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The following Motions and Documents were considered by the GFC Academic Planning Committee at its Wednesday, May 15, 2024 meeting:

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Agenda Title: **Master of Management Analytics (MMA) Tuition and Program Budget**

CARRIED MOTION:

THAT the GFC Academic Planning Committee recommend that the Board of Governors approve a domestic tuition rate for the Master of Management Analytics program of \$3,138.36 per course, effective for the Fall 2025 intake.

CARRIED MOTION

THAT the GFC Academic Planning Committee recommend that the Board of Governors approve a cohort-based international tuition rate for the Master of Management Analytics program \$60,000 respectively effective for the Fall 2025 intake.

CARRIED MOTION

THAT the GFC Academic Planning Committee, with delegated authority from General Faculties Council, approve the proposed program budget associated with the Master of Management Analytics, as described in Attachment 1.

Final Item: 4.

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Agenda Title: **Master of Business Administration (MBA) Tuition**

CARRIED MOTION:

THAT General Faculties Council Academic Planning Committee recommend that the Board of Governors approve a cohort-based international tuition rate for new international students in the Master of Business Administration program in the amount of \$88,000 to take effect for the Fall 2025 intake.

Final Item: 5.

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**FINAL ITEM NO. 4**Decision  Discussion  Information 

**ITEM OBJECTIVE:** To approve the tuition and program budget associated with the creation of a new Master of Management Analytics Program

<b>DATE</b>	May 15, 2024
<b>TO</b>	GFC Academic Planning Committee
<b>RESPONSIBLE PORTFOLIO</b>	Provost and Vice-President (Academic)

**MOTION 1:** THAT the GFC Academic Planning Committee recommend that the Board of Governors approve a domestic tuition rate for the Master of Management Analytics program of \$3,138.36 per course, effective for the Fall 2025 intake.

**MOTION 2:** THAT the GFC Academic Planning Committee recommend that the Board of Governors approve a cohort-based international tuition rate for the Master of Management Analytics program \$60,000 respectively effective for the Fall 2025 intake.

**MOTION 3:** THAT the GFC Academic Planning Committee, with delegated authority from General Faculties Council, approve the proposed program budget associated with the Master of Management Analytics, as described in Attachment 1.

**EXECUTIVE SUMMARY:**

The Board of Governors, acting with the recommendation of the General Faculties Council, recently approved a new Master of Management Analytics (“**MMA**”) to be offered by the Alberta School of Business (“**ASB**”). The MMA is a course-based master’s degree program designed for students who have recently graduated with an undergraduate degree in STEM, and/or Business. In the first two years of the program, the goal is to enroll a minimum of 25 new students each year. The emphasis during this initial phase is on maintaining a manageable cohort size to ensure personalized attention and a high-quality education. In the third year, the plan is to incrementally increase the intake to 35 new students, reflecting a gradual scaling up of the program based on feedback and refinements from the initial years. As the program matures, in the fourth and fifth years, the aim is to further expand the annual intake to 50 and 75 students, respectively. This expansion aligns with the goal of extending the program's impact while ensuring that the capacity to provide a high-quality educational experience for a larger student cohort is in place, building on the experience and systems established in the previous years.

**Tuition**

The proposed domestic rate of \$3,138.36 per course will result in a total program cost of approximately \$40,800 for domestic students. A domestic rate of \$40,800 and an international rate of \$60,000 are comparable to the tuition rates of similar programs at peer institutions, as described in the table below.

**GOVERNANCE OUTLINE**

UNIVERSITY	DOMESTIC	INTERNATIONAL
Schulich	\$54,000	\$84,100
UBC	\$42,795	\$63,261
Ivey	\$38,250	\$73,800
McGill	\$49,256	\$61,168
Toronto	\$41,400	\$72,630
Queen's	\$53,840	\$79,900

**Program Budget Overview:**

Revenues will be collected through the tuition and non-regulated fees for an internship and lab fee which will be used to cover costs such as teaching, administrative, non-salary, and other operational costs. Tuition and non-regulated fees require board approval.

