

Vancouver Senate

**THE FIFTH REGULAR MEETING OF THE VANCOUVER SENATE
FOR THE 2014/2015 ACADEMIC YEAR**

WEDNESDAY, 21 JANUARY 2015

6:00 P.M.

ROOM 182, IRVING K. BARBER LEARNING CENTRE, 1961 EAST MALL

1. Senate Membership – Dr Kate Ross (information)

Mr Kevin Madill, Representative of the Professional Librarians, to fill a vacancy

2. Minutes of the Meeting of 17 December 2014 – Prof. Arvind Gupta
(approval) (docket pages 3-20)

3. Business Arising from the Minutes – Prof. Arvind Gupta (information)

4. Remarks from the Chair and Related Questions – Prof. Arvind Gupta (information)

5. From the Board of Governors – Prof. Arvind Gupta (information)

Confirmation that material from the following meetings as approved by Senate were subsequently approved by the Board of Governors as required under the *University Act*:

17 September 2014

Curriculum Proposals from the Faculty of Arts

New Program Options:

BA, BFA, BIE, BMS, BMus, BKin, BSc (WPP)/MM Dual Degrees

BKin/BEd Dual Degrees

New Awards

Establishment of the Simons Chair in Disarmament, Global and Human Security

15 October 2014

Curriculum Proposals from the Faculty of Medicine

New and Revised Awards

19 November 2014

Curriculum Proposals from the Faculty of Education

New and Revised Awards

New Degree Program and Associated Courses: Master of Public Policy and Global Affairs

Change in name from the Brain Research Centre to the Djavad Mowafaghian Centre for Brain Health

6. Joint Report from the Council of Senates Budget Sub-committee and the Senate Academic Building Needs Committee – Dr. William Dunford and Dr. Robert Sparks

Learning Spaces – with Vice-Provost Angela Redish and Ms Jodi Scott (presentation)

7. Nominating Committee – Dr Richard Tees

a. Committee Membership Adjustments (approval) (docket page 21)

b. Change in Committee Composition (approval) (docket page 22)

8. Report from the Provost – Dr David Farrar

a. Summary of Reviews of Administrative/Academic Units (information) (docket pages 23-63)

b. Report on Student Evaluations of Teaching (information) (docket pages 64-68)

c. Update on UBC Health (information)

9. Report from the University Librarian – Dr Ingrid Parent

Basil Stuart-Stubbs Prize for Outstanding Scholarly Book on British Columbia (approval) (docket pages 69-76)

10. Other Business

Motion on Report for “Sports Targetting Review” – Dr Stanley Knight (approval) (docket page 77)

11. IN CAMERA – Report from the Provost – Dr David Farrar

Naming of an Academic Unit (to be circulated at the meeting, advanced information is available from the Secretariat)

Section 16 (b) of the *Rules and Procedures of the Vancouver Senate* states that meetings will adjourn no later than 8:30 p.m. Regrets: Telephone 604.822.5239 or e-mail: facsec@mail.ubc.ca

UBC Senates and Council of Senate website: <http://www.senate.ubc.ca>



VANCOUVER SENATE

MINUTES OF 17 DECEMBER 2014

DRAFT

Attendance

Present: Mr C. Roach (Vice-Chair), Mr C. Eaton (Acting Secretary), Dr P. Adebar, Mr T. Ahmed, Dr R. Anstee, Dr K. Baimbridge, Mr G. Beales, Dr L. Burr, Ms Collyn Chan, Dr A. Collier, Dean M. Coughtrie, Ms A. Daulat, Dr W. Dunford, Dr D. Farrar, Dr S. Forwell, Dean B. Frank, Dr J. Gilbert, Dr F. Granot, Prof I. Grant, Ms S. Gurm, Mr S. Haffey, Dr P. Harrison, Dr J. Innes, Dr I. Ivanov, Mrs C Jaeger, Ms J. Jagdeo, Dr S. Knight, Mr H. Leong, Mr P. Loewen, Ms M. Maleki, Dr C. Marshall, Mr W. McNulty, Mr D. Munro, Dr C. Naus, Dr C. Nislow, Dr I. Parent, Dr N. Perry, Dr J. Plessis, Dean S. Porter, Dr L. Rucker, Dr C. Ruitenberg, Dr B. Sawatzky, Dr T. Schneider, Dr S. Singh, Dr R. Sparks, Dr S. Sterling, Dr R. Tees, Dr K. Thieme, Dr L. Walker, Dean R. Yada

