum Geosciences (IPG) program, effective Fall Term, 2017, with the understanding that current students will be grandfathered for one year.

APPROVED MOTION IV: THAT the Board Finance and Property Committee request that administration report to the Board of Governors on the full extent of student consultation regarding the 2017-2018 international tuition fee proposal at the December 16, 2016 Board of Governors meeting.

Final Recommended Amended Item: 7.

Agenda Title: **2017-2018 Residence Rental Rates**

APPROVED MOTION: THAT the Board Finance and Property Committee recommend that the Board of Governors approve the 2017-2018 Residence Rental Rate proposal as set forth in Attachment 1, effective May 1, 2017.

Final Recommended Item: 8.

Agenda Title: **2017-2018 Visitor Parking Rates**

APPROVED MOTION: THAT the Board Finance and Property Committee recommend that the Board of Governors approve the 2017-2018 Visitor Parking Rate proposal as set forth in Attachment 1, effective April 1, 2017.

Final Recommended Item: 9.

Agenda Title: **Meal Plan for Lister Residence 2017 - 2018**

DEFEATED MOTION: THAT the Board Finance and Property Committee recommend that the Board of Governors approve the Meal Plan for Lister Residence, at a price of \$4550.00 per student, as set forth in Attachment 1, effective fall 2017.

Final Item: 10.

OUTLINE OF ISSUE
Action Item

Agenda Title: **University of Alberta 2017-2018 General Tuition Fee Proposal**

Motion: THAT the Board Finance and Property Committee, on the recommendation of the General Faculties Council Academic Planning Committee, recommend that the Board of Governors approve that tuition that falls within the tuition fee regulation for 2017-18 be set at the 2014-15 rates, as directed by the Government of Alberta.

Item

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

Details

Responsibility	Provost and Vice-President (Academic) Vice-President (Finance and Administration)
The Purpose of the Proposal is (please be specific)	To approve that the tuition and fees amounts be set at the amounts directed by the Government of Alberta for 2017-18.
The Impact of the Proposal is	To comply with the directive below as announced by the Government of Alberta in October 2016. No decision has been made by the Government on whether or not offset funding will be provided to the Institutions.
Replaces/Revises (eg, policies, resolutions)	Tuition proposal approved by the Board of Governors on December 11, 2015.
Timeline/Implementation Date	Effective September 1, 2017.
Estimated Cost and funding source	n/a
Next Steps (ie.: Communications Plan, Implementation plans)	n/a
Supplementary Notes and context	

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 Governance Toolkit section Student Participation Protocol >	<u>Those who have been informed:</u> <ul style="list-style-type: none"> Students – Tuition Budget Advisory Committee
	<u>Those who have been consulted:</u> <ul style="list-style-type: none"> President’s Executive Committee – Operational (November 10, 2016)
	<u>Those who are actively participating:</u> <ul style="list-style-type: none">
Approval Route (Governance) (including meeting dates)	GFC Academic Planning Committee – November 16, 2016 (recommendation) Board Finance and Property Committee (recommendation) – November 21, 2016

	Board of Governors (approval) – December 16, 2016
Final Approver	Board of Governors (December 16, 2016)

Alignment/Compliance

<p>Alignment with Guiding Documents</p>	<p>Comprehensive Institutional Plan – 2016-2017</p> <p><u>Institutional Strategic Plan - For the Public Good</u> Sustain our people, our work, and the environment by attracting and stewarding the resources we need to deliver excellence to the benefit of all Albertans.</p> <p>22. OBJECTIVE: 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 quote legislation and include identifying section numbers)</p>	<p>1. <i>Post-Secondary Learning Act (PSLA)</i>, Sections 61(1) and 61(2)(a):</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>61(2) 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>2. <i>PSLA - (Section 26(1)(o))</i> states:</p> <p>“Powers of general faculties council</p> <p>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</p> <p>(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 [...].”</p> <p>On the line-by-line <u>budget</u>, including consideration of matters related to tuition, GFC has delegated this responsibility to its senior standing committee, the GFC Academic Planning Committee (APC), as noted in the following.</p> <p>3. <i>GFC Academic Planning Committee (APC) Terms of Reference (Mandate-Section 3.4(b)):</i></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>4. Budget Matters To recommend to the Board of Governors on the annual budget, excluding budgets for ancillary units. [...]. ”</p> <p>4. Board Finance and Property (BFPC) Terms of Reference (Section 3(d)):</p> <p>“3. Without limiting the generality of the foregoing, the Committee shall: [...]</p> <p>d) review and recommend to the Board tuition and other like fees[.]”</p>
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Attachments: None

Prepared by: Sandra Kereliuk, Senior Administrative Officer, Finance and Administration,
sandra.kereliuk@ualberta.ca

Revised: 11/14/2016

OUTLINE OF ISSUE
Action Item

Agenda Title: **Appointment of Vice-Chair of the Board Finance and Property Committee**

Motion: THAT the Board Finance and Property Committee appoint Mr Barry James as Vice-Chair of the Board Finance and Property Committee, effective immediately.

Item

Action Requested	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Recommendation
Proposed by	Dick Wilson, Chair, Board Finance and Property Committee; Michael Phair, Chair, Board of Governors
Presenter	Dick Wilson, Chair, Board Finance and Property Committee

Details

Responsibility	University Governance
The Purpose of the Proposal is (please be specific)	To appoint a Vice-Chair for the Board Finance and Property Committee. The Committee Chair has consulted with the Board Chair.
The Impact of the Proposal is	See purpose
Replaces/Revises	n/a
Timeline/Implementation Date	Upon approval
Estimated Cost/ funding source	n/a
Next Steps	n/a
Supplementary Notes and context	Recommendation is being made in light of committee membership changes due to Board member term end dates.

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 Governance Toolkit section Student Participation Protocol >	<u><i>Those who have been informed:</i></u> •
	<u><i>Those who have been consulted:</i></u> • Michael Phair, Chair, Board of Governors • Marion Haggarty-France, University Secretary • Juli Zinken, Board Secretary and Manager, Board Services
	<u><i>Those who are actively participating:</i></u> • Dick Wilson, Chair, Board Finance and Property Committee • Barry James, Member, Board Finance and Property Committee
Approval Route (Governance) (including meeting dates)	Board Finance and Property Committee, November 21, 2016 (for approval)
Final Approver	Board Finance and Property Committee

Alignment/Compliance

Alignment with Guiding Documents	<u>Institutional Strategic Plan - For the Public Good</u> SUSTAIN our people, our work, and the environment by attracting and stewarding the resources we need to deliver excellence to the benefit of all Albertans. 21. Objective: 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.
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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>Section 9 of the <u>Board's General Terms of Reference for Board Standing Committees</u> states:</p> <p><i>...In order for a meeting to be validly constituted for the transaction of business, either the Chair or the Vice-Chair shall be present.</i></p> <p>Section 2 of the <u>Board Finance and Property Committee Terms of Reference</u> states:</p> <p><i>(e) The Committee shall designate the Vice-Chair from the Committee membership upon the recommendation of the Board Chair and the Committee Chair. The Vice-Chair undertakes and discharges all duties of the Chair in the absence of the Chair.</i></p>
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Prepared by: Erin Plume, Assistant Board Secretary and Committee Coordinator, erin.plume@ualberta.ca, 780-492-9699.

OUTLINE OF ISSUE
Action Item

 Agenda Title: **University of Alberta 2017-2018 International Tuition Fee Proposal**

Motion I: THAT the Board Finance and Property Committee, on the recommendation of the General Faculties Council Academic Planning Committee, recommend that the Board of Governors approve an increase of 3.02% to international tuition fees, effective **September 1 Fall Term**, 2017, as illustrated in the table below:

Undergraduate ^a	2016-17 ^d	2017-18	Change ^e	
			\$	%
Arts and Science	\$20,395.20	\$21,009.60	\$614.40	3.01%
Business	\$26,827.84	\$27,636.32	\$808.48	3.01%
Engineering	\$24,474.24	\$25,211.52	\$737.28	3.01%
Juris Doctor (JD) Program	\$44,239.16	\$45,573.48	\$1,334.32	3.02%
Pharmacy	\$38,278.40	\$39,431.68	\$1,153.28	3.01%
Economics Course	\$2,602.20	\$2,680.62	\$78.42	3.01%
Graduate ^a	2016-17 ^d	2017-18	Change ^e	
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Course Based Masters	\$7,941.60	\$8,181.36	\$239.76	3.02%
Thesis 919 ^b	\$4,955.24	\$5,104.84	\$149.60	3.02%
Thesis Based Masters /PhD ^c	\$6,851.04	\$7,057.80	\$206.76	3.02%
Master's in Business Administration	\$15,549.12	\$16,017.84	\$468.72	3.01%
Integrated Petroleum Geosciences Course	\$1,323.60	\$2,924.12	\$1,600.52	121.28%
International Graduate Tuition Increase ^f	n/a	\$4,000.00	\$4,000.00	n/a

Notes:

- (a) Values are based on a 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 December 11, 2015.
- (e) Figures may be rounded downwards at fee index level for administrative purposes, thus lowering the effective year over year percentage increase below 3.02 percent.
- (f) Per year for full time student, excluding Cost recovery and graduate course based Physical Therapy, Occupational Therapy, and Speech masters programs in Faculty of Rehabilitation Medicine.

Motion II: THAT the Board Finance and Property Committee, on the recommendation of the General Faculties Council Academic Planning Committee, recommend that the Board of Governors approve a tuition increase of \$4,000, not subject to future increases of the Academic Price Index (API), to all international graduate tuition fees except for graduate course-based programs in the Faculty of Rehabilitation Medicine and cost-recovery programs, with the understanding that the increase will be offset by an equal amount of financial support that will be revenue and cost neutral, effective **September 1 Fall Term**, 2017

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Motion III: THAT the Board Finance and Property Committee, on the recommendation of the General Faculties Council Academic Planning Committee, recommend that the Board of Governors approve an increase of \$1600.52 per course for international tuition fees in the Integrated Petroleum Geosciences (IPG) program, effective ~~September 1~~ Fall Term, 2017, with the understanding that current students will be grandfathered for one year.