Under Budget Model 2.0, the tuition from the new masters programs (including MMA) will undergo a five year smoothing mechanism so although we will see fixed start-up costs before the program begins, it will take approximately three years before the tuition allocation at 70% flows to Business (with exception of the internship and lab fees). The school will explore opportunities to secure financial support from the Subvention fund for this initiative.

**Teaching Staff:**

The program will employ the teaching services of 14 instructors on part-time contracts in the first two years. Courses may be taught in a co-teaching arrangement, such as MMA 610 Capstone and boot camp. All teaching is done off-load, so costs for the professoriate have not been included. The Academic Director will be in charge of the academic elements of the program with oversight from the Associate Dean. Teaching contract rates are in the attached budget. Graduate students will be employed as Teaching Assistants where needed.

**Administrative Staff:**

The Masters office plans to hire two administrative positions to support the program's general operations. One position of Program Lead (0.5 FTE). Additionally, a support staff/program coordinator (0.5 FTE) will be hired whose responsibilities will include gathering internships for students primarily.

**Supporting Materials:****Attachment 1:** [Program Budget](#)**SCHEDULE A:****Engagement and Routing**

Consultation and Stakeholder Participation / Approval Route (parties who have seen the proposal and in what capacity) <[Governance Resources Section Student Participation Protocol](#)>

**Those who are actively participating:**

- Michael Maier, Associate Dean, Masters Programs and Executive Education, School of Business
- Yuliia Malanych, Finance Partner, School of Business
- Jolene Martin, Faculty General Manager, School of Business
- Vivien Chu, Director Academic Budget and Planning, Office of Provost and VP Academic
- Tom Hidson, Assistant Registrar, Enrolment
- Kate Peters, GFC Secretary/Mgr GFC Services, University Governance
- Kathleen Brough, Chief of Staff, Office of Provost & Vice-President Academic
- Borzou Rostami, Assistant Professor and Academic Director for MMA, Department of Accounting and Business Analytics, School of Business
- Xiao Cheng, Director, Analysis and Admissions, MBA office
- Roveena Mecwan, Program Coordinator, Masters Programs Office, School of Business

**Those who have been consulted:**

- Members of the Office of the Provost and VP Academic (Janice Causgrove-Dunn, Carley Roth and Suzanne French)
- Edith Finczak, Director Academic Budget and Planning, Office of Provost and VP Academic
- Norma Rodenburg, Acting Vice-Provost and University Registrar
- Registrar's Committee on Fees (RACF)

**Those who have been informed:**

- As Above

**Approval Route:**

- Registrar's Committee on Fees (RACF): January 23, 2024
- General Faculties Council (GFC) Programs Committee (PC): February 8, 2024
- General Faculties Council (GFC): February 26, 2024
- Academic Planning Committee: May 15, 2024
- Board, Finance and Property Committee (BFPC):
- Board of Governors (BOG):