Regrets: Prof. A. Gupta (President), Dr K. Ross (Secretary), Dean G. Averill, Dr S. Avramidis, Mr A. Bailey, Ms E. Biddlecombe, Dean M. Bobinski, Mr Casey Chan, Ms M. Chartrand, Dr P. Choi, Ms B. Craig, Dr A. Dulay, Ms B. Gershkovitch, Dr D. Gillen, the Rev. Dr C. Godwin, Prof. B. Goold, Chancellor L. Gordon, Dean R. Helsley, Ms N. Karimi, Dr P. Keown, Ms A. Kessler, Dr B. Lalli, Mr C. Leonoff, Dr P. Marshall, Dr P. Meehan, Ms L. Nasmith, Dean M. Parlange, Dean S. Peacock, Dr G. Peterson, Dr A. Riseman, Dean C. Shuler, Dean G. Stuart, the Rev. Dr R. Topping, Ms S. Vohra, Mr J. Weibe, Dr R. Wilson, Dr D. Witt, Mr E. Zhao.

Call to Order

The Vice-Chair of Senate, Mr Christopher Roach, called the fourth regular meeting of the Vancouver Senate for the 2014/2014 academic year to order at 6:10 pm.

Senate Membership

The Acting Secretary, Mr Christopher Eaton, welcomed Ms Sonam Vohra, Student Representative for the Faculty of Forestry, to replace Ms Nani Yahya

Minutes of the Previous Meeting

Philip Loewen
William McNulty

}

That the Minutes of the Meeting of 19 November 2014 be adopted as corrected:

Correction:

Senator Porter's comments on Partner Appointments were corrected to read:

“Senator Porter confirmed that as they did not fall into the ranks that were automatically members, these persons would have to apply for approval from the Faculty in order to supervise graduate students.”

Several minor spelling /diction errors were noted and corrected.

Approved

Curriculum Committee

See Appendix A: Curriculum Report

The Committee Vice-Chair, Mrs Carol Jaeger, presented.

Carol Jaeger	}	<i>That the new course codes, new courses, revised courses, and revised programs brought forward by the faculties of Arts, Dentistry, Forestry, Graduate and Postdoctoral Studies (Applied Science, Arts, Medicine), Pharmaceutical Sciences, and Science be approved.</i>
Lawrence Berg		

Senator Jaeger drew Senate's attention to the inclusion of the revised Doctor of Medical Dentistry (DMD) program, which was being changed in response to the previously-approved changes to the Doctor of Medicine (MD) program.

Approved

Joint Reports of the Admissions & Curriculum Committees

The Vice-Chair of the Senate Curriculum Committee, Mrs Carol Jaeger, presented.

DOCTOR OF PHARMACY

See Appendix B: Doctor of Pharmacy

Carol Jaeger	}	<i>That the new Doctor of Pharmacy (Pharm.D.) Flexible degree program and its associated new courses be approved.</i>
Robert Sparks		

With consent of Senate, Dr Peter Loewen, Director of the Doctor of Pharmacy Programs for the Faculty of Pharmaceutical Sciences set out the basis of the Doctor of Pharmacy program. He explained that this was a companion to the entry-to-practice program to allow currently licensed pharmacists to achieve the new learning outcomes.

Senator Munro noted that the program was currently undergoing a tuition consultation. He explained that his understanding with the VP Students office was that programs would not go to Senate until that consultation was completed and suggested postponing.

Dr Loewen replied that delaying approval by a month would pose problems for their timeline.

MOTION TO POSTPONE TO JANUARY

Daniel Munro	}	<i>That the proposal be postponed until the January</i>
Aliya Daulat		<i>2015 Meeting of Senate.</i>

Dean Coughtrie advised that he viewed the postponement as inappropriate as the fee was not a senate issue.

Senator Anstee said that the fee and budget information may be useful for the discussion around the appropriateness of the program.

Dean Coughtrie noted that previous pharmacy degree did not have this taken into consideration.

Senator Maleki advised that the AMS just submitted its initial response, and tuition and curriculum were tied together; she suggested that to approve the program now would send the message that this consultation could not affect the program.