Item

Action Requested	<input type="checkbox"/> Approval <input checked="" 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)	<p>To set international tuition fees for the 2017-2018 academic year.</p> <p>The University is seeking Board approval to implement an inflationary increase of 3.02% (Academic Price Index - API) to be applied to both tuition and International Differential Fees (IDF) to all international students in all programs. (For further details, see <i>Attachment 1</i>.) 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.</p> <p>In addition, the University is seeking Board approval for an increase of \$4,000, for full-time international graduate students, which is intended to move the University's low graduate tuition sticker price closer to those of its U15 peers. The University's current international graduate tuition levels are approximately half of the U15 average, which creates quality perception concerns. This increase will be offset by \$4,000 in financial support to each full-time international graduate student in 2017-18.</p> <p>Part-time students would pay 50% of the \$4,000 increase and receive that amount back as financial support in the 2017-2018 academic year.</p> <p>Further, the University is seeking approval of an increase of \$1600.52 per course to the international tuition for the Integrated Petroleum Geosciences program (a professional graduate program that provides advanced multidisciplinary training for geologists and geophysicists entering the oil and gas industry) in order to increase the perceived value of the program to prospective students and to enhance the quality of the program.</p>
The Impact of the Proposal is	<p>The new \$4,000 increase will bring the University's international graduate tuition levels more in line with its U15 peers, which will allow us to grow our tradition of recruiting the top international graduate students to the U of A.</p> <p>To offset the new \$4,000 increase, in 2017-18, full time graduate international students will receive \$4,000 in automatic financial support</p>

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	<p>to offset the new increase. Most graduate students receive support from (constrained) research grants and teaching assistantships that are tied to tuition levels, meaning increasing net tuition may have an adverse impact.</p> <p>The \$4,000 tuition increase will not be applied to cost-recovery programs or to course-based graduate programs in the Faculty of Rehabilitation Medicine. Currently, those course-based programs are Physiotherapy, Occupational Therapy and the Masters of Speech Rehabilitation.</p> <p>The current level of the international differential fee in the IPG program presents two significant problems to improving the quality of the program: (1) by charging tuition and fees that are very significantly lower than any other competitor program, we have devalued the program from the perspective of potential applicants; and (2) low levels of revenue to FoS that make it impossible to improve the quality of the program at the current level of enrollment and counterproductive to increase revenue by expanding the program.</p> <p>Information about the low cost of the program compared to competitor programs in the United States, Europe, Australia and the Far East is included in the attachment. (For further information, see <i>Attachment 2</i>.)</p> <p>The increase to international tuition for the IPG program will not be grandfathered as the program has a one year nominal duration and very few in-process international students.</p>
Replaces/Revises (eg, policies, resolutions)	Tuition proposal set by the Board of Governors on December 11, 2015.
Timeline/Implementation Date	Effective September 1, 2017.
Estimated Cost and funding source	n/a
Next Steps (ie.: Communications Plan, Implementation plans)	Meetings will occur with the Students' Union and the Graduate Students' Association.
Supplementary Notes and context	For 2017-2018, 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.

Engagement and Routing (Include meeting dates)

<p>Participation: (parties who have seen the proposal and in what capacity)</p> <p><For further information see the link posted on the Governance Toolkit section Student Participation Protocol></p>	<p><u>Those who have been informed:</u></p> <ul style="list-style-type: none"> • Students via the Tuition Budget Advisory Committee (TBAC)
	<p><u>Those who have been consulted:</u></p> <ul style="list-style-type: none"> • President's Executive Committee-Operational – November 10, 2016.
	<p><u>Those who are actively participating:</u></p> <ul style="list-style-type: none"> •
Approval Route (Governance)	GFC Academic Planning Committee – November 16, 2016

(including meeting dates)	(recommendation) Board Finance and Property Committee (recommendation) – November 21, 2016 Board of Governors (approval) – December 16, 2016
Final Approver	Board of Governors – December 16, 2016

Alignment/Compliance

Alignment with Guiding Documents	<p>Comprehensive Institutional Plan – 2016-2017</p> <p><u>Institutional Strategic Plan - For the Public Good</u> Sustain our people, our work, and the environment by attracting and stewarding the resources we need to deliver excellence to the benefit of all Albertans.</p> <p>22. OBJECTIVE: 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>
Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please <u>quote</u> legislation and include identifying section numbers)	<p>1. <i>Post-Secondary Learning Act (PSLA)</i>, Sections 61(1) and 61(2)(a):</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>61(2) 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>2. <i>PSLA - (Section 26(1)(o))</i> states: “Powers of general faculties council</p> <p>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</p> <p>(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 [...].”</p> <p>On the line-by-line <u>budget</u>, including consideration of matters related to tuition, GFC has delegated this responsibility to its senior standing committee, the GFC Academic Planning Committee (APC), as noted in the following.</p> <p>3. <i>GFC Academic Planning Committee (APC) Terms of Reference (Mandate-Section 3.4(b))</i>:</p>

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	<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>4. Budget Matters To recommend to the Board of Governors on the annual budget, excluding budgets for ancillary units. [...].”</p> <p>4. 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[.]”</p>
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Attachments:

1. University of Alberta International Tuition Proposal (3 pp.)
2. Integrated Petroleum Geoscience International Fee Differential Proposal (4 pp.)
3. 2017-18 Budget and Tuition Overview for BFPC
4. Domestic and International Tuition Comparators, 2016-17

Prepared by: Sandra Kereliuk, Senior Administrative Officer, Finance and Administration sandra.kereliuk@ualberta.ca
Edith Finczak, Director, Academic Budget and Planning, Office of the Provost
Edith.finczak@ualberta.ca

Revised: 11/21/2016



University of Alberta
Tuition Proposal, 2017-18

TUITION POLICY

Under the provincial *Public Post-Secondary Institutions' Tuition Fees Regulation*, annual tuition increases are tied to the Alberta Consumer Price Index (CPI) based on average monthly increases from July to June. For 2017-18 the calculated maximum allowable tuition increase is 1.5 percent. The 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 29 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. During this period the Board of Governors approved increase to international tuition fees. In October 2016, Alberta Advanced Education extended this regulated tuition freeze by an additional year, ending in 2018-19. The freeze will continue for market modifiers and mandatory non-instructional fees. No decision on grant backfill has been made.

Despite the governments' decision to begin reinvesting in postsecondary education the University of Alberta continues to face significant budget challenges. The university faces challenges in balancing limited growth in public funding in operating revenue against rising investment costs for teaching and research (faculty, staff and facilities). With shifting public funding models and the new financial realities the University of Alberta must continue seek and maximize multiple revenue sources in supporting its core mission.

TUITION PROPOSAL

It is recommended that, effective September 1, 2017.:

1. All international tuition fees increase by 3.02 percent.
2. Graduate international fee be increased by an additional \$4,000 per year per full time student. (Note that full time students in 2017-18 will receive \$4,000 in financial support to offset the impact of this increase.)
3. Integrated Petroleum Geosciences International Differential Fee per course is increased by \$1,600.52 to \$2,924.12.

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.

For illustrative purposes, the details of the proposal are outlined below.

1) International Fees

Undergraduate^a	2016-17^d	2017-18	Change^e	
			\$	%
Arts and Science	\$20,395.20	\$21,009.60	\$614.40	3.01%
Business	\$26,827.84	\$27,636.32	\$808.48	3.01%
Engineering	\$24,474.24	\$25,211.52	\$737.28	3.01%
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Economics Course	\$2,602.20	\$2,680.62	\$78.42	3.01%
Graduate^a	2016-17^d	2017-18	Change^e	
			(\$)	(%)
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Thesis 919 ^b	\$4,955.24	\$5,104.84	\$149.60	3.02%
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Master's in Business Administration	\$15,549.12	\$16,017.84	\$468.72	3.01%
Integrated Petroleum Geosciences Course	\$1,323.60	\$2,924.12	\$1,600.52	121.28%
International Graduate Tuition Increase ^f	n/a	\$4,000.00	\$4,000.00	n/a

Notes:

- (a) Values are based on a full-time per year.
- (b) Tuition applies to thesis students who were admitted to the program 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) Figures may be rounded downwards at fee index level for administrative purposes, thus lowering the effective year over year percentage below 3.02 percent.
- (e) Value represents total international tuition fees including base tuition, market modifiers, program differentials and international differentials.
- (f) Per year for full time student, excluding Cost recovery and graduate course based Physical Therapy, Occupational Therapy, and Speech masters programs in Faculty of Rehabilitation Medicine.

Integrated Petroleum Geosciences (IPG) International Differential Fee Proposal

November 9, 2016

PROPOSAL

This proposal is for a \$1600.52 per course increase to the international fees for graduate students in the Integrated Petroleum Geosciences (IPG) program.

The total cost to international students in the IPG program is currently approximately \$15883.20 exclusive of non-instructional fees, consisting of approximately \$7500 in tuition and an international differential fee of \$8400. Canadian students currently pay approximately \$7500 in tuition for the IPG program. The cost of the IPG program for international students is far below the cost of attending competitor programs in the United States, Europe, Australia and the Far East. We propose to increase the international differential fee to \$27,600, resulting in a total cost to international students of approximately \$35,100 (\$2924.12 per three credits), exclusive of non-instructional fees.

The very low tuition and fees of the IPG program in comparison to competitor programs suggests to international students that the quality of the program is not high; in other words, the low financial value that we attach to the program suggests to some that this is a low value program. This is an impression that we want to reverse. Increasing the international fee differential is likely to attract an overall substantially higher quality pool of international students.

BACKGROUND

The IPG program provides advanced multidisciplinary training for geologists and geophysicists entering the oil and gas industry. In the first 6 years of the IPG program, the cohorts have been approximately 60% international students and 40% Canadian students. The Canadian and many of the international students have found employment in the Canadian oil and gas industry.

At current tuition and fee levels, international students pay much less than competitor programs (summarized below in Figure 1). The current level of the international differential fee presents two significant problems to improving the quality of the IPG program: (1) by charging tuition and fees that are much lower than any other competitor program, we devalue the program from the perspective of potential applicants; and (2) low levels of revenue to Faculty of Science (FoS) that make it impossible to improve the quality of the program at the current level of enrollment through new courses and instructional activities. The additional revenue would enable us to hire a full-time faculty member or to assure funding for a sessional to teach petroleum geochemistry, would assure the hiring of sessional instructors for key courses to replace faculty members during sabbaticals and would enable us to offer more field exercises and attend professional meetings.

There would be no impact on attracting Canadian students into the IPG program, because domestic tuition rates would remain at current levels. There should be no negative impact on attracting international students to the IPG program with the proposed increase in international differential fee, since the new tuition and fees would still be at or below the levels of our important competitors. Because the IPG program is intended to be completed in one year and implementation of the program

would begin at the start of the academic year (September 1), there should be minimal problems with increased fee levels during a student’s program.

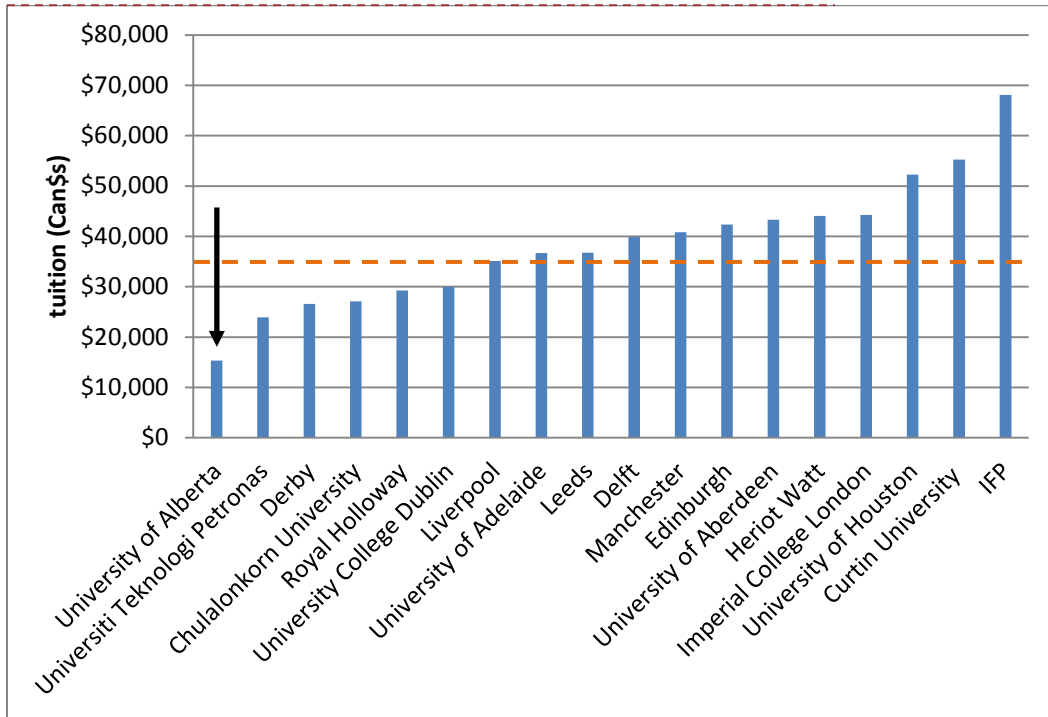


Fig. 1. Total costs to international students attending the IPG program at the University of Alberta versus other similar programs. The proposed total cost for international students under this proposal is indicated by the brown line.

