

# FACULTY OF EDUCATION PROGRAMMATIC SUSTAINABILITY INITIATIVE

## INFORMATION PACKAGE



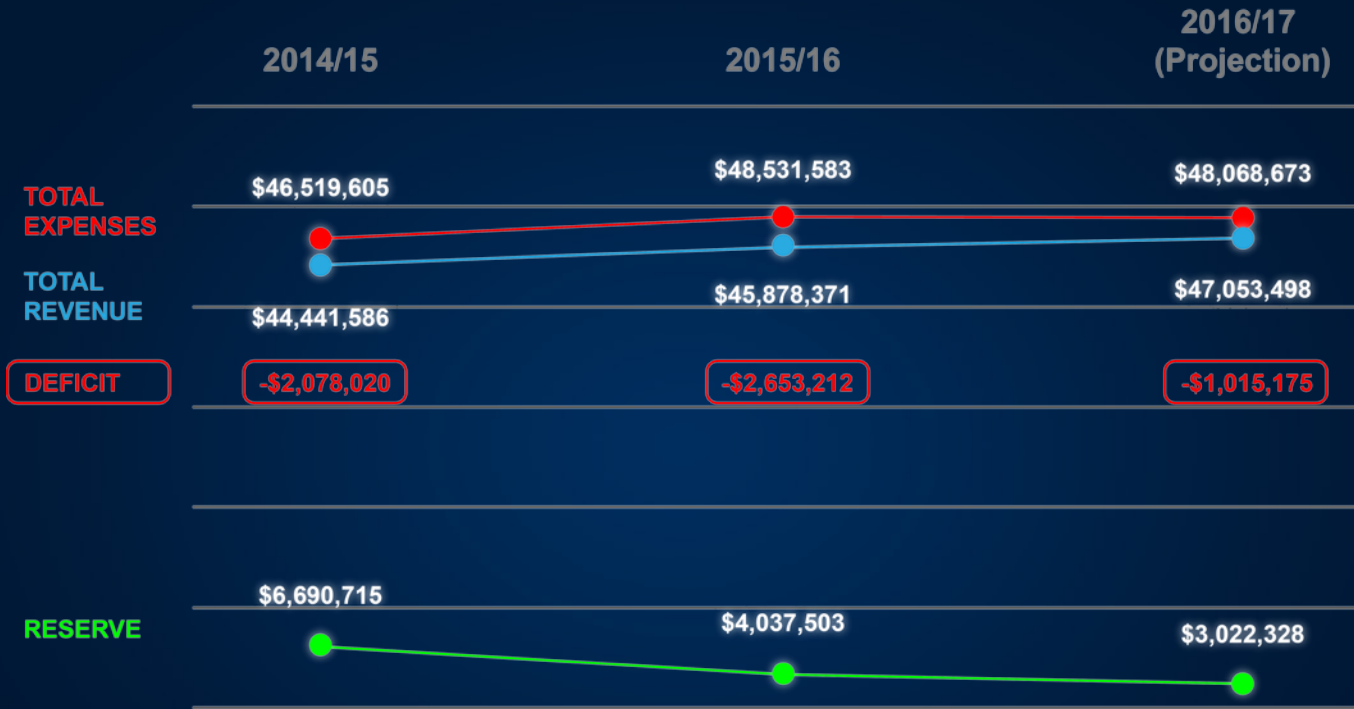
Dean Frank  
Department Heads, LLED, EDCP, ECPS, EDST  
KIN Director  
Associate Dean TEO  
Assistant Dean PDCE

JANUARY 2017

# PROGRAMMATIC SUSTAINABILITY INITIATIVE: WHAT & WHY?

- We are implementing the Programmatic Sustainability Initiative to improve how we make decisions on the allocation of our resources.
- The Programmatic Sustainability Initiative is an evidence-informed process that provides the leadership team, faculty and staff with tools to help us link resource allocation decisions to strategic priorities.
- The fair and transparent process formally links our budget decision-making with our strategic plan so we can align spending with available resources.
- Programmatic sustainability addresses adverse effects of cost-cutting in tough fiscal times to enhance local agency within units, rather than impose top-down decision-making.
- The process enables faculty, staff and student participation.
- Decisions will be made collaboratively and communicated in a timely manner.
- The Office of the Provost has provided a grant that covers the expenses associated with the Programmatic Sustainability Initiative.





# FACULTY BUDGET – ACTIONS TAKEN TO DATE

The Faculty of Education has already taken significant actions to date to remedy the structural deficit. The achievement of budgetary efficiencies alone will, over time, diminish the Faculty's research impact, quality of teaching and as such, threaten the extraordinary Canada (1<sup>st</sup>) and Global (9<sup>th</sup>) QS World University Rankings (UBC's highest QS rankings achieved by a Faculty).



Actions Taken to Date	Net Financial Impact (\$Millions) (Range)	Adverse Implications
Faculty and staff reductions (PEP positions + staff positions, 1 senior leadership position) and hiring freeze for faculty and staff positions	\$1.4m – \$1.5m	Loss of research capacity and diminishing research infrastructure
Increase enrolment of domestic students to target funding level	~\$0.5m net revenue	Potential increase in the Student Financial Aid pool deficit; quality of teaching might be affected by the class size
Reduced number of sessionals and reduction in number of admin. credits	\$0.2m - \$0.3m	
Increased external buy-out rates (from \$7,500 to \$10,000)	\$0.1m (off-setting costs of buy-outs)	
Operating cost reduction (10% of total budget for each unit) and improved controls for travel and entertainment expenditures	\$0.1m	Diminishing research infrastructure
Closed Pacific Educational Press (PEP), which was projected to operate at a loss	Cost avoidance: Unit forecasted to run a deficit after initial contract ends, 12 staff positions eliminated	