**FINAL ITEM NO. 4**

**Supplementary Notes / Context:**

Master of Management Analytics		2025-26	2026-27	Details
*This budget is planned for the first Fall 2025 cohort		Year 1	Year 2	(updated proposal to include internship & lab fees Feb 20,2024)
<b>EXPENDITURES</b>				
<i>Academic Salaries</i>				
	Professoriate (including benefits 23.4%)			Teaching Contracts: bootcamp & 11 3-credit courses & 1 capstone 6-credit course, used Macc rates for estimates (\$17K per course) Academic Director stipend, estimate \$20K Program Lead (\$40K, 0.5FTE) - assume cost will be shared with other MBA program starting in Yr 2 (MRED), including benefit rate of 26.4% (uPlan rate for FY25)
	ATS (excluded benefits)	238,000	238,000	
	Faculty Service Officers (including benefits)	20,000	20,000	
	Administrative Professional Officers (including benefits)	101,120	51,571	
	<b>Total Academic Costs</b>	<b>359,120</b>	<b>309,571</b>	
<i>Service Teaching Costs</i>				
	Service Teaching Costs	30,000	30,000	Professional Services such as collaboration with Amii, and other external parties
	<b>Total Service Teaching Costs</b>	<b>30,000</b>	<b>30,000</b>	
<i>Graduate Assistants</i>				
	Other Academic Staff (including benefits)	20,000	20,000	TAs, Markers
	<b>Total GA Costs</b>	<b>20,000</b>	<b>20,000</b>	
<i>Non-Academic Salaries</i>				
	Support Staff - Program admin staff	38,610	39,382	Coordinator (0.5FTE) - assume cost will be shared with other programs (including benefit rate of 28.7%) admin support cost to obtain internships (salary & benefits)
	Support Staff - Internship admin staff	90,000	90,000	
	<b>Total Non-Academic Costs</b>	<b>128,610</b>	<b>129,382</b>	
<i>Non-Salary Costs</i>				
	Course Materials	90,000	90,000	Course cases/materials & books \$3,600/student (assuming \$300/book materials at least for 11 courses & copyright \$300)  equipment and material retained or leased by the student (estimating \$6,000 per computing equipment amortized over 5 yr) 1) Orientation/Graduation \$8000; 2) Marketing 10k; 3) Program operation contingency 20K; 4) Student Group dedicated funds for student/social events, case comp etc. est. 10K
	Analytics Lab Computing Expenses	30,000	30,000	
	Remaining Non-Salary Costs	48,000	48,000	
	<b>Total Non-Salary Costs</b>	<b>168,000</b>	<b>168,000</b>	
<i>Other Operating Costs</i>				
	Entrance Awards	142,200	142,200	The Alberta School of Business strives to establish entrance awards for students who demonstrate exceptional academic achievements through their applications. 10% of the program revenue will be directed towards awarding entrance scholarship 12% used to be consistent with the College of Social Sciences; includes estimate for student service, CWIL - internship support and administration 36% Per Edith (University Wide Services/Central)
	Faculty Overhead (includes student service, CWIL - internship support and administration)	84,688	78,834	
	Institutional Costs (facility costs, IT, registrar, libraries, central finance and HR, etc.)	254,063	236,503	
	<b>Total Other Costs</b>	<b>480,950</b>	<b>457,538</b>	
	<b>Gross Operating Costs</b>	<b>1,186,680</b>	<b>1,114,491</b>	
<b>REVENUES</b>				
	Tuition - Domestic students	612,000	612,000	Est. 25 students (in the first two years): 15 domestic @\$40.8K/program Est. 25 students (in the first two years): 40% international (10 students) @ \$60K/program (Fees Not Regulated by the TFR) \$4,800 per student to cover the cost recovery for the computing equipment use and the (Fees Not Regulated by the TFR) Assume 20 students will take internship at \$4,500 over 16 months (mainly all international students & 10 domestic); fees charged in Yr 1 and students take internship in Yr 2.
	Tuition - International students	600,000	600,000	
	Analytics Lab Fee - Exclusions to Program Fees	120,000	120,000	
	Internship - Exclusions to Program Fees	90,000	90,000	2026-27 represents new cohort in Yr 2 In the 3rd year aim to increase intake to 35 students and by the fourth and fifth years plan to further expand our annual intake to 50 and 75 students, respectively.
	<b>Total Gross Revenue</b>	<b>1,422,000</b>	<b>1,422,000</b>	
<b>NET PROFIT/LOSS</b>		<b>235,320</b>	<b>307,509</b>	
<i>Profit % (Net Profit/Total Gross Revenue)</i>		16.55%	21.63%	

**Budget and Funding Sources**

(a) Describe how the institution plans to finance the program, including any applicable sources of funds such as tuition, grants etc.:  
Finance for the program will be entirely funded through student tuition. The school will also explore opportunities to secure funding from the Campus Alberta Grant and SIV funding sources.

(b) Discuss risk mitigation plans should full revenue(s) not be achieved or should costs exceed amounts budgeted.  
The costs for this program are primarily variable and tied to student enrollment.