2017-18 BUDGET AND TUITION OVERVIEW

BFPC

STEVEN DEW & GITTA KULCZYCKI

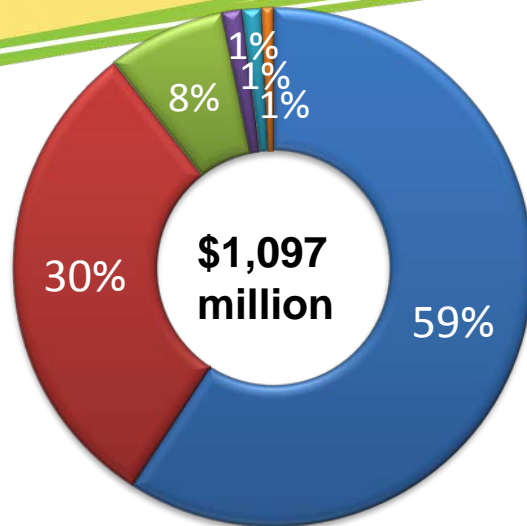
NOVEMBER 21 2016



1. Operating Budget Overview
2. International Tuition Proposal
3. Questions?

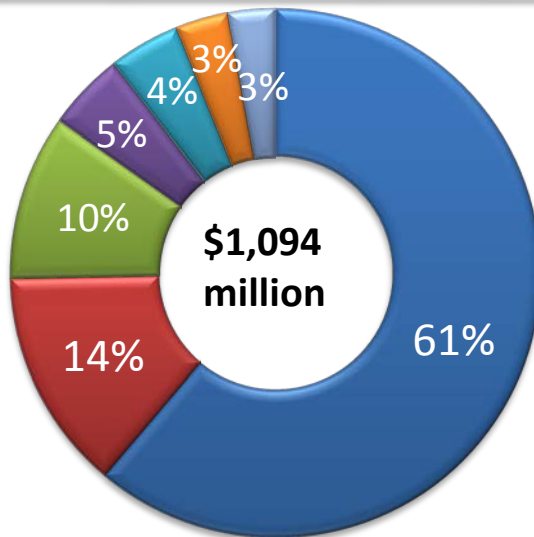
Operating Budget, 2016-17(\$million)

Source 2016-17 CIP



Revenue: \$1,097 M

- \$649 Provincial Government
- \$332 Tuition and Related Fees
- \$80 Sales of Services and Products
- \$14 Investment income
- \$13 Grants and Donations
- \$8 Federal and Other Government



Expenses: \$1,094 M

- \$669 Salaries
- \$148 Employee Benefits
- \$111 Materials, Supplies and Services
- \$52 Utilities
- \$48 Amortization of Capital Assets
- \$35 Scholarships and Bursaries
- \$31 Maintenance

CIP BUDGET SENSITIVITIES

Revenue:

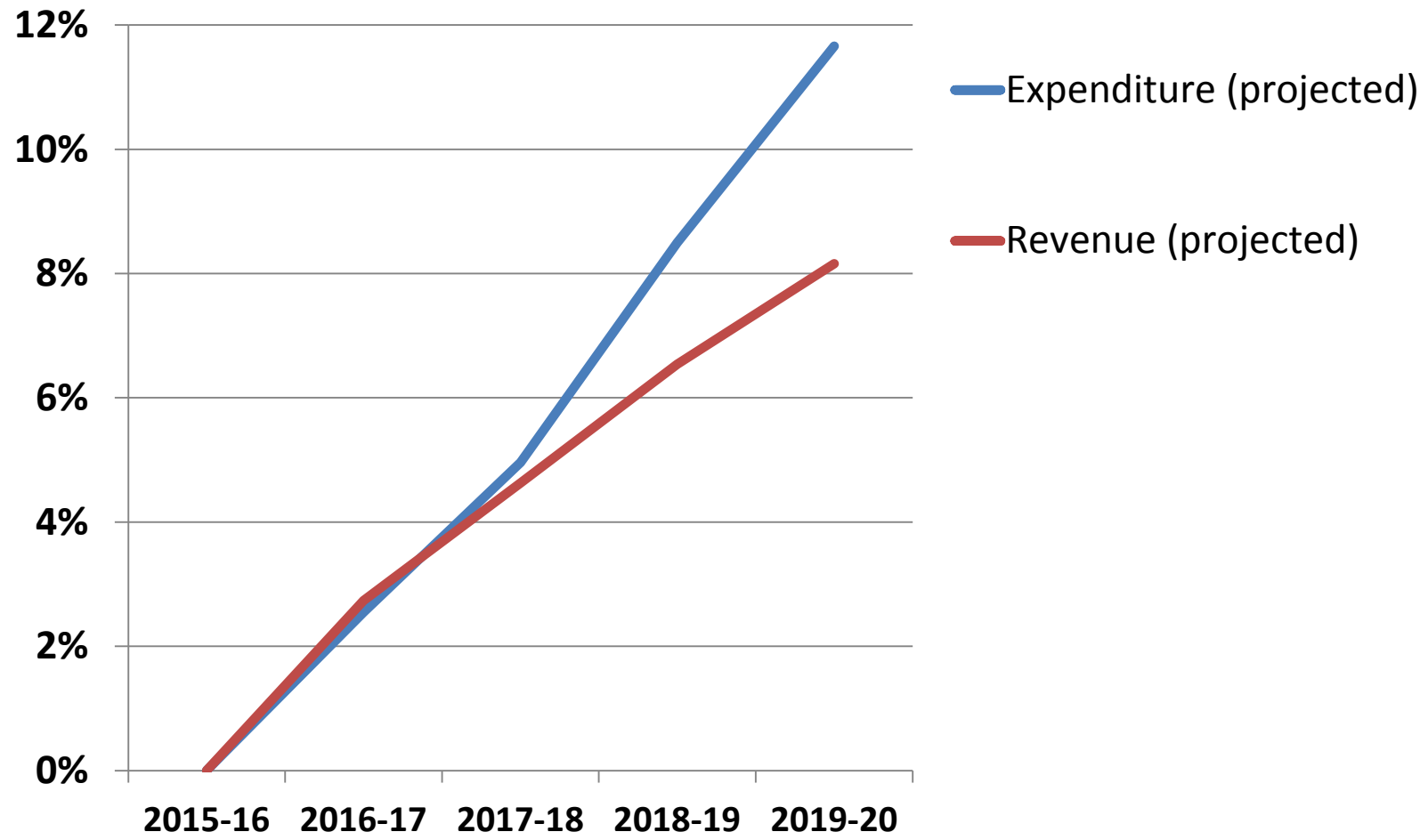
Campus AB Grant	1% = \$6.1 M
Tuition Instructional	1% = \$2.5 M
Short Term Interest Rates	0.25% = \$1.3 M

Expenditure:

Salary Settlement	1% = \$6.1 M
Benefits Expenditures	1% = \$1.4 M
Institutional Budget Reduction*	1% = \$7 M

* Operating Budgets Only Fund 210

CUMULATIVE GROWTH OPERATING EXPENDITURE VS. REVENUE



* Source: CIP 2016

Consumer Price Index vs Academic Price Index

Alberta CPI (1.5%) Retrospective	Academic Price Index (3.02%) Prospective
Food / Shelter	University of Alberta Salary Costs
Household Goods	University of Alberta Benefits
Transportation/Gasoline	Materials & Supplies
Health & Personal Care	Services
Recreation /Education/Reading	Utilities
Alcoholic / Tobacco Products	Maintenance
Energy	
Goods/Services	

University's API Calculation for 2017-18

	<u>% Actual Expenditures ¹</u>		<u>Projected Inflation (%)</u>		<u>Weighted (%)</u>
Compensation					
Salary	63%	x	2.48% ²	=	1.57%
Benefits	14%	x	7.50% ³	=	1.01%
Sub-Total	77%				2.58%
Non Salary & Benefits⁴					
Materials Supplies	15%	x	2.00%	=	0.31%
Utilities	4%	x	2.00%	=	0.08%
Maintenance	4%	x	2.00%	=	0.08%
Sub-Total	23%				0.5%
Total	100%		Projected Inflation		3.05%
			Scholarship Adjustment		-0.03%
			API, 2017-18		3.02%

1. Based on three year rolling average of operating expenses per audited 2014, 2015, 2016 financial statements
2. Based on salary expenses weighted between Academic and Support salaries. 2017-18 Academic Settlement of 1.5%. Includes 2016-17 Support lump-sum payment of 1.5%.
3. Based on 2016-17 Benefits Budget.
4. Projected Inflation based on 2017 forecasted inflation from RBC, BMO, and TD as at Q1,2016.

REVENUE AND EXPENDITURE INCREASES FOR 2017-18

Revenue Increases	\$
Campus Alberta Grant	?
Domestic Tuition	0
MNIFs	0
International tuition fee increase	?
Expenditure Increases	\$
Salaries (academic and support) ¹	\$4.7M
Merit (academic and support)	\$6.1 M
Benefits (including pensions)	\$6.2 M
Carbon levy year 1	\$2.0 M
Minimum wage year 1	\$1.0 M
Contractual obligations	<u>\$3.1 M</u>
TOTAL KNOWN EXPENDITURE INCREASES	\$23.1 M

¹ Support staff ATB increase forecast at 0% but is subject to outcome of Alberta government negotiations with AUPE

2017-18 Gross Tuition Freeze Impact (\$ Millions)

LOSS OF :

Instructional Tuition Increase @ 1.5%	\$2.6 M
Program Differentials & Modifiers @ 1.5%	\$0.4 M
MNIF @ 3.02%	<u>\$0.9 M</u>
Total	\$3.9 M

University's Budget Challenges

- Balancing the operating budget
- Generating new sources of revenue
- Managing expenditures
- Continuing to invest in quality of the student experience

Tuition

HISTORY

2006	Tuition regulation amended <ul style="list-style-type: none">• tuition capped at 2004 rates• increases limited to Alberta's Consumer Price Index
2009-10	Development of, and consultation on, market modifier proposals with student, faculties and government.
April 2010	Province approves select market modifiers
September 2011	Phased Implementation of market modifiers
2013-14	Tuition fees were frozen at 2012-13 rates. \$3.9M of tuition back fill was rolled into the Campus Alberta Operating Grant.
July 2015	Tuition fees frozen at 2014-15 rates until 2016-17. Recession of market modifier approvals (Law, MBA, PT, Economics, Pharmacy). Back-fill funding received for both items.
October 2016	Regulated tuition freeze extended to 2017-18, and applied to market modifiers and mandatory non-instructional fees. No decision on tuition backfill.

