

## Programmatic Sustainability Initiative (PSI) Update – March 1, 2017

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

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

### Programmatic Sustainability Initiative Basics:

- The Programmatic Sustainability Initiative addresses the adverse effects of cost-cutting in tough fiscal times. This year, the Faculty was not able to move forward with any new tenure-track faculty positions because our budget includes a recurring significant deficit. Our Carry Forward balance (Savings) is close to zero. Despite our sustained efforts to increase revenues and reduce expenses, we continue to face a structural deficit. The Faculty is forecasting a deficit of approximately \$900,000 for FY 17/18.
- We need to be able to free up resources so as to invest in key priorities, like faculty renewal in the face of retirements and advances to various disciplines.
- The Programmatic Sustainability Initiative is intended to enable agency within our units, rather than to impose top-down decision-making.
- The Programmatic Sustainability Initiative supports unit-based priority-setting that enables decision-makers to assess options in a transparent and rigorous manner and come up with an explicit plan for resource allocation tied to strategic priorities.
- There is no part of the Initiative that includes an audit or a program or Department review.
- Only Participating Units will author Programmatic Sustainability proposals pertaining to that given unit.
- All Programmatic Sustainability Initiative units are represented on the Leadership Team where each Unit will only have one vote in decision-making, regardless of number of Unit representatives on the Team.
- The decision to engage the Programmatic Sustainability Initiative process was made by the Heads of all the participating units. The Programmatic Sustainability Initiative provides a framework which will improve how we make decisions on the allocation of our resources. Initiative is vital to our continuing on a sustainable trajectory and maintaining our excellence as a world-class Faculty.
- The bulk of the work of the Programmatic Sustainability initiative will happen in the Participating Units, where units can include staff and students alongside faculty colleagues and where local criteria will augment the standardized Programmatic Sustainability criteria.

## Timeline:

**Feb-April 30 - Proposal Development Phase:** Develop criteria, rating scales, templates

**March-April 30:** conversations to develop proposals and to set priorities will happen within the departments and units, with proposals due at the end of April.

**March 14:** Proposal template training for administrators, Scarfe 310, 1-2:30pm

**May 1:** Proposals due

## May 15-July 6—Proposal Adjudication, Recommendations and Communication

### What Kinds of Support will the Units have Access to?

The Faculty of Education Programmatic Sustainability Initiative is supported by a grant from the Office of the Provost. We have assigned \$5,000 to each of the participating units to defray any initiative-related costs.

**Consultants.** We have engaged the expertise of Dr. Craig Mitton, UBC School of Population and Public Health & Managing Partner, Prioritize Consulting, and Dr. Francois Dionne, Managing Partner, Prioritize Consulting, to assist us to carry out the process, with which they are very familiar. Dr. Mitton and Dr. Dionne recently supported this process at UBC's Faculty of Medicine, where an \$8,000,000 structural deficit was reduced to below \$2,000,000 and significant resources were freed to up invest in new positions and initiatives. **Contact Francois Dionne:** [fdionne@telus.net](mailto:fdionne@telus.net)

**Dean's Office.** Dean's Office staff are available to support the process in each of the units, as the Units and their Head see fit.

- Dr. Bryson and/or Dean Frank can visit Department meetings and/or Department Executive meetings.
- Tracy Wyman will provide support to departments and units by assisting with any questions about the Proposal template. Tracy will also coordinate support for converting proposal documents to the proposal template. **Contact Tracy Wyman:** [tracy.wyman@ubc.ca](mailto:tracy.wyman@ubc.ca) 604-827-3140.
- Clara Ng will provide support to Departments/Units on all financial aspects. Clara's staff will provide financial data for preparation of proposals. **Contact Clara Ng:** [clara.ng@ubc.ca](mailto:clara.ng@ubc.ca) 604 827 1507.

### What is the Role of the "Criteria" in Programmatic Sustainability Proposal Authoring and Assessment?:

The Programmatic Sustainability Initiative process and decision-making is linked with local values that are articulated in a set of open-ended Criteria – decided upon by the Programmatic Sustainability Leadership Team. The Criteria will be used both in the process of authoring proposals, and also, in the adjudication of proposals (much like CIHR or SSHRC proposal adjudication criteria). The Criteria are derived directly from the Faculty's strategic plan based upon the [Faculty of Education Self-Study](#) (2015), the [External Review Report](#) and our [Response to the External Review](#) (2016).

As the individual units enter into the process of authoring proposals, they can add, refer to and utilise any additional local values/criteria as they see fit.

The Programmatic Sustainability Leadership Team has agreed upon the following criteria and weights for authoring and assessing proposals (March 1, 2017):

### **Criteria and weighting**

1. Quality of Teaching & Learning (16)
2. Research (16)
3. Professional, community-directed programs (7)
4. Student experience (14)
5. Staff (7)
6. Faculty (9)
7. Aboriginal/indigenous engagement (7)
8. Development & Alumni (3)
9. International engagement (5)
10. Infrastructure integrity (3)
11. Disparities and Equity (5)
12. Digital Media & Technology (5)
13. Accreditation (3)

Total: 100

### **What is the Role of the Programmatic Sustainability Initiative Leadership Team?**

There are one or more representatives from each of the participating academic units (ECPS, LLED, EDCP, EDST, TEO, DNSO, KIN, PDCE) on the Programmatic Sustainability Initiative Leadership Team. Each unit will only have one vote when it comes time to rate proposals. Dean's Office staff are available to support the process in each of the units.

### **What are the Programmatic Sustainability Initiative Targets and How were they calculated for each unit?**

The Faculty is forecasting a deficit of approximately \$900,000 for FY 17/18. The Programmatic Sustainability Initiative Target is a goal for the initiative, made up of additional Revenues or Expense Savings, set at an amount greater than the deficit. The purpose of the Target amount calibration is to allow the Faculty to not only recover the deficit but to also invest in strategic priorities such as faculty renewal. The Programmatic Sustainability Leadership Team has agreed to set the Faculty target at \$1.2 million for the entire Faculty. The Programmatic Sustainability Targets for each unit represent a target amount for the Revenue Generation and Savings proposals submitted by that Department. The unit targets, have been calculated as a to-scale proportion of the \$1.2 million. The Programmatic Sustainability Targets are calculated

based on the relative size (# Faculty and other operating costs) for each of the units. The Programmatic Sustainability Targets are not scaled to an assessment of the Deficit in each unit.

**Unit Programmatic Sustainability Initiative (scaled to size of Unit):**

- EDCP (\$169,681)
- ECPS (\$234,005)
- LLED (\$120,229)
- EDST (\$126,074)
- KIN (\$219,982)
- TEO (\$198,562)
- DNSO (\$67,306)
- PDCE (\$64,163)