Senator Nislow asked if we were discussing messaging or approving a program, and asked what the basis was for the motion to refer.

The Chair clarified that the students believed that they did not have an opportunity to provide comment, and that the students had had 27 days so far to comment.

Dr Loewen added that the program had met with any student groups who wished to meet.

Senator Forwell noticed that this proposal had less financial information than others recently proposed. She suggested that if the Board had given 30 days for consultation, then 30 days should be given prior to Senate making a decision as changing it after the fact would be difficult.

In response to a question from Senator Singh, Dr Loewen advised that the concern was that the degree would also need Board approval and Government approval.

Senator Jaeger clarified that the curriculum was tightly regulated and difficult to change regardless of the fee.

Senator Haffey asked if there was general student consultation, as this was not noted in the report.

Dr Loewen replied that the Faculty had received a lot of guidance from senate committees on required information.

With consent of Senate, Vice-Provost *Pro Tem*. Hugh Brock spoke, reiterating that the matter before the Senate was the academic program, not the tuition.

The Chair clarified that the financial aspects were the Board's responsibility, and the academic the Senate.

Motion to
Postpone Failed

Senator Forwell asked for details on the consultation process (specifically if any concerns were raised regarding length and the experiential component), and asked how many Bachelor of Science in Pharmacy holders there were in BC.

Dr Loewen replied that there were roughly 5400 Bachelor of Science in Pharmacy graduates in BC. He further noted that there was an extensive consultation process with Pharmacists. Their feedback was that they would like to complete the program as quickly as possible. We expect it would take a minimum of 2 and a maximum of 5 to complete the program, with 5 being 1 year more than the University of Toronto allowed for its program. He further stated that the Faculty expected that some students would require that their current site of practice be part of their experiential time, and we have a process to accredit those sites on a time-limited basis.

Senator Thorne said that the model being proposed was common in the health sciences and consistent with best practices.

Approved

BACHELOR OF URBAN FORESTRY

See Appendix C: Bachelor of Urban Forestry

Carol Jaeger	}	<i>That the new Bachelor of Urban Forestry (B.U.F.)</i>
Richard Anstee		<i>degree program and its associated new minor</i>
		<i>programs, new course code, and new and revised</i>
		<i>courses be approved.</i>

With consent of Senate, Dr Stephen Shepherd from the Faculty of Forestry presented. He stated that this program would fulfill a long-felt want and fill an existing gap between Forestry and Landscape Architecture/Environmental design. He described the program as an innovative and relatively uncommon program that addressed new technology and environmental wellbeing. Further, he mentioned that it included two minors focused on the two types of students expected.

Senator Harrison asked if the students in the program would be taken from existing student numbers or if we expected to attract new students

Dr Shepherd replied both. In part this is also a response to a demand from current Forestry students for new program types.

Senator Forwell asked what the student feedback was on the program and if we expected student transfers.

Dr Shepherd replied that they did have a small list of students who are at UBC already and who would be interested. We have consulted with undergraduate and graduate students (we hope to follow up with a graduate program soon) local colleges, and international universities. We hope and expect a diverse intake both domestically and internationally.

Approved

BACHELOR OF MUSIC/BACHELOR OF EDUCATION DUAL DEGREES PROGRAM OPTION

Carol Jaeger	}	<i>That the new Bachelor of Music (General Studies: Secondary Education Stream)/Bachelor of Education (Music) dual degrees program option be approved.</i>
Robert Sparks		

Senator Jaeger explained that there was a key course in Year 2 of the Bachelor of Music which would then allow students to apply for the Bachelor of Education and complete the two degrees with an efficiency of credits.

Approved

LAND & FOOD SYSTEMS UNDERGRADUATE PROGRAMS/MASTER OF MANAGEMENT DUAL DEGREES PROGRAM OPTIONS

Carol Jaeger	}	<i>That the new undergraduate program (B.Sc. (Applied Animal Biology), B.Sc. (Food, Nutrition, and Health), B.Sc. (Global Resource Systems))/Master of Management (M.M.) dual degrees program option be approved.</i>
Rickey Yada		

Approved

Student Awards Committee

See Appendix D: Awards Report

The Committee Chair, Mr Graham Beales, presented.