DOMESTIC AND INTERNATIONAL TUITION COMPARATORS, 2016-17

University	Domestic			International		
	UG	Masters	PhD	UG	Masters	PhD
Average	\$ 6,084	\$ 6,347	\$ 5,603	\$ 22,891	\$ 14,208	\$ 13,831
University of Alberta	\$ 5,321	\$ 3,662	\$ 3,662	\$ 20,395	\$ 6,851	\$ 6,851
UBC	\$ 5,088	\$ 4,708	\$ 4,708	\$ 30,359	\$ 8,271	\$ 8,271
University of Calgary	\$ 5,386	\$ 5,594	\$ 5,594	\$ 18,338	\$ 12,696	\$ 12,696
Dalhousie University	\$ 7,200	\$ 7,623	\$ 9,054	\$ 15,903	\$ 13,818	\$ 15,249
University Laval	\$ 7,228	\$ 8,608	\$ 2,780	\$ 15,943	\$ 19,051	\$ 17,101
University of Manitoba	\$ 3,519	\$ 4,595	\$ 4,595	\$ 13,400	\$ 10,109	\$ 10,109
McGill University	\$ 7,228	\$ 7,228	\$ 2,328	\$ 15,943	\$ 15,943	\$ 14,310
McMaster University	\$ 6,329	\$ 7,008	\$ 7,008	\$ 23,986	\$ 16,761	\$ 16,761
University of Ottawa	\$ 6,376	\$ 8,189	\$ 7,074	\$ 25,554	\$ 19,260	\$ 16,334
Queen's University	\$ 6,384	\$ 6,414	\$ 6,414	\$ 33,775	\$ 12,927	\$ 12,927
Saskatchewan	\$ 5,954	\$ 3,900	\$ 3,900	\$ 15,480	\$ 5,850	\$ 5,850
University of Toronto	\$ 6,400	\$ 7,030	\$ 7,030	\$ 41,920	\$ 20,530	\$ 20,530
University of Waterloo	\$ 6,420	\$ 7,380	\$ 7,380	\$ 24,830	\$ 19,338	\$ 19,146
Western Ontario	\$ 6,338	\$ 6,915	\$ 6,915	\$ 24,643	\$ 17,501	\$ 17,501

Source: U-15 Data Exchange

International Tuition Fees Proposal 2017-18¹

The University will seek Board approval to implement:

- I. A 3.02% increase (API adjustment) to international tuition.
- II. Increase to international graduate tuition \$4,000/ year per full time (FT) student. FT international students will receive \$4,000 (\$2,000 part-time) in financial support in 2017-18 to offset the impact of this increase.
- III. An Integrated Petroleum Geosciences (IPG) differential fee to \$35,089 from \$15,883.

¹ The Tuition Fee Regulation does not apply to individuals who are not Canadian citizens or permanent residents of Canada.

I. Academic Price Index Increase Proposal

- 3.02 % per presentation on API calculation methodology

II. International Graduate Adjustment Proposal

\$4,000/year per full time (FT) student.

- Part-time students to pay 50% of full time (FT) student rate
- Offset by student financial support of \$4,000 per FT student for 2017-18 academic year. \$2,000 per part time student.
- Cost recovery and graduate course based Physical Therapy, Occupational Therapy, and Speech masters programs in Faculty of Rehabilitation Medicine are excluded from the IGA.

III. Integrated Petroleum Geosciences International Differential Proposal

- Professional graduate program
- Total program costs increased to \$35,089 ¹
- Provides advanced multidisciplinary training for geologists and geophysicists entering the oil and gas industry.
- Cost for international students is below that of competitor programs.
- 3 credit course increased from \$1,323 to \$2,924

(1) Based on 36 credits in the program.

INTERNATIONAL TUITION EFFECTIVE SEPTEMBER 1, 2017.

Undergraduate	2016-17	2017-18 ^a	Change	
			\$	%
Arts and Science	\$20,395.20	\$21,009.60	\$614.40	3.01%
Business	\$26,827.84	\$27,636.32	\$808.48	3.01%
Engineering	\$24,474.24	\$25,211.52	\$737.28	3.01%
Juris Doctor (JD) Program	\$44,239.16	\$45,573.48	\$1,334.32	3.02%
Pharmacy	\$38,278.40	\$39,431.68	\$1,153.28	3.01%
Economics Course	\$2,602.20	\$2,680.62	\$78.42	3.01%
Graduate	2016-17	2017-18 ^a	Change	
			\$	%
Course Based Masters	\$7,941.60	\$8,181.36	\$239.76	3.02%
Thesis 919	\$4,955.24	\$5,104.84	\$149.60	3.02%
Thesis Based Masters /PhD	\$6,851.04	\$7,057.80	\$206.76	3.02%
Masters in Business Administration	\$15,549.12	\$16,017.84	\$468.72	3.01%
Integrated Petroleum Geosciences Course	\$1,323.60	\$2,924.12	\$1,600.52	121.28%
International Graduate Tuition Increase ^b	n/a	\$4,000	\$4,000	n/a

a. Values represent total int'l tuition fees incl. base tuition, market modifiers, program differentials, and int'l differentials. Excludes \$4,000 Int'l Graduate increase.

b. Per year for full time student, excluding Cost recovery and graduate course based Physical Therapy, Occupational Therapy, and Speech masters programs in Faculty of Rehabilitation Medicine

CONSULTATIONS AND APPROVALS 2016-17

Date	Activity
Sept 15	TBAC
Oct 29	TBAC
Oct 26	APC update
Oct 27	PEC-O update
Nov 7	TBAC
Nov 10	PEC-O vote
Nov 16	APC vote
Nov 21	BFPC tuition/residence fee recommendations to Board
Nov 22	SU Presentation
Nov 23	FGSR Council
Dec 12	GSA Presentation
Dec 16	Board vote on tuition and residence fees

Questions ?

2017-18 BUDGET AND TUITION OVERVIEW

BFPC

STEVEN DEW & GITTA KULCZYCKI

NOVEMBER 21 2016



DOMESTIC AND INTERNATIONAL TUITION COMPARATORS, 2016-17

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Source: U-15 Data Exchange

OUTLINE OF ISSUE
Action Item

 Agenda Title: **2017-2018 Residence Rental Rates**

Motion: THAT the Board Finance and Property Committee recommend that the Board of Governors approve the 2017-2018 Residence Rental Rate proposal as set forth in Attachment 1, effective May 1, 2017.

Item

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

Details

Responsibility	Facilities and Operations
The Purpose of the Proposal is (please be specific)	To present for recommended board approval: residence rental rate increases for 2017-2018.
The Impact of the Proposal is	For 2017-18, Ancillary Services is proposing a base rent increase of 2.70%, and an increase of 3.0% to Rockcross, Stonecrop, Juniper and Speedwell Houses (Graduate Student Housing), as set forth in Attachment 1. Increases are required in order to address operating costs (minimum wage increases, carbon levy, etc.) and ongoing deferred maintenance.
Replaces/Revises (eg, policies, resolutions)	NA
Timeline/Implementation Date	May 1, 2017
Estimated Cost and funding source	NA
Next Steps (ie.: Communications Plan, Implementation plans)	Rate increases are communicated to applicable residents via email in compliance with the Residential Tenancy Act. In addition, new rates are posted on the University of Alberta Residence Services website.
Supplementary Notes and context	Ancillary Services does not receive base operating or capital dollars to build and maintain the student residences. As per Board of Governors direction, Ancillary Services must operate the student residence as self-sustaining operations. As such, the financial performance must reflect the full and true cost of replacement and renewal of their capital assets through operations and reserves, including the repayment of debt and related interest. In addition, the residences are subject to municipal property taxation.

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 Governance Toolkit section	<u>Those who have been informed:</u> <ul style="list-style-type: none"> • President's Executive Committee – Operations (October 27, 2016)
	<u>Those who have been consulted:</u> <ul style="list-style-type: none"> • Doug Dawson, Associate Vice-President, Ancillary Services (Facilities and Operations) • Andrew Sharman, Vice-President (Facilities and Operations) • Residence Budget Advisory Committee (RBAC)

Student Participation Protocol >	<ul style="list-style-type: none"> ○ RBAC – September 13, 2016 ○ RBAC – September 21, 2016 ○ RBAC – October 12, 2016 <p><i>Those who are actively participating:</i></p> <ul style="list-style-type: none"> ● Residence Operations ● Ancillary Services
Approval Route (Governance) (including meeting dates)	Board Finance and Property Committee (BFPC) (recommendation) <ul style="list-style-type: none"> ● November 21, 2016 Board of Governors (BG) (approval) <ul style="list-style-type: none"> ● December 16, 2016
Final Approver	Board of Governors (BG) – December 16, 2016

Alignment/Compliance

Alignment with Guiding Documents	<p><u>Institutional Strategic Plan - For the Public Good</u> Sustain our people, our work, and the environment by attracting and stewarding the resources we need to deliver excellence to the benefit of all Albertans.</p> <p>23. OBJECTIVE: Ensure that the University of Alberta’s campuses, facilities, utility, and information technology infrastructure can continue to meet the needs and strategic goals of the university.</p> <ul style="list-style-type: none"> i. Strategy: Secure and sustain funding to plan, operate, expand, renew, and optimize the use of campus infrastructure to meet evolving teaching and research priorities. ii. Strategy: Build, operate and maintain undergraduate and graduate student housing to support our students’ academic success and sense of belonging to the university community. <p><u>2016 Comprehensive Institutional Plan</u> GOAL G9: Infrastructure - Functional renewal and reduction in deferred maintenance.</p> <ul style="list-style-type: none"> ● Preserve existing physical assets by addressing deferred maintenance and functional renewal to acknowledge the changes in research and teaching requirements. Reduce the significant risk posed by the current institutional deferred maintenance liability. <p>GOAL G11: Infrastructure – Student Housing</p> <ul style="list-style-type: none"> ● Accommodation of 18 per cent of full-time students in purpose-built housing featuring supportive programs.
Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please quote legislation and include identifying section numbers)	<p>Board Finance and Property Committee (BFPC) Terms of Reference Sections 3 (d) and 4 (e) state:</p> <p>3. <u>MANDATE OF THE COMMITTEE</u> <i>Without limiting the generality of the foregoing, the Committee shall:</i></p> <p style="padding-left: 40px;">(d) review and recommend to the Board tuition and other like fees;</p> <p>4. <u>LIMITATIONS ON DELEGATION BY THE BOARD</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</i></p>

Item No. 8

	<p><i>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>
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Attachments

1. Ancillary Services - Residence Rental Rates 2017-2018 (2 pages)

Prepared by:

Doug Dawson
Associate Vice-President
Ancillary Services
1-050 Lister Centre
Phone: 780.492.1421
Email: doug.dawson@ualberta.ca

Ancillary Services 2017-2018 Residence Rate Increases

All rents are per bed, per month except Newton Place and Michener Park, which are per suite, per month.

