

## Programmatic Sustainability Update – February 15, 2017

As follow-up to our Programmatic Sustainability Leadership Team meeting yesterday, here are a few key points to share with faculty and staff to update on the Programmatic Sustainability Initiative. We suggest these notes as speaking points, to be shared in person rather than via email.

- Thank you to all faculty and staff for participating in the Town Halls for the Programmatic Sustainability Initiative on January 30 and 31.
- As you heard at the presentation, your Unit's participation in the Programmatic Sustainability Initiative is vital to our continuing on a sustainable trajectory and maintaining our excellence as a world-class Faculty.
- Despite our sustained efforts to increase revenues and reduce our expenses, we continue to face a structural deficit. As was noted in the Town Halls, we no longer have carry-forward savings to cover this deficit. The consequences for us are significant. For example, since 2014, the Faculty has had a hiring freeze (except for positions that had been approved prior to the freeze), and in 2016, the Faculty was unable to hire new tenure-track faculty.
- The Programmatic Sustainability Initiative provides a framework which will improve how we make decisions on the allocation of our resources. It is a transparent and fair process which allows the Faculty to make evidence-informed decisions on resource allocation.
- The decision to engage the Programmatic Sustainability process was made by the Heads of all the participating units.
- As described in the Town Hall, the process begins with developing a set of criteria for evaluating Unit-based proposals for investment and disinvestment projects.
- Here's where we are now:
  - **Feb-April—Proposal Development Phase**
    - The Programmatic Sustainability Leadership Team is currently finalizing the criteria for assessing proposals based upon the Faculty of Education's Self-Study (2015), as well as the External Review Report and our Response to the External Review (2016).
    - When the Criteria are finalized, your Unit Head will share the Criteria.
    - We are also discussing the financial targets for the initiative. Budget data will also be shared once the decisions have been made about how to take Unit size into account in addressing the deficit.
    - During **March and April**, conversations to develop proposals and to set priorities will happen within the departments and units, with proposals due at the end of April.
    - In order to support this work in the Units, resources are available:
      - Dr. Mary Bryson, Senior Associate Dean and/or Assistant Dean Finance Clara Ng, with members of the Finance Team, will be able to assist in providing detailed financial information and are available to visit meetings upon invitation and discuss the unit's and Faculty's budget.

- **Prioritize Consulting:** Drs. Craig Mitton and Francois Dionne of Prioritize Consulting are available to share their expertise in the proposal development and prioritization process.
- **Other resources:** The Faculty has received a grant from the UBC Provost's Office. Funding is available to departments and units to assist with preparing the proposals, hiring a coordinator or facilitator for meetings, etc. to help with this process.

**Programmatic Sustainability Initiative Budget targets:**

- The Faculty is forecasting a deficit of approximately \$900,000 for FY 17/18. As per our consultant's recommendation, similar to the UBC Faculty of Medicine, the Faculty target is typically set at an amount greater than the deficit in order to allow for the Faculty to not only recover the deficit but to also invest in strategic priorities (e.g., faculty renewal).
- The Programmatic Sustainability Leadership Team has agreed to set the Faculty target at \$1.2 million for the whole Faculty. The individual department and unit targets, once finalized, will be shared with the Faculty following the next Leadership meeting.

This update as well as more information on the Programmatic Sustainability Initiative is available at:

<http://faculty-staff.educ.ubc.ca/programmatic-sustainability-initiative/>