Graham Beales	}	<i>That Senate accept the awards as listed and forward them to the Board of Governors for approval; and that letters of thanks be sent to the donors</i>
Michael Coughtrie		

Senator Haffey asked how some of these awards could be awarded this session.

Senator Beales replied that the faculties already had potential recipients in mind.

Senator Ruitenberg advised that these decisions were made in consultation with the donor; if the Senate did not accept the proposal the award would simply not be made.

Approved

Tributes Committee

The Committee Chair, Dr Sally Thorne, presented.

EMERITUS APPOINTMENTS

See Appendix E: Emeritus Report

Sally Thorne	}	<i>That the attached list of individuals for emeritus status be approved and that, pursuant to section 9(2) of the University Act, all persons with the ranks of Professor Emeritus, Associate Professor Emeritus, Assistant Professor Emeritus, Senior Instructor Emeritus, General Librarian Emeritus or Administrative Librarian Emeritus be added to the Roll of Convocation.</i>
Lance Rucker		

Approved

Report from the Provost

CONSOLIDATED FINANCIAL STATEMENTS AND BUDGET UPDATE

The Provost presented, overall describing the University's budget as constricted for this and next year, with some easing in the years following. For 2014, the University's budget had a 2.3% increase but our inflationary costs were 1% above that, largely driven by compensation.

Dr Farrar advised that the Provincial grant was now nearly \$774M, with \$520M being the operating grant for Vancouver. The other funding was Okanagan and specific funding for some health programs. He further noted Health plus Advanced Education now accounted for roughly two-thirds of the Provincial budget.

The Provost highlighted the following points in his presentation:

- The operating surplus is set at effectively zero, while he would prefer a 2% buffer.

- For the current year, we did have targeted government grant increases but the general block grant was cut by \$5 million. Domestic tuition is up by 2% based on constant numbers. International enrolment fees are projected to increase as are fees, providing a 16% increase. The Vantage College enrolment at 186 was lower than the 300 originally projected.
- Merit and PTR is absorbed by the units and this puts pressure on the unit budgets, roughly 2% a year due to lack of mandatory retirement. There is further salary compression between entry salaries and exit ones.
- Consolidated results for Q2 showed a deficit of around \$16 million. In most years we have enough revenue to offset this, but this year we did not. As senators are aware, the government does not allow us to present a consolidated deficit. This was largely a result of faculty drawing down their reserves. We have had some accounting changes around depreciation and renovations to help, and we deferred roughly \$7 million of spending in the central budget, but this was from opportunity not strategy.
- A number of faculties are reporting recurring deficits. The largest with a deficit is Medicine; the issue there is the cost of the teaching model coupled with their salaries. Medicine does have a revenue stream from clinical work and access to other funding sources, but does not receive enough inflationary increases in tuition to offset its salary increases, with roughly a \$10 million deficit.
- Pharmacy is essentially balanced however funding for their new building is still an issue
- Arts has a large budget but the number of domestic students is in a decline. Further, more arts students are taking non-arts courses, and fewer non-arts students are taking arts courses.
- Dentistry and Sauder both have good sources of revenue and this gives them a source of stability.
- Education is 42% graduate students, and this presents them with budget pressures as PhD students are very expensive to educate.

The Provost then set out the key pressures on UBC's budget: government, economic outlooks, and the University's ambitions; and then went over our planning assumptions for next year's operating budget. Dr Farrar finally noted that UBC's economic impact for BC was more than the Forestry and Mining industries combined.

Senator Haffey asked how the Provost's office had revenues listed.

The Provost replied that most of that was Continuing Studies (\$20 million), and the Centre for Teaching, Learning and Technology.

In response to a question from Senator Loewen, the Provost replied that IT's unit revenues were mostly charge backs to other units, roughly \$700 per employee per year.

Senator Singh asked how faculties would cope with merit and progress through the ranks (PTR) costs.

The Provost replied that since mandatory retirement ended, UBC had gone from generally hiring 100 a year to sometimes hiring fewer than 10. This has reduced our turnover savings drastically. The only solution was to find other sources of revenue.

Senator further Singh asked how the central administration would be able to absorb cuts.

The Provost advised that we were in the process of discussions there; we do not want across-the-board cuts. The Administration believes it can balance the budget but then the challenge will be how to keep it balanced – we believe this will have to be through revenue diversification.