RESIDENCES	Term	2016-2017 Rent	Proposed Rent 2017-2018	Total % Increase
<u>Campus Saint-Jean</u>				
Single	8 mos	\$657	\$675	2.70%
Single	4 mos	\$694	\$713	2.70%
<u>Maple and Aspen Houses (formerly ECV Apts)</u>				
1 Bdrm furn/reno	8 mos	\$1283	\$1318	2.70%
1 Bdrm furn/reno	4 mos	\$1351	\$1387	2.70%
2 Bdrm furn/reno	8 mos	\$864	\$887	2.70%
2 Bdrm furn/reno	4 mos	\$909	\$934	2.70%
4 Bdrm furn/reno	8 mos	\$674	\$692	2.70%
4 Bdrm furn/reno	4 mos	\$710	\$729	2.70%
1 Bdrm	8 mos	\$1030	N/A	N/A ¹
1 Bdrm	4 mos	\$1091	N/A	N/A ¹
2 Bdrm	8 mos	\$694	N/A	N/A ¹
2 Bdrm	4 mos	\$734	N/A	N/A ¹
4 Bdrm	8 mos	\$541	N/A	N/A ¹
4 Bdrm	4 mos	\$573	N/A	N/A ¹
<u>IHouse</u>				
Single/bath	8 mos	\$752	\$772	2.70%
Single/bath	4 mos	\$794	\$815	2.70%
<u>HUB</u>				
Bachelor	8 mos	\$788	\$809	2.70%
Bachelor	4 mos	\$835	\$858	2.70%
Furnished Bach	8 mos	\$854	\$877	2.70%
Furnished Bach	4 mos	\$905	\$929	2.70%
Bach furn/reno	8 mos	\$1059	\$1069	2.70%
1 Bedroom	8 mos	\$1030	\$1058	2.70%
1 Bedroom	4 mos	\$1091	\$1120	2.70%
1 Bedroom furn/reno	8 mos	\$1333	\$1369	2.70%
2 Bedroom/person	8 mos	\$648	\$665	2.70%
2 Bedroom/person	4 mos	\$688	\$707	2.70%
4 Bedroom/person	8 mos	\$476	\$489	2.70%
4 Bedroom/person	4 mos	\$504	\$518	2.70%
2 Bdrm furn/reno	8 mos	\$801	\$823	2.70%
2 Bdrm furn/reno	4 mos	\$844	\$867	2.70%
4 Bdrm furn/reno	8 mos	\$588	\$604	2.70%
4 Bdrm furn/reno	4 mos	\$618	\$635	2.70%
<u>Lister</u>				
Single	8 mos	\$616	\$622	2.70%
Single	4 mos	\$702	\$721	2.70%
Double	8 mos	\$400	\$411	2.70%
Double	4 mos	\$439	\$451	2.70%
Single/bath	8 mos	\$732	\$752	2.70%
Single/bath	4 mos	\$776	\$797	2.70%

¹ All Maple and Aspen House offerings will be furnished and renovated for Fall 2017.

Ancillary Services 2017-2018 Residence Rate Increases

All rents are per bed, per month except Newton Place and Michener Park, which are per suite, per month.

<u>Michener Park</u>					
	Row House 2 Bdrm		\$871-\$946	\$895-\$972	2.70%
	Row House 3 Bdrm		\$1090-\$1149	\$1119-\$1180	2.70%
	2 Bdrm Walk-up		\$836-\$873	\$859-\$897	2.70%
	Vanier House		\$888-\$942	\$912-\$967	2.70%
<u>Newton Place</u>					
	Bachelor		\$858-\$930	\$881-\$955	2.70%
	1 Bedroom		\$1070-\$1151	\$1099-\$1182	2.70%
	2 Bedroom		\$1377-\$1478	\$1414-\$1518	2.70%
<u>ECV Houses</u>					
	Houses		\$448-\$1101	\$510-\$1131	2.70%
<u>Graduate Student Residence</u>					
	Studio Suites		\$1049	\$1080	3.00%
	2 Bedroom		\$856	\$884	3.00%
<u>Pinecrest and Tamarack Houses</u>					
	2 Bedroom/person		\$921	\$946	2.70%
	4 Bedroom/person		\$823	\$845	2.70%
<u>Alder and Linden Houses</u>					
	1 Bedroom		\$895	\$919	2.70%
<u>Augustana (Room & Board)</u>					
			Rm & Board		
	Single Rm 8 month		\$1032	\$1060	2.70%
	Double Rm 8 month		\$884	\$908	2.70%
	Single Rm 4 month		\$1080	\$1109	2.70%
	Double Rm 4 month		\$925	\$950	2.70%
<u>Peter Lougheed Hall</u>					
	1 Bedroom dorm		N/A	\$1470	N/A
	2 Bedroom dorm		N/A	\$1345	N/A

OUTLINE OF ISSUE
Action Item

Agenda Title: **2017-2018 Visitor Parking Rates**

Motion: THAT the Board Finance and Property Committee recommend that the Board of Governors approve the 2017-2018 Visitor Parking Rate proposal as set forth in Attachment 1, effective April 1, 2017.

Item

Action Requested	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Recommendation
Proposed by	Andrew Sharman, Vice-President (Facilities and Operations)
Presenter/s	Andrew Sharman, Vice-President (Facilities and Operations) and Geoff Rode, Director of Operations, Ancillary Services

Details

Responsibility	Facilities and Operations
The Purpose of the Proposal is (please be specific)	To present for recommended board approval: visitor parking rate increases for 2017-2018.
The Impact of the Proposal is	<p>For the 2017-2018 fiscal year, Ancillary Services is recommending an increase in visitor parking rates by an average by 9.0%, as set forth in Attachment 1.</p> <p>The last visitor parking rate increase was implemented in the 2010-2011 fiscal year. Since that time, monthly and annual parking rates have been subject to annual Consumer Price Index (CPI) increases. The aggregate increase to monthly and annual rates since 2010-11 is 9.2%.</p> <p>Visitor rates have not increased over this period. Annual incremental increases to visitor rates would have been impractical, as implementation requires costly reprogramming of point-of-sale technology and considerable customer inconvenience.</p> <p>Parking Services has indicated that they would propose an increase to visitor rates by a compounded amount in the future, at such time that is practically applicable.</p> <p>University parking pricing is informed by local market rates, parking demand, costs, levels of funding required for upgrading, renewal, and sustainability initiatives (Travel Demand Management).</p> <p>Proposed visitor parking rates are market competitive.</p>
Replaces/Revises (eg, policies, resolutions)	NA
Timeline/Implementation Date	April 1, 2017
Estimated Cost and funding source	NA
Next Steps (ie.: Communications Plan, Implementation plans)	<p>All approved rates are posted well in advance, shortly after approval on the University of Alberta Parking Services website. New rates are posted at point of sale on meters and at kiosks.</p> <p>Signage is posted in advance of rate change at attended kiosks.</p>
Supplementary Notes and context	

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 Governance Toolkit section Student Participation Protocol >	<p><u><i>Those who have been informed:</i></u></p> <ul style="list-style-type: none"> • President’s Executive Committee – Operations (October 27, 2016)
	<p><u><i>Those who have been consulted:</i></u></p> <ul style="list-style-type: none"> • Doug Dawson, Associate Vice-President, Ancillary Services (Facilities and Operations) • Andrew Sharman, Vice-President (Facilities and Operations)
	<p><u><i>Those who are actively participating:</i></u></p> <ul style="list-style-type: none"> • Parking Services • Ancillary Services
Approval Route (Governance) (including meeting dates)	Board Finance and Property Committee (BFPC) – November 21, 2016 (recommendation) Board of Governors (BG) – December 16, 2016 (approval)
Final Approver	Board of Governors – December 16, 2016

Alignment/Compliance

Alignment with Guiding Documents	<p><u>Institutional Strategic Plan - For the Public Good</u> 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>23. OBJECTIVE: Ensure that the University of Alberta’s campuses, facilities, utility, and information technology infrastructure can continue to meet the needs and strategic goals of the university.</p> <p>i. Strategy: Secure and sustain funding to plan, operate, expand, renew, and optimize the use of campus infrastructure to meet evolving teaching and research priorities.</p> <p><u>Facilities and Operations, Ancillary Services’ Business Plan and Budget.</u></p> <p><u>Travel Demand Management Study 2007</u></p>
Compliance with Legislation, Policy and/or Procedure Relevant to the Proposal (please <u>quote</u> legislation and include identifying section numbers)	<p><u>Post-Secondary Learning Act (PSLA)</u> Bylaws of board 18 (1) A board may make any bylaws the board considers appropriate for the management, government and control of the university buildings and land.</p> <p>(2) A board may make the following bylaws to control vehicles and pedestrians on university land: (a) parking bylaws; (v) establishing fees respecting the parking of vehicles and providing for the collection of those fees;</p> <p>Parking Bylaws 61.1 The board of governors of a public post-secondary institution...may make the following parking bylaws to control vehicles on institutional</p>

Item No. 9

	land: (f) prescribing penalties, including fines, to be imposed for contraventions of bylaws made under this section and providing for the imposition and collection of those penalties
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Attachments

1. Visitor Parking Rate Increases 2017-2018 (1 page)

Prepared by:

Geoff Rode
Director of Operations
Ancillary Services
1-050 Lister Centre
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Email: geoff.ode@ualberta.ca

Parking Services
 Department of Ancillary Services
 University of Alberta

Visitor Parking Rate Increases 2017-2018

Visitor Rates	Current Rate	Proposed Increase (average 9.0% increase on visitor rates)	Total Proposed	ONEcard Holder Rate
Visitor hourly (North Campus Regular locations)	\$4.00 per hour	\$0.50	\$4.50 per hour	\$4.50 per hour
Visitor daily (North Campus Regular locations)	\$14.00 daily maximum	\$1.00	\$15.00 daily maximum	\$15.00 daily maximum
Visitor daily Jubilee Carpark	\$14.00 daily maximum	\$1.00	\$15.00 daily maximum	\$14.00 daily maximum
Visitor hourly (South Campus)	\$3.00	\$0.25	\$3.25	\$3.25 per hour
Visitor daily (South Campus)	\$10.00 daily maximum	\$1.00	\$11.00 daily maximum	\$11.00 daily maximum
Visitor hourly (North Campus Select locations)*	\$5.00 per hour	\$0.50	\$5.50 per hour	\$5.50 per hour
Visitor daily (Select-Education Carpark)	\$15.00 daily maximum	\$1.00	\$16.00 daily maximum	\$15.00 daily maximum
Visitor evening (North Campus all locations)	\$5.00 evening maximum	\$0.50	\$5.50 evening maximum	\$5.50 evening maximum

Notes:

At Jubilee Carpark University-affiliated personnel with a valid ONEcard will pay a reduced rate of \$13.00 per day.