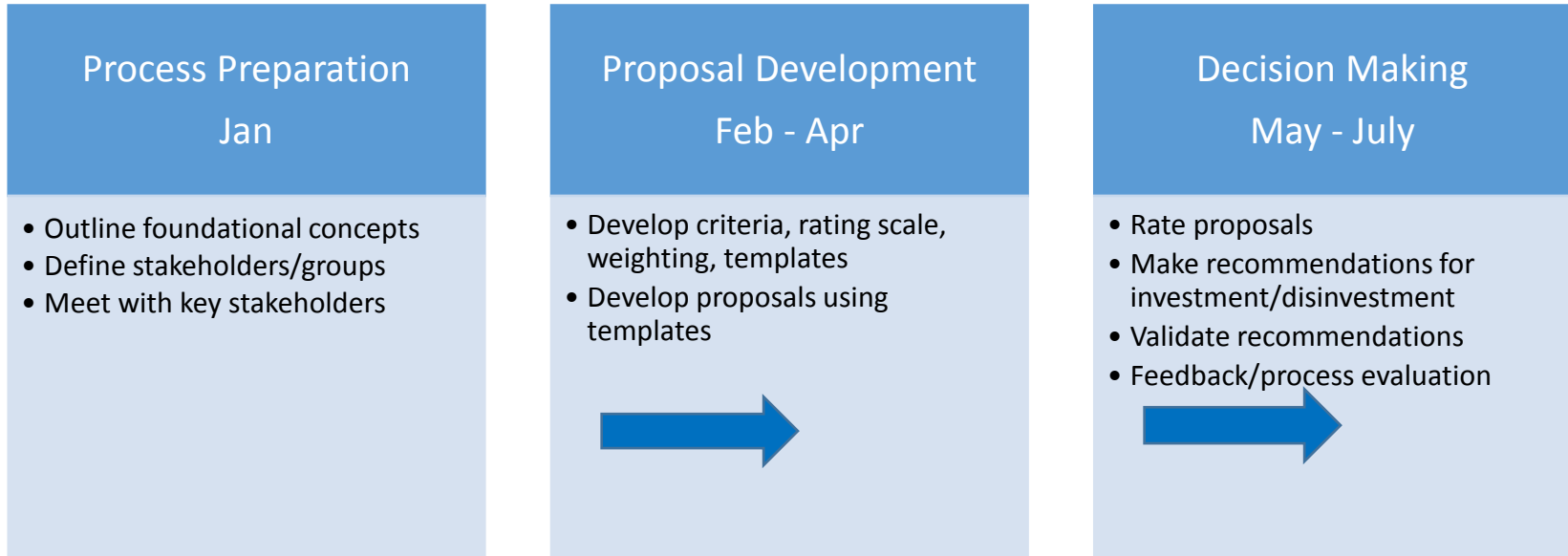
# WHAT IS A PROGRAMMATIC SUSTAINABILITY INITIATIVE? AND SO WHAT?

What is a Programmatic Sustainability Initiative?	So what?	Implications
Emphasis on programmatic sustainability links finance decision-making with an academic strategic trajectory	Planning beyond just cost-cutting, because “business as usual” is not working anymore	Address adverse effects of cost-cutting including loss of research capacity and diminishing research infrastructure
Build fiscal literacy and knowledge in programmatic units so as to move forwards from a time of historic budgeting to a time of revenue-based budgeting	Agency for decision-making in the programmatic units, rather than top-down	Build confidence and increase engagement in units
Strategic investment in programs	Diminish focus only on deficit-reduction or breaking even = greater buy-in	Anticipate and plan for sustainable growth
Strategic investment in TT and 12-Month faculty positions.	Enable faculty renewal = sustainability	Anticipate and plan for sustainable growth
Manageable and strategic relationship to “revenue generation” – including MED Cohorts and international programmatic engagement	Evidence-based programmatic decision-making = accountability	Programmatic units curate programmatic offerings and faculty workload
Manageable and strategic relationship to enrolment targets and sessional hiring	Evidence-based programmatic decision-making = transparency	Resources are better aligned with strategic priorities and objectives of the organization



# PROGRAMMATIC SUSTAINABILITY INITIATIVE: WHEN?

*Timeline:*



# PROGRAMMATIC SUSTAINABILITY INITIATIVE: WHO?

## TOWN HALLS:

Monday, January 30, Ponderosa Multipurpose Room, 3-4pm

Tuesday, January 31, Scarfe 310, 3-4pm



### Programmatic Sustainability Leadership Team (PSLT)

- Dr. Mary Bryson (Chair)
- Dean Blye Frank
- Heads of Participating Units, Dr. Lee Gunderson, Dr. Anthony Pare, Dr. Robert Boushel, Dr. Wendy Carr, Dr. Samson Nashon, Dr. Ali Abdi, Dr. Mark Edwards
- Clara Ng
- ErinRose Handy
- Tracy Wyman
- Augmented by consultants: Dr. Craig Mitton, UBC School of Population and Public Health & Managing Partner, Prioritize Consulting and Dr. Francois Dionne, Managing Partner, Prioritize Consulting

### Operations Team (reports to Leadership Team)

- Clara Ng (Chair)
- Tracy Wyman
- Ayaz Mahmood
- Dr. Mary Bryson
- ErinRose Handy
- Augmented by consultants

### Programmatic Sustainability Unit Teams

- Faculty
- Staff
- Students
  - EDST
  - EDCP
  - LLED
  - ECPS
  - KIN
  - TEO
  - PDCE
  - DNSO