Senator Singh expressed his concern that it would negatively affect teaching. In Science for example, we've lost equipment grants for labs in the past.

The Provost cited Sauder as an example of a faculty that is in balance: Sauder has around 95 research faculty and 30 teaching faculty. Research faculty are our most expensive asset and we need to balance in teaching our research and teaching faculty and staff involvement. Sauder has a small number of PhD students who are at a high quality.

Senator Beales asked how the Vice-President, Development office had no revenues.

The Provost replied that the \$25 million in funding was largely matched by faculties. The Development Office supports faculties in raising roughly \$200 million a year (\$25 million of which was endowed).

Senator Maleki asked about student services like counselling and wellbeing, and if they could be better financially supported.

The Provost replied that the Vice-President Students budget was reviewed last week; with new revenues from international student tuition and from the proposal from residence funding, we should be able to support all of their funding requests around mental health and wellbeing.

Other Business

Senator Knight gave notice of motion for a request that the President order an independent study of the recent sports review.

Adjournment

There being no further business, the meeting was adjourned at 7:41 pm.

Appendix A: Curriculum Report

FACULTY OF ARTS

New courses and course codes, revised programs, and new institute

ASIA 110 (3) Introduction to the Major Eastern Religions; ASIA 397 (3) The Idea of India; KORN 300 (6) Readings in Korean Topics; POLI 377 (3) Nuclear Weapons and Arms Control; FNEL (First Nations and Endangered Languages) Course Code; Arts>BA>First Nations and Endangered Languages Program; FNIS (First Nations and Indigenous Studies) Course Code; Arts>BA>First Nations and Indigenous Studies

FACULTY OF DENTISTRY

Revised courses and program

DENT 410 (35) Dentistry I: Foundations of Clinical Dentistry; Dentistry>Doctor of Dental Medicine>Degree Requirements>First Year; DENT 420 (38) Dentistry II: Basic Clinical Dentistry; Dentistry>Doctor of Dental Medicine>Degree Requirements>Second Year

FACULTY OF FORESTRY

New course

CONS 415 (3) Who Owns the Forest: Land, Trees, and Tenure

FACULTY OF GRADUATE AND POSTDOCTORAL STUDIES

New courses

Applied Science

CICS 506 (3) Operating Systems; CICS 507 (3) Software Engineering

Arts

MUSC 535 (4) Art Song: Interpretation, Collaboration, and Performance

Medicine

SPPH 531 (3) Health Care Systems Analysis; PHTH 576 (1) Clinical Decision Making V

FACULTY OF PHARMACEUTICAL SCIENCES

Revised programs

Pharmaceutical Sciences>BSc in Pharmacy>Academic Regulations; Pharmaceutical Sciences>Entry-to-Practice Doctor of Pharmacy>Academic Regulations

FACULTY OF SCIENCE

New and revised courses

CHEM 111 (4) Structure, Bonding, and Equilibrium in Chemistry; CHEM 121 (4) Structure and Bonding in Chemistry; CHEM 123 (4) Thermodynamics, Kinetics and Organic Chemistry; ENVR 430 (3) Ecological Dimensions of Sustainability

Appendix B: Doctor of Pharmacy

FACULTY OF PHARMACEUTICAL SCIENCES

New program and courses

PHAR>Doctor of Pharmacy Flexible Degree Program (Introduction; Academic Advising; Admission; Post-Acceptance Requirements; Academic Regulations; Degree Requirements); PHRM 555 (4) Critical Appraisal of Pharmacotherapy Literature; PHAR 556 (4) Patient Assessment Skills; PHRM 557 (3) Applied Pharmacokinetics & Pharmacogenomics; PHRM 559 (2) Practice Management; PHRM 560 (2) PharmD Seminar; PHRM 561 (2) Pharmacotherapeutics 1; PHRM 562 (2) Pharmacotherapeutics 2; PHRM 563 (2) Pharmacotherapeutics 3; PHRM 564 (2) Pharmacotherapeutics 4; PHRM 565 (2) Pharmacotherapeutics 5; PHRM 566 (2) Pharmacotherapeutics 6; PHRM 567 (2) Pharmacotherapeutics 7; PHRM 568 (2) Pharmacotherapeutics 8; PHRM 569 (2) Pharmacotherapeutics 9; PHRM 571 (6) Experiential Rotation I Community; PHRM 572 (6) Experiential Rotation II Inpatient; PHRM 573 (6) Experiential Rotation III Advanced Practice; PHRM 574 (6) Experiential Rotation IV Ambulatory/Primary Care; PHRM 575 (6) Experiential Rotation V Community or Inpatient; PHRM 576 (8) Experiential Rotation VI Elective; PHRM 599 (1) Comprehensive Examination