At Education Carpark ONEcard holders will pay a reduced rate of \$15.00 per day.

* Lot C, Lot 84, Phys Ed East and Education Carpark.

Lot C, Lot 84 and Phys Ed East have no daily maximum rate as per Board approval in January 2009.

OUTLINE OF ISSUE
Action Item

Agenda Title: **Meal Plan for Lister Residence 2017 - 2018**

Motion: THAT the Board Finance and Property Committee recommend that the Board of Governors approve the Meal Plan for Lister Residence, at a price of \$4550.00 per student, as set forth in Attachment 1, effective fall 2017.

Item

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

Details

Responsibility	Facilities and Operations
The Purpose of the Proposal is (please be specific)	Approval of a rate of \$4550.00 per student, for the meal plan in Lister Centre, as described in Attachment 1.
The Impact of the Proposal is	The proposed plan would replace the existing declining balance plan in Lister Hall and would offer all Lister residents an unlimited, all they can eat meal plan in the Lister Dining Hall for a single fixed price of \$4550.00 per student.
Replaces/Revises (eg, policies, resolutions)	N/A
Timeline/Implementation Date	Fall 2017
Estimated Cost and funding source	N/A
Next Steps (ie.: Communications Plan, Implementation plans)	A comprehensive communication strategy has been developed including a website and collateral material. Ongoing communications and survey tools will be developed as the program moves through operationalization and implementation.
Supplementary Notes and context	On October 27, 2016, PEC-O approved the meal plan price of \$4650.00. We have continued to work at refining and addressing ongoing concerns over quality, range of items, access times, and nutritional value. Since the PEC-O approval, the meal plan price has been reduced to \$4550.00.

Engagement and Routing (Include meeting dates)

Participation: (parties who have seen the proposal and in what capacity)	<u>Those who have been informed:</u> Andrew Sharman, Vice President (Facilities and Operations) Doug Dawson, Associate Vice President, Ancillary Services (Facilities and Operations)
	<u>Those who have been consulted:</u> Residence Budget Advisory Committee (RBAC) <ul style="list-style-type: none"> • RBAC – August 25, 2015 • RBAC - September 8, 2015 • RBAC - October 13, 2015 • RBAC - October 20, 2015 • RBAC - October 27, 2015 • RBAC – September 13, 2016 • RBAC – September 21, 2016 • RBAC – October 12, 2016

	<ul style="list-style-type: none"> • RBAC – October 25, 2016 • RBAC – November 8, 2016 <p>Meeting with General Manager – Students’ Union – September 9, 2016 Meeting with Students’ Union Lister Residents – September 12, 2016 Meeting with Vice President, Student Life, Students’ Union - September 15, 2016 Town Hall 1 – September 20, 2016 Town Hall 2 – September 20, 2016 Residence Life Staff Session – September 20, 2016 Students’ Union Session 1 – September 21, 2016 Students’ Union Session 2 – September 26, 2016 Students’ Union Session 3 – October 5, 2016 Meeting with Vice President, Student Life, Students’ Union – October 14, 2016 Feedback Confirmation – November 2016 Resident Assistant Feedback Follow Up – November/December 2016 Food Feedback and Consultation – Monthly 2016/2017/2018 Meal Plan Consultation Website Link Aramark – Ongoing Kaizen Foodservice Planning & Design Inc.</p> <p><u>Those who are actively participating:</u></p> <ul style="list-style-type: none"> • Lister Food Committee • Food Ambassadors • Residence Assistants • Lister resident students • Conference Services • Ancillary Services
<p>Approval Route (Governance) (including meeting dates)</p>	<p>Board Finance and Property Committee (BFPC) – November 21, 2016 (recommendation) Board of Governors (BG) – December 16, 2016 (approval)</p>
<p>Final Approver</p>	<p>Board of Governors – December 16, 2016</p>

Alignment/Compliance

<p>Alignment with Guiding Documents</p>	<p><u>Institutional Strategic Plan – For the Public Good</u> Sustain our people, our work, and the environment by attracting and stewarding the resources we need to deliver excellence to the benefit of all. 21. OBJECTIVE: 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. 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> <p><u>Proposed Healthy University Strategic Plan</u></p> <p><u>OBJECTIVE 6:</u> Strengthen and sustain healthy food systems on all university campuses.</p> <p><u>Facilities and Operations, Ancillary Services’ Business Plan and Budget.</u></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>Board Finance and Property Committee (BFPC) Terms of Reference Sections 3 (d) and 4 (e) state:</p> <p>3. <u>MANDATE OF THE COMMITTEE</u> <i>Without limiting the generality of the foregoing, the Committee shall:</i></p> <p style="padding-left: 40px;">(d) review and recommend to the Board tuition and other like fees;</p> <p>4. <u>LIMITATIONS ON DELEGATION BY THE BOARD</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 style="padding-left: 40px;">(e) approve tuition and other like fees;</p>
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Attachments:

1. Briefing Note (4 pages)
2. Surveys and Benchmarking (1 page)
3. [Lister Centre Student Feedback Question and Answer Document \(8 pages\)](#)
4. [Summary Overview of Changes to Lister Hall Meal Plan \(1 page\)](#)

Prepared by:

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BRIEFING NOTE

Anytime Dining for Lister Residence

Ancillary Services
Facilities and Operations

Drawing on objectives and strategies outlined in *For the Public Good*, University of Alberta residences are focusing on the delivery of programs and services that promote opportunities for student engagement and achievement. Improving overall student satisfaction across all programs will result in the development of enduring relationships with each other and their Alma Mater.

Issue

General satisfaction scores among residence students with respect to the University's food program in Lister Hall, as tested over time, are low compared to other food programs in place at other schools, and low compared to other attributes of student life (see Attachment 2). One of the main priorities of the University of Alberta is to ensure consistent high levels of satisfaction with the student experience.

Background

In 2008, the University of Alberta accepted as the basis for future planning *Residence Services Accommodation and Program Study: Dare to Deliver*. Subsequent Residence Life programming and residence design development have focussed purposefully and deliberately on the delivery of programs and facilities that support student success and are organized around the pillars of recruitment, achievement, retention and engagement. In 2015, the Board of Governors of the University of Alberta accepted the *Strategy for Residences 2015-2040* which expanded on development plans; reconfirmed the University's commitment to the program principles discussed in the 2008 document with an added emphasis on student health and well-being.

As with most programs developed at the University of Alberta, means of measuring effectiveness are typically developed and tracked over time. One such means of tracking the effectiveness of residence programs is discussed in Attachment 2.

The University of Alberta currently offers a Room and Board program at the Lister Residence and at Augustana in Camrose. In 2017, Peter Lougheed Hall will also offer the same program. The meal plan offered in support of these communities is mandatory and is important to ensuring that students (primarily first-year in Lister Hall and Augustana) receive well-rounded nutritional meals. The program also facilitates community building and engagement opportunities that allow students to take a break from their studies and connect with their peers.

The meal plan in Lister Residence has operated as a declining balance program for more than 30 years. A declining balance program is essentially a "debit card" on which funds are loaded when students select from one of two commitment levels. The individual purchases are deducted as students proceed through the point-of-sale (cash register).

Though considered state-of-the-art at the time of implementation, declining balance programs are now being phased-out at institutions across the country in favor of an "Anytime Dining" model, due to the following issues with the declining balance model:

- Students run out of money before the end of the term and are required to add funds or do without.

- Students have concerns about the total value of the declining balance model.
- Students want more nutritional menu options, more variety, better quality and require longer hours of dining operation.
- With increasing costs in University generally, students and their families are requesting “price certainty” upon arrival and want assurances that sufficient nutritious food will be available the whole time.

Historically, many students have selected the lowest declining level and often run out of money early in the second term - resulting in students having to add funds, shop for groceries, or try to prepare their own meals. Over the last several years, 21-35% of students in Lister Hall have had to “top up” their account, creating undue hardship, and increased stress. For example, in 2015-2016, students added \$117,000 to the meal plan, an average of \$448 per student. It is not known how much money *over and above* this is spent on groceries and additional food items. There is also growing concern that students in these circumstances are resorting to eating low-cost, empty calorie (fast food) foods to make ends meet.

Table 1 below provides information on the current (2016/17) declining balance meal plan compared to the Anytime Dining program proposed to be implemented in the fall of 2017. It also shows the likely value of the declining balance meal plan in 2017/18, should it not be replaced. If the plan is not replaced, the cost of the plan will likely exceed the proposed Anytime Dining program, especially when one adds in all of the extra money students will have to spend to top-up or supplement their requirements in other ways. Additionally, none of the value-added components of the Anytime Dining program (page 4) would be realized.

Table 1 – Meal Plan Options Comparisons – 2016 to 2017

Lister Residence Meal Plan	Level 1	Level 2	Change
Declining Balance 2016/17 academic year (current)	\$4554.00 ¹	\$3873.00 ¹	
Anytime Dining Proposed 2017/18	\$4550.00 ²		
Declining Balance Alternative 2017/18	\$4658.00 ³	\$3962.00	2.3% ⁴

Note(s):

1. In 2015/2016 academic year, students added a total of \$117,000 (an average of \$448 per student), to these levels
2. Lower than CPI. 100% of requirements for approximately \$18.50 per day
3. Higher than proposed meal plan without money added per Note 1 (above)
4. Change in CPI August 2015 - 2016

Data and Additional Background

Implemented at several Canadian Universities, the Anytime Dining model is the current trend in post-secondary residences. The University of Alberta compared programs at several peer institutions to determine if this plan was appropriate for Lister Residence. Student representatives from Lister Residence and Dining Services staff visited Carleton University and Wilfrid Laurier University, viewing their plans first-hand and interviewing students and staff. The findings from these visits supported the implementation of an Anytime Dining model at the University of Alberta. Staff also visited St. Mary’s and Dalhousie Universities in Halifax, the University of Toronto, University of Ottawa, and Arizona State University to review their programs. The results of these peer-visits have been and continue to be discussed with student leaders and the Food Committee in Lister Hall.

The proposed Anytime Dining pricing model for the University of Alberta ranks competitively when compared to peer institutions (see Table 2).

Table 2 – Price Comparison of Proposed Plan to Current Plans in Canada

Institution Name	Base (without Flex)	Flex	With Mandatory Flex
University of Alberta (proposed 2017-2018)	\$4,550.00 <i>Unlimited access unlimited food¹</i>	Optional Flex	
Wilfrid Laurier University (2016-2017)	\$4750.00	\$500.00	\$5,250.00 ²
Memorial University of Newfoundland (2016-2017)	\$4905.00	\$125.00	\$5,030.00
Carleton University (2016-2017)	\$4700.00	\$200.00	\$4,900.00
University of Saskatchewan (2016-2017)	\$4665.00	\$400.00	\$5,065.00
University of Manitoba (2016-2017)	\$5268.00	\$125.00	\$5,393.00

Notes:

1. Some institutions on this table offer multiple levels with varying degrees of access
2. Includes \$50.00 capital improvement levy.

While there are programs that offer variable numbers of meals per week students have expressed frustration at not being able to eat when they wanted to eat. Plans that offer lower commitment levels exclude students who subscribe to those lower levels from the dining hall for certain times during the day or days of the week and tend to be in place at schools where very large numbers of students return home on weekends. In recent years, some schools have eliminated variable meal plans.