Effective 2025 - reflect 2% fee increase

	<b>Domestic</b>	<b>International *</b>
<b>Program Fee</b>	\$ 40,800.00	\$ 60,000.00
<b>Total credits</b>	39	39
<b>Per fee index rate</b>	\$ 523.08	\$ 769.23
<b>Per 3-cr crs rate</b>	<b>\$ 3,138.46</b>	<b>\$ 4,615.38</b>

\* One-year program, the guaranteed total program fee will be required to be paid in one year.

<b>Courses</b>	<b>Credits</b>	<b>Rate</b>
MMA 601	3	\$ 3,138.46
MMA 602	3	\$ 3,138.46
MMA 603	3	\$ 3,138.46
MMA 604	3	\$ 3,138.46
MMA 605	3	\$ 3,138.46
MMA 606	3	\$ 3,138.46
MMA 607	3	\$ 3,138.46
MMA 608	3	\$ 3,138.46
MMA 609	3	\$ 3,138.46
MMA 610 Capstone	6	\$ 6,276.92
MMA 611 Elective	3	\$ 3,138.46
MMA 612 Elective	3	\$ 3,138.46
MMA 613 Elective	3	\$ 3,138.46
MMA 614 Elective	3	\$ 3,138.46
MMA 615 Elective	3	\$ 3,138.46
MMA 616 Elective	3	\$ 3,138.46

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**FINAL ITEM NO.5**

**Decision** x **Discussion**  **Information**

**ITEM OBJECTIVE:** To approve the Fall 2025 co-hort based international tuition for the Master of Business Administration Program.

<b>DATE</b>	May 15, 2024
<b>TO</b>	GFC Academic Planning Committee
<b>RESPONSIBLE PORTFOLIO</b>	Provost and Vice-President (Academic)/University Services and Finance

**MOTION:** THAT General Faculties Council Academic Planning Committee recommend that the Board of Governors approve a cohort-based international tuition rate for new international students in the Master of Business Administration program in the amount of \$88,000 to take effect for the Fall 2025 intake.

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**EXECUTIVE SUMMARY:**Background

The Fall 2025 cohort-based tuition levels for most programs were approved by the Board of Governors in March 2024; however, the School of Business requested additional time to engage in further consultation with students on the proposed Fall 2025 tuition rate before bringing it forward for approval.

Tuition for the Fall 2024 intake has been set at \$65,131.20, as approved by the Board in March 2023. The proposed Fall 2025 rate represents an increase of 35% over the approved Fall 2024 rate, though only new international students to the MBA program will pay the new rate.

The School of Business will also offer a \$10,000 award to all international students entering the program in Fall 2025 to offset the cost of the program. This award will have the effect of reducing the difference between the Fall 2024 rate and the Fall 2025 rate from 35% to 20%.

The new tuition rate will be an important tool for the Faculty to maintain its competitive position and perceived program quality in the international market. Currently, out of the top 10 MBA programs in Canada as ranked by Maclean's Magazine, the University of Alberta has the second-lowest tuition, even though the program is ranked 6th in the nation. Only the University of Montreal has lower tuition. The current international tuition rate is 36% lower than the national average. Even with the proposed increase, international tuition will still be 14% lower than the national average. Tuition levels for MBA programs are correlated to the perceived quality of those programs.

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**GOVERNANCE OUTLINE**



**FINAL ITEM NO.5**

University	Ranking	2024/2025 Tuition
Toronto	1	\$ 136,410.00
Western	5	\$ 126,600.00
York	7	\$ 117,850.00
McMaster	10	\$ 111,300.00
Queen's	4	\$ 110,000.00
McGill	3	\$ 102,500.00
UBC	1	\$ 99,308.70
Calgary	8	\$ 82,498.00
Alberta	6	\$ 65,131.20
Montreal	9	\$ 59,100.00

Note: Ranking based on 2023 Maclean's Survey

Consultation

The School of Business has engaged in an in-depth consultation with the MBA Students' Association, comprised of current MBA students, as well as the Graduate Students' Association, on the proposed Fall 2025 rate. A letter of support jointly signed by the outgoing and incoming Presidents of the MBA Students' Association is attached. A full schedule of that consultation is included as Schedule A.