Appendix C: Bachelor of Urban Forestry

FACULTY OF FORESTRY

New program and course code, new and revised courses

Forestry>Bachelor of Urban Forestry (Introduction; Admission; Academic Regulations; Degree Requirements; Minor in Urban Greenspace Management; Minor in Landscape and Recreation Planning); UFOR (Urban Forestry) Course Code; UFOR 100 (3) Greening the City; UFOR 200 (3) Urban Forests & Well-Being; UFOR 300 (3) Arboriculture Principles and Practice; UFOR 400 (3) Urban Forestry Field School; UFOR 401 (6) Integrated Urban Forestry Capstone Studio; UFOR 402 (3) Urban Forestry Administration, Policy and Law; UFOR 403 (3) Ecological Restoration; CONS 491 (3) Recreation and Tourism Planning; FRST 410 (3) Introduction to Landscape Ecology and Management; FRST 411 (3) Complex Adaptive Systems, Global Change Science, and Ecological Sustainability; FRST 492 (3) Environmental Perception

FACULTY OF APPLIED SCIENCE

New course

LARC 444 (3) Green Network Planning

Appendix D: Awards Report

New Awards:

CANADIAN Agri-Food Trading Intl. Graduate Scholarship in Land & Food Systems –

Two scholarships at \$1,000 each are jointly offered annually by the Canadian Agri-Food Trading Inc. and the Faculty of Land and Food Systems to outstanding international graduate students from China. The awards are offered to students in the Faculty's Master of Food and Resource Economics (MFRE) or Master of Food Science (MFS) programs. Canadian Agri-Food Trading Inc. (CAFT), founded in 2003, is an export company with Mainland China as a target market. Food safety is their top concern. They are dedicated to providing Chinese customers with safe and high-quality Canadian food products. The awards are made on the recommendation of the Faculty of Land and Food Systems, in consultation with the Faculty of Graduate and Postdoctoral Studies. (First Award Available in the 2014/2015 Winter Session)

Reynold EPP Scholarship in Music – A \$1,000 scholarship is offered annually through the Central Okanagan Foundation by Reynold Epp, Principal Tuba for the Okanagan Symphony Orchestra. The award is available to an outstanding undergraduate or graduate student studying a low brass instrument at the School of Music. The award is made on the recommendation of the School of Music and, in the case of a graduate student, in consultation with the Faculty of Graduate and Postdoctoral Studies. (First Award Available in the 2014/2015 Winter Session)

Carol FONTAINE Scholarship in Music – Scholarships totalling \$1,750 have been made available through an endowment established by the Estate of Carol Fontaine. The scholarships are to be awarded annually to one or more deserving students enrolled in the School of Music. Financial need may also be a consideration. The awards are made on the recommendation of the School of Music and, in the case of graduate students, in consultation with the Faculty of Graduate and Postdoctoral Studies. (First Award Available in the 2014/2015 Winter Session)

Clyde R. PATTERSON Bursary in Education – A \$1,500 bursary is offered annually by the wife and family of Clyde (Pat) R. Patterson in honor of his dynamic, full and diverse life, as well as his commitment to education. Pat lived a gracious life and instilled humor and enthusiasm into all he did, which made his presence welcome by others. Raised in Calgary, Pat graduated from the University of Alberta and depended upon bursaries to continue his teacher education training. Pat continued to enrich his life with learning new things right up until he died, which was just before his 95th birthday. In keeping with Pat's spirit and intention to always give back, the bursary is offered to Teacher Education students within the Faculty of Education who have demonstrated financial need. The award is adjudicated by Enrolment Services. (First Award Available in the 2015/2016 Winter Session)