Unless material, structural, and program changes to the Lister Residence meal plan are made, the University of Alberta predicts continued low satisfaction levels among students.

The Anytime Dining Meal Plan in Lister Residence will provide opportunities for students to socialize and enhance their sense of community and overall satisfaction. Based on feedback from students at schools where these programs are operating, the University of Alberta is confident that introducing this type of program will improve the student dining experience by:

- Improving food quality and overall value.
- Increasing menu variety.
- Extending hours of operation.
- Providing an option to use the meal plan at the Peter Lougheed Hall location (opening fall 2017).
- Providing an option to pre-order boxed meals if their schedule does not permit being in Lister Hall or Peter Lougheed Hall at meal times, which can be collected in CAB.
- By providing price certainty, as students and their families will know before they arrive what the year in residence will cost and be assured ample, nutritional food offerings are available at times that are convenient.

- Ensuring that 100% of all students' full nutritional requirements are met with ample, fresh and quality food for approximately \$18.50 per day.

Student Consultation

The University has been meeting with students regarding improvements to the meal program in Lister Hall for many months. The following list provides further information.

Residence Budget Advisory Committee (RBAC)

- RBAC – August 25, 2015
- RBAC - September 8, 2015
- RBAC - October 13, 2015
- RBAC - October 20, 2015
- RBAC - October 27, 2015
- RBAC – September 13, 2016
- RBAC – September 21, 2016
- RBAC – October 12, 2016
- RBAC – October 25, 2016
- RBAC – November 8, 2016

Meeting with General Manager – Students' Union – September 9, 2016

Meeting with Students' Union Lister Residents – September 12, 2016

Meeting with Vice President, Student Life, Students' Union - September 15, 2016

Town Hall 1 – September 20, 2016

Town Hall 2 – September 20, 2016

Residence Life Staff Session – September 20, 2016

Students' Union Session 1 – September 21, 2016

Students' Union Session 2 – September 26, 2016

Students' Union Session 3 – October 5, 2016

Meeting with Vice President, Student Life, Students' Union – October 14, 2016

Feedback Confirmation – November 2016

Resident Assistant Feedback Follow Up – November/December 2016

Food Feedback and Consultation – Monthly 2016/2017/2018

Meal Plan Consultation Website Link

Information gathered from these meetings, town halls, etc., has been summarized on our website. Several suggestions from students have already been incorporated in the proposed new plan.

- Longer hours of operation
- Reduced cost of mandatory portion of the plan
- Added flexibility (no additional cost)
 - Addition of Peter Lougheed Hall as a venue accepting the Lister meal plan
 - Pick-up box lunch option in CAB cafeteria
- Improved product variety in Lister Hall
- Oversight and feedback structure has been put in place

Recommendation

The University of Alberta recommends that an Anytime Dining Meal Plan be implemented in Lister Residence for the 2017-2018 Academic Year for the price of \$4550.00 per student.

Anytime Dining for Lister ResidenceAncillary Services
Facilities and Operations**Surveys and Benchmarking**

Along with 295 other post-secondary institutions across North America, Residence Services at the UofA uses a suite of assessment tools embedded in an analytical survey developed by Skyfactor (formerly Education Benchmark Institute). This survey was administered randomly for 8 years and annually to all students in residence for the last two years. It is used for bench-marking the effectiveness of a host of student services programs in residences against peer institutions and with other programs. This complex survey instrument helps us to determine "Predictors of Student Satisfaction" and then measures the success of those programs based on student responses over time. Typically this annual survey has a response rate of between 40% and 50% - which is considered very high.

For example, over the last few years, Skyfactor survey results helped the UofA to identify "Satisfaction with Hall and Apartment Environment" as the top predictor of overall student satisfaction. The UofA implemented a series of purposeful programs directed at improving scores in these factors (Quiet floors, Faculty in Residence programs, Living and Learning Cohorts, First-Year Curriculum, etc.). The most recent Skyfactor survey results now rank student satisfaction in this area more favourably than all other factors, and among the highest among peer institutions in Canada. Skyfactor is considered to be a highly accurate and effective tool for use in the development and analysis of programs driving student satisfaction with their residence experience.

According to Skyfactor survey results from the UofA, Overall Satisfaction with Dining Services is the fourth highest Predictor of Overall Student Satisfaction and, as such, has been a focus of attention for the UofA in recent years. Significant renovations to facilities, introduction of dietary counselling services, local procurement and sustainability initiatives, management changes, etc., have resulted in steadily improving Skyfactor scores in this important area but those scores remain well below target.

In determining how to improve satisfaction scores, it was decided that a fundamental change in operating model was required. University staff, in consultation with other Canadian post-secondary institutions, students and the University's food services provider determined that the 30-year-old declining balance program was inefficient and limited the features many of today's students valued (longer hours, increased variety, more healthy options, quality, increased overall value, etc.). The University was able to compare Skyfactor survey scores at Carleton University, where an All you Care to Eat program has been implemented for several years in a residence setting similar to Lister and also operated by ARAMARK. Overall Satisfaction with Dining Services scores at Carleton are significantly higher than those in Lister Hall. Additionally, students living in residence at the University of Alberta's Augustana campus in Camrose, which offers an Anytime Dining model, are more satisfied with their dining experience than residents in Lister, by up to two points on the seven-point Skyfactor scale.

FAQs - Meal Plan Consultation

Response to Student Feedback

**This FAQ document will be updated weekly to address new feedback as it is received.*

General/Background

- [1. Why is the meal plan mandatory at Lister?](#)
- [2. Will there be an option to opt out of the meal plan](#)
- [3. Why is it necessary to change? Why can't we keep the current plan?](#)
- [4. Why was this plan not implemented last fall?](#)
- [5. How is this plan different from the one that was proposed last fall?](#)
- [6. Were students consulted regarding this program change?](#)

Flex Dollars

- [7. Will a Flex Dollar minimum be mandatory?](#)
- [8. Will The Marina still accept my meal plan?](#)

Quality

- [9. Why can't the current plan have better quality or more variety?](#)

Value/Price

- [10. What about students that build community by grocery shopping and cooking together?](#)
- [11. The proposed Anytime Dining price is too high. How does it compare to another year of the Declining Balance program?](#)
- [12. What about the students who cannot afford to live in residence **and** use the proposed meal plan?](#)
- [13. Will this meal plan create a barrier to some students who want to live in Lister?](#)
- [14. Where is the value for light eaters and/or students who travel home on weekends?](#)
- [15. As an upper-year student why do I need a mandatory meal plan?](#)

Convenience

- [16. How is it more convenient, if I have to travel back to Lister or Peter Lougheed Hall for my meals?](#)
- [17. Why doesn't the plan allow me to use meal plan dollars at other campus locations?](#)
- [18. How will the boxed meals work? Can I have them very early if I need to get to my practicum, lab, etc?](#)
- [19. Is there any room for the hours to open earlier than 7:30am?](#)
- [20. Can we take meals back to our rooms?](#)
- [21. Why can't I take meals back to my room?](#)
- [22. Can non-Lister residents participate in this plan? What if we want our friends/family to join us for dinner? What about staff or commuter students who want to be part of the community?](#)

Operations

- [23. Is money only deducted when you go for food or is it deducted everyday regardless?](#)
- [24. How will the leftover money be refunded?](#)
- [25. Will there be a shortage of seats if everyone has to sit in the Dining Hall for every meal?](#)
- [26. Can you add a second, lower-level plan to give students choice and to accommodate light eaters/commuters/students who want to cook their own meals?](#)

Communication

- [27. How can we provide feedback to Dining Services going forward on how we feel about the meal plan?](#)

General/Background

1. Why is the meal plan mandatory at Lister? *(Updated October 26)*

Lister Residence has always included a mandatory meal plan because it is a crucial part of ensuring that students (primarily first-years) receive well-rounded nutritious meals. The program facilitates community building and engagement opportunities and allows students to take a break from their studies and connect with their peers.

2. Will there be an option to opt out of the meal plan? *(Updated Oct. 26)*

No (see question 1).

3. Why is it necessary to change? Why can't we keep the current plan? *(Updated Oct. 31)*

Consistent with the goals included in the University's overarching strategic plans ([For the Public Good](#) and [Residence Strategic Plan](#)), the University has launched major expansion/redevelopment/renovation projects in Lister Centre.

- In response to low student “dining satisfaction” scores, \$2.8 million has been invested in renovations to the kitchen, servery area, and seating/relaxation/study space in Lister Centre.
- A new \$40 million residence building is under construction, increasing the population of early-year undergraduate students in Lister Centre to over 2,200 in 2018.
- Early planning and consultation with students has started on the design of a state-of-the-art “community centre” in Lister Centre that will facilitate a wide-range of services and functional spaces that support growth, community, and achievement.
- For many years, the University has been administering an annual comprehensive, longitudinal survey (Skyfactor Mapworks). The survey collects data on student satisfaction during their time in residence—including “Overall Satisfaction with Dining Services” (quality, hours of operation, service, value, variety, environment, cleanliness). This survey is administered by 295 universities across Canada and the USA.
- As tested over time and compared to other schools, “Overall Satisfaction with Dining Services” scores are low with respect to the University’s food program in Lister Residence, and low compared to other attributes of student life.
- Students at Canadian universities that engage the same food services provider report significantly higher overall satisfaction through an Anytime Dining model.
- The above noted phenomenon is attributed to student preference for the Anytime Dining program at other schools. The 25+ year old Declining Balance program in Lister Residence can no longer be adapted to meet students’ requirements.

In order to fulfil its mandate and its commitment to students, the University of Alberta MUST focus on improving student satisfaction in ALL areas.

4. Why was this plan not implemented last fall? *(Updated Oct. 26)*

The University determined that more consultation and information gathering was required.

5. How is this plan different from the one that was proposed last fall? *(Updated Nov. 18)*

- The proposed plan for 2017 has more built-in flexibility (Peter Lougheed Hall cafeteria and boxed meals will be available) than the plan proposed last year.
- The proposed plan (Fall 2017) is less expensive (\$4550) than the proposal for Fall 2016 (\$4900 including \$300 mandatory Flex Dollars).
- The amount of Flex Dollars added by students would be optional and available to be spent anywhere that ONEcard is accepted.
- The proposed dining hours would be extended to begin at 7:00am instead of 7:30am on weekdays and hours would be extended during exams
- The University acknowledges that some additional planning by some students may be required.

6. Were students consulted regarding this program change? *(Updated Nov. 8)*

Implemented at several Canadian Universities, the Anytime Dining model is the current trend in post-secondary residences. To determine if this plan was appropriate for Lister Residence, the University of Alberta:

- Compared programs at several peer institutions.
- Sent Lister Hall Students Association executives to visit Carleton University and review the program (2009).
- Sent student representatives from Lister Residence and Dining Services staff to visit Carleton University (2015).
- Dining Services Staff also visited St. Mary's University, Wilfrid Laurier University the University of Toronto (2015), and Arizona State University to review their programs (2016).
- The results of these peer-visits have been and continue to be discussed with student leaders and the Food Committee in Lister Residence (2015-2016).