In general, student input has noted overall support for the program maintaining its competitive place in the market through higher fees, especially when coupled with financial support and award opportunities to mitigate impact on students. Students have had the opportunity to provide input on potential uses of new revenue to the program to improve program quality.

Risk Discussion / Mitigation of the Risk

Tuition is the University's largest single source of revenue, representing ~44% of the institution's operating revenue. Internationally, maintaining tuition levels that are comparable to peer institutions is important for perceptions of quality amongst prospective international students. The University mitigates the impact of tuition on students through financial support, including through the 8.55% tuition offset (beginning in 2025) on all international tuition revenue that is dedicated to financial aid.

**Supporting Materials:**

1. Letter of Support - MBA Students' Association

**\*See Schedule A for additional items to include if needed.**

**SCHEDULE A:**
**Engagement and Routing**

Consultation and Stakeholder Participation / Approval Route (parties who have seen the proposal and in what capacity) <[Governance Resources Section Student Participation Protocol](#)>

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**GOVERNANCE OUTLINE**

**FINAL ITEM NO.5****Those who are actively participating:**

- Provost and Vice-President (Academic)
- Office of the Registrar
- Faculty of Graduate and Postdoctoral Studies
- Alberta School of Business

**Those who have been consulted:**

- GSA Executive (February 29, 2024)
- Meeting with MBA Student Association President (March 4, 2024)
- MBA Association Executive (March 6, 2024)
- Student Townhall (March 21, 2024)
- Meeting with incoming and outgoing MBA Association Presidents (April 11, 2024)
- Additional input was gathered via feedback form distributed to all MBA students.

**Approval Route:**

- GFC Academic Planning Committee (May 15, 2024)
- Board Finance and Property Committee (May 28, 2024 )
- Board of Governors (approval) (June 14, 2024)



April 11, 2024

Michael Maier, Ph.D., CPA, CGA, ICD.D

Associate Dean, Master's Programs and Executive Education Alberta School of Business

Re: Proposed MBA Tuition Increase for International Students Admitted September 2025 and Beyond - Letter of Support from the MBA Association

With regards to the proposed MBA tuition increase to \$88,000 for international students, the MBA Association Leadership supports the School's proposal as the elected representatives of the MBA Students. This letter serves as official confirmation.

Associate Dean Michael Maier has demonstrated sincere interest in working with the student body by continually consulting with the MBA Association Leadership team over the past several months to address the impact that low tuition has on future program quality and student experiences. Associate Dean Maier also has met with the MBAA Executive team at our meeting on March 6, 2024 to discuss the new proposal. An online MBA Town Hall for all students was held on March 21 for all students with a recording made for those unable to attend.

The School has identified certain priorities that it would like to focus on as it aims to improve the quality of services offered to students in light of reduced government funding. These include, but are not limited to, a minimum \$10,000 scholarship guarantee for each international MBA student, increased funding for MBA Association, increased electives and Teaching Assistant positions in MBA courses, and improved career management services for MBA students. In addition, international MBA students will be eligible and encouraged to apply for the 8.55% from international student tuition being set aside for financial assistance which will be in addition to the \$10,000 minimum scholarships.

Currently, the University of Alberta MBA tuition is exceptionally low for international students relative to peer institutions. Maclean's Magazine recently ranked the Alberta School of Business number six in Canada. Average tuition for the top ten MBA programs in Canada is currently over \$100,000 for international students. International MBA students at the University of Alberta currently have the second lowest tuition (\$65,000) out of the top ten Canadian MBA programs. Even with the proposed increases, the Alberta School of Business MBA program will continue to be a good value and remain in the bottom half of comparator programs in terms of tuition.

We believe that these actions will ensure the Alberta School of Business MBA program maintains its status as one of the best in Canada and we look forward to a continued positive working relationship with the School.

Yours truly,

A handwritten signature in black ink, appearing to read "Bari Mohammed".

24 APR 2024

A handwritten signature in blue ink, appearing to read "Rajdeep Mukherjee".

25 April 2024

Bari Mohammed  
President 2024-25  
MBA Association

Rajdeep Mukherjee  
President 2023-24  
MBA Association

Cc:

MBA Association Executives, 2023-24