James ROSS GROUNDWATER and Fergus Ross Groundwater Scholarship in Science – A \$1,000 scholarship is offered annually by the James Ross Groundwater and Fergus Ross Groundwater Fund, an endowment fund held at the Vancouver Foundation, established by the late Agnes Mackay Publicover. The award is given to an outstanding undergraduate or graduate student in the Faculty of Science and is renewable for an additional three years, subject to the student maintaining scholarship standing. Only one student may receive this award each year. The award is made on the recommendation of the Faculty of Science, and in the case of a

graduate student, in consultation with the Faculty of Graduate and Postdoctoral Studies. (First available in the 2015/2016 Winter Session)

ROYAL Institution of Chartered Surveyors Award in Real Estate – A \$1,000 award is offered annually by the Royal Institution of Chartered Surveyors (RICS) to a third year student in the Real Estate option of the Bachelor of Commerce program. Preference is given to students who have demonstrated a passion for excellence in the real estate profession. It is also a requirement that the recipient be a student member of the RICS. The award is made on the recommendation of the Sauder School of Business. (First Award Available in the 2014/2015 Winter Session)

Manjy and David SIDOO Entrance Award in Law – A \$10,000 entrance award is offered annually by Manjy and David Sidoo to a student entering the J.D. program who has overcome a significant personal challenge including, but not limited to, illness, a death in the family or an injury, to pursue a university education. Preference will be given to a candidate who is a first generation university student and/or has demonstrated athletic achievement. Students must apply for this award. The award is made on the recommendation of the Faculty of Law. (First Award Available in the 2015/2016 Winter Session)

TAX Executive Institute Vancouver Chapter Graduate Scholarship in Law – A \$2,000 scholarship is offered annually by the Vancouver Chapter of the Tax Executives Institute to an outstanding graduate student entering the Faculty of Law's LLM Tax program. Preference will be given to students who are Canadian citizens or permanent residents. The Tax Executives Institute (TEI) is the preeminent association of in-house tax professionals worldwide. TEI members are business executives who are responsible for taxation matters on an administrative or policy-making level, or whose work is otherwise primarily concerned with the challenges of business taxation. TEI members are accountants, lawyers, and other corporate and business employees who are responsible for the tax affairs of their employers in an executive, administrative, or managerial capacity. The award is made on the recommendation of the Faculty of Law, in consultation with the Faculty of Graduate and Postdoctoral Studies. (First Award Available in the 2015/2016 Winter Session)

Previously-Approved Awards with Changes in Terms or Funding Source:

Spitz Entrance Award for Aboriginal Women - A \$10,000 award is offered annually by the Spitz Family to a female Aboriginal student entering the Bachelor of Commerce program, with preference given to candidates coming from remote communities in BC. Community involvement and financial need will be considered. The award may be renewed until graduation from the B.Com. program, provided the recipient remains in good academic standing. The award is made on the recommendation of the Sauder School of Business.

Why and how amended: Upon donor's request, changed award title – original title was "Spitz Family Entrance Award for Aboriginal Students".

#1006 Ranjeet (Ron), Jas and Dave SANGARA Award for Entrepreneurship – A \$1,000 award is offered annually by Ranjeet (Ron), Jas and Dave Sangara to an undergraduate student enrolled in the Bachelor of Commerce program at the Sauder School of Business. This award is

made on the recommendation of the Sauder School of Business to a student in good academic standing who has demonstrated an interest in entrepreneurship. Preference will be given to a student who has also demonstrated an interest in forestry.

Why and how amended: Upon donor's request, changed award title and description to reflect all the donors involved in the establishment of this scholarship.

#2264 J. D. Hetherington Memorial Bursary – Bursaries totaling \$1,275 have been made available through an endowment established by his family in memory of J.D. (Jack) Hetherington (B.A.Sc. 1945) in recognition of his integrity, leadership, and trust in young people. The award is offered to undergraduate students in Applied Science or Forestry with demonstrated financial need. The award is adjudicated by Enrolment Services.

Why and how amended: Upon donor Al Hetherington's request, on behalf of the Family, revised award description to provide more clarity on the award criteria.

#2837 Guild Yule & Company Prize in Ethics and Professionalism – A \$1,500 prize is offered annually by the law firm Guild Yule LLP to a student who achieves high standing in Ethics and Professionalism (Law 468). The award is made on the recommendation of the Faculty of Law.

Why and how amended: Upon donor's request, amended award title and description to reflect change in award criteria.