See question 3 about low student satisfaction with current Declining Balance plan and [the website](#) for the benefits of the Anytime Dining program.

Flex Dollars *(Updated Nov. 18)*

7. Will a Flex Dollar minimum be mandatory? *(Updated Nov. 18)*

No, based on student feedback the mandatory Flex Dollars have been made optional.

8. Will The Marina still accept my meal plan? *(Updated Nov. 15)*

The Marina will accept ONECard Cash, debit, credit, or cash.

Quality

9. Why can't the current plan have better quality or more variety? (Updated Oct. 31)

[Anytime Dining](#) programs, now popular across North America, deliver on improvements to quality, quantity, variety and access (hours of operation) because they are more efficient than the Declining Balance (current) program, and those efficiencies are reinvested in improved quality.

Value/Price (Updated Nov. 15)

10. What about students that build community by grocery shopping and cooking together? (Updated Oct. 26)

The goal of the Anytime Dining model is to promote community-building activities (cooking demonstrations and classes) in the Dining Hall. The option to grocery shop and cook with friends will still exist.

11. The proposed Anytime Dining price is too high. How does it compare to another year of the Declining Balance program? (Updated Nov. 18)

The following table outlines the current Declining Balance price (2016-2017), the proposed Anytime Dining price (2017-2018), and the projected Declining Balance price for 2017-2018. The price increase for any dining program is subject to inflation year over year (CPI).

Table 1 – Meal Plan Options Comparisons – 2016 to 2017

Lister Residence Meal Plan	Level 1	Level 2	Change
Declining Balance 2016 academic year (current)	\$4,554.00 ¹	\$3,873.00 ¹	
Anytime Dining Proposed 2017	\$4,550.00 ²		
Declining Balance Alternative 2017	\$4,658.00 ³	\$3,962.00	2.3% ⁴

Note(s):

1. In 2015/2016 academic year, students added a total of \$117,000 (an average of \$448 per student), to these levels
2. Lower than CPI
3. Higher than proposed meal plan without money added per Note 1 (above)
4. Change in CPI August 2015 - 2016

12. What about the students who cannot afford to live in residence **and** use the proposed meal plan?

We understand that the meal plan is one part of the cost for a student attending the University of Alberta and living in residence. The cost proposed for the Anytime Dining

Meal Plan is still below the cost at other comparable institutions, and we continue to strive to demonstrate the value of the plan. For additional information for financial support beyond student loans, please refer to the [Office of the Registrar](#).

13. Will this meal plan create a barrier to some students who want to live in Lister? (Updated Nov. 18)

Compared to peer institutions, Lister Residence ranks among the lowest for room and board prices across Canada. The University of Alberta has a responsibility to measure the effectiveness of the program on an ongoing basis.

Table 2 – Price Comparison of Proposed Plan to Current Plans in Canada

Institution Name	Base (without Flex)	Flex	With Mandatory Flex
University of Alberta (proposed 2017-2018)	\$4,550.00 <i>Unlimited access, unlimited food¹</i>		Optional Flex
Wilfrid Laurier University (2016-2017) ³	\$4,750.00	\$500.00	\$5,250.00 ²
Memorial University of Newfoundland (2016-2017) ³	\$4,905.00	\$125.00	\$5,030.00
Carleton University (2016-2017) ³	\$4,700.00	\$200.00	\$4,900.00
University of Saskatchewan (2016-2017) ³	\$4,665.00	\$400.00	\$5,065.00
University of Manitoba (2016-2017) ³	\$5,268.00	\$125.00	\$5,393.00

Notes:

1. Some institutions on this table offer multiple levels with varying degrees of access, ONLY the “unlimited” are listed for comparison.
2. Includes \$50.00 capital improvement levy.
3. Note that prices at comparable institutions reflect current rates, and will likely increase for 2017-2018

14. Where is the value for light eaters and/or students who travel home on weekends? (Updated Oct. 26)

Light eaters still spend more than the Declining Balance allows per day. Portion variety from the Anytime Dining model will suit their eating habits more effectively. It is hard for us to know how many students spend their weekends at home. The University of Alberta

is working to illustrate the value of the plan for these individuals.

15. As an upper-year student why do I need a mandatory meal plan? *(Updated Nov. 15)*

The mandatory meal plan supports the first year experience in Lister Residence. As an upper year student, there are a [variety of housing options](#) available to you that do not require a meal plan.

Convenience

16. How is it more convenient, if I have to travel back to Lister or Peter Lougheed Hall for my meals? *(Updated Nov. 1)*

The University acknowledges that the Anytime Dining program base-funding will not be available to spend at all of the outlets where the current plan is accepted and, as such, may not meet the needs of some students. However, Lister residents currently spend 75% of their meal plan money in Lister Centre (Source:ONEcard).

Responding to the needs of students who may not be able to make it back to Lister for all meals:

- extended hours (proposed: weekdays 7:00am-10:00pm; weekends 9:00am-10:00pm; extended during exams) will be implemented to accommodate varied schedules
- a “boxed” meal program will be offered and easily accessed
- Peter Lougheed Hall’s beautiful new cafeteria will be available for Lister residents. [Peter Lougheed Hall](#) is on the opposite end of campus from [Lister Residence](#), so many class locations will be near one or the other of the dining locations.

17. Why doesn’t the plan allow me to use meal plan dollars at other campus locations? *(Updated Oct. 31)*

There is growing concern that under the current Declining Balance (debit-card style) meal plan, students run out of money before the end of the term and are resorting to eating low-cost, empty calorie (fast food) meals to make ends meet. The Anytime Dining model encourages students to eat well-rounded, nutritious meals.

Students can select smaller portions, from an increased number and variety of rotating stations, as many times as they like, all for one price paid at the beginning of term. In order to deliver the unlimited Anytime Dining program in Lister Dining Hall and Peter Lougheed Hall, a base meal plan fee of \$4,550 is required.

18. How will the boxed meals work? Can I have them very early if I need to get to my practicum, lab, etc? *(Updated Oct. 28)*

There will be a process in place to order boxed meals for pick up before going to class to accommodate varying student schedules.

19. Is there any room for the hours to open earlier than 7:30am? *(Updated Nov. 15)*

Based on student feedback, the hours of operation will begin at 7:00 a.m. on weekdays.

20. Can we take meals back to our rooms?

No, meals cannot be taken out of the dining hall outside of boxed meals. Some items, such as fresh fruit and snacks will be allowed out of the Dining Hall.

21. Why can't I take meals back to my room? *(Updated Oct. 26)*

The Anytime Dining program supports the University's proposed [Healthy University Strategic Plan](#) by helping students reduce stress, which lends itself to increased nutritional and mental health. One of the primary focuses of the program is to promote and foster a community-based dining experience in the Dining Hall and to thereby reduce isolation in dorm rooms.

The Anytime Dining plan is also in keeping with the University of Alberta's [2016-2020 Sustainability Plan](#) because it reduces packaging and food waste by eliminating the need for trays and to-go containers (except for boxed meals).

22. Can non-Lister residents participate in this plan? What if we want our friends/family to join us for dinner? What about staff or commuter students who want to be part of the community? *(Updated Oct. 26)*

Yes. The University of Alberta will explore this feature of the program going forward.

Operations *(Updated Oct. 26)*

23. Is money only deducted when you go for food or is it deducted everyday regardless? *(Updated Nov. 15)*

The Anytime Dining program offers a single price, paid once at the beginning of the academic term. With this model there are no deductions per transaction.

24. How will the leftover money be refunded? *(Updated Nov. 18)*

The proposed meal plan will not have left over money like the Declining Balance program, so only Flex Dollars will be refundable (For more information see the [ONEcard Cardholder Agreement](#)).

25. Will there be a shortage of seats if everyone has to sit in the Dining Hall for every meal? *(Updated Oct. 26)*

No, the University has a contingency plan in the event that capacity becomes an issue.

26. Can you add a second, lower-level plan to give students choice and to accommodate light eaters/commuters/students who want to cook their own meals? *(Updated Oct. 26)*

Where schools have implemented lower commitment levels, access is restricted by day of week, not meals per day. Many schools are eliminating these plans due to student dissatisfaction.

Communication

27. How can we provide feedback to Dining Services going forward on how we feel about the meal plan? (*Updated Nov. 15*)

Every resident will have an opportunity to provide detailed feedback on their overall satisfaction through existing annual (Winter Term) survey tools (Skyfactor Student Satisfaction Survey).

The [Food Committee](#) meets monthly and is open to all Lister residents to evaluate and review Dining Services operations. Students can also reach out to their Food Ambassadors with any questions or concerns (food.ambassador@ualberta.ca).

Dining Services has a commitment to developing real-time feedback mechanisms in the Lister Dining Hall through a variety of social media platforms, and we remain open to suggestions on how to improve communications. Please email us at dining@ualberta.ca with any questions or concerns about the meal plan.

Proposal for 2015-2016	Student Feedback	Resulting Changes
\$4,900 program fee.	The price is too high.	Cost has been reduced by \$350 - now \$4,550.
\$300 mandatory Flex Dollars	<ul style="list-style-type: none"> ●Confusion about benefit of Flex Dollars vs ONEcard cash. ●\$300 is not enough Flex Dollars to enjoy all the other dining options around campus. 	<ul style="list-style-type: none"> ●\$0 mandatory Flex Dollars. ●Students may add as much cash to their ONEcard as they need to suit their schedules and preferences. ●Unused ONEcard dollars can be carried forward.
Meal plan only available in Lister Centre.	It's too inconvenient to travel back to Lister between classes for my meals.	<ul style="list-style-type: none"> ●The meal plan can also be used in the beautiful new Peter Lougheed Hall, which will be open 2017 (located on the opposite end of campus from Lister Centre) ●The University negotiating lunch pick-up option in CAB.
Meals are not allowed out of the Dining Hall.	I need to take my food back to my room so I can eat while I study and build community on my floor.	Community building events will be scheduled frequently in the Dining Hall. If students are interested, overflow dining space adjacent to Dining Hall could be designated as quiet study space.
<p>Dining Hall hours: Weekdays 7:30am-10:00pm Weekends 9:00am-10:00pm</p> <p>Boxed lunch option will be available for pick-up on the way to class.</p>	<p>7:30am is not early enough for me to eat before my 8:00am class across campus.</p> <p>There won't be time to pick up the boxed meal on my way to class, and they don't sound appealing.</p>	<p>Weekdays 7:00am-10:00pm and extended hours during exams.</p> <p>If students are interested, an option to pick up the boxed lunch in CAB could be made available.</p>
The Marina will convert to a retail outlet.	I spend a lot of my meal plan at The Marina and the new plan does not suit student flexibility.	Many popular Marina items purchased with meal plan dollars will be integrated into options in the Dining Hall.
ARAMARK will be the food services provider in Lister and Peter Lougheed Hall.	I don't trust Aramark to provide better quality or more variety in the new model.	<ul style="list-style-type: none"> ●The Anytime Dining program is a University of Alberta program and the university will work with ARAMARK to ensure students needs are met. ●Student satisfaction with ALL residence programs (food, Residence Life, etc) is tracked via survey tools and corrective action is taken where necessary.