#2838 Guild Yule & Company Scholarship – A \$1,500 scholarship is offered annually by the law firm Guild Yule LLP to an outstanding student entering their second year of the J.D program. The award is made on the recommendation of the Faculty of Law.

Why and how amended: Upon donor's request, changed award criteria.

#3326 Harry and Marjorie Anne Slim Memorial Scholarship in Music - Scholarships totalling \$8,500 have been made available through an endowment established by Dr. H. Colin Slim (B.A. UBC 1951, PhD Harvard 1961, Hon. Mus. Doc. McGill 1993) to honour the memory of his parents. The scholarships are awarded to outstanding third or fourth year students in the School of Music who are majoring in Music Scholarship or Performance. The awards are made on the recommendation of the School of Music.

Why and how amended: Upon donor's request, and as a result of an increase in the award endowment market value, changed award description to allow for multiple scholarship recipients.

#3388 Jim DeFina Memorial Scholarship in Music – A \$1,000 scholarship is offered annually in memory of Jim DeFina (MMus 1983) by his family, friends and colleagues in the West Coast Symphony Orchestra. Jim had a deep passion for music and an unrestrained joy in all life offered. He was principal clarinetist and long-time member of the West Coast Symphony, serving on the Board and as president for many years. His leadership, warmth, integrity and desire to bring out the best in people inspired those around him. Jim believed in the

transformative power of music, inspiring his students through that vision. The award is offered to an outstanding fourth year undergraduate student in the School of Music who is majoring in a woodwind instrument. Preference will be given to students who intend to pursue a career as a full time professional musician. The award is made on the recommendation of the School of Music.

Why and how amended: Upon donor's request, amended award criteria to reflect donor's original intention to support students majoring in a woodwind instrument.

#4375 Kurt Henze Memorial Prize – A \$1,000 prize has been made available in memory of Kurt Henze, Supervisory Technician in the Department of Cellular & Physiological Sciences, through an endowment established by his family, friends and colleagues. Kurt Henze was a hard-working, loyal, detail-oriented man who believed in doing a job well. His devotion to the Department of Cellular & Physiological Sciences, previously known as the Department of Physiology, stemmed from his belief in the importance of furthering medical research, leading to the greater good of humankind. He strove to always provide the highest level of instruction, encouraging students to aspire to excellence. Mr. Henze immigrated to Canada in 1952 from post-war Europe, as he recognized that an individual's potential for success in this country was only limited by his willingness to seize opportunities and work hard. In keeping with Kurt's memory, the prize is awarded to a student who performs outstanding work in the laboratory courses leading to graduation in Honours Cellular, Anatomical and Physiological Sciences (CAPS), with preference given to a student who demonstrates financial need and leadership amongst his or her peers. The prize is awarded on the recommendation of Department of Cellular & Physiological Sciences.

Why and how amended: Upon the request of donors Ron Henze and his wife, Brenda Horner Henze, added biographical information as well as reference to financial need and leadership. They feel that financial need should be considered to ensure students can complete their studies.

#7688 Society of General Practitioners of BC Medical Student Bursary – Two bursaries of \$2,000 each have been made available through an endowment established by the Society of General Practitioners of BC. The bursaries provide assistance to fourth year students with demonstrated financial need who have been matched through the Canadian Resident Matching Service (CARMS) to a family medicine residency program in British Columbia. Awards are made on the recommendation of the Faculty of Medicine in consultation with Enrolment Services.

Why and how amended: The Society of General Practitioners of BC Board has requested the change to ensure that the student(s) will be focusing on, and matched to, a family practice residency program.

#8178 Peter JEPSON-Young Bursary – A \$1,750 bursary is offered annually by Doctors of BC in memory of Dr. Jepson-Young and in recognition of his contribution to the public awareness of persons with AIDS. The award is offered to an undergraduate student in the Faculty of Medicine who is a student member of Doctors of BC.

Why and how amended: Upon donor's request, update the donor's name from BCMA to Doctors of BC.

Appendix E: Emeritus Report

Last Name	First Name	Faculty	Emeritus Title
Barr	Ronald Graham	Medicine	Professor Emeritus of Paediatrics
Bates	Frances	Science	Senior Instructor Emeritus of Physics and Astronomy
Brunham	Robert	Medicine	Professor Emeritus of Infectious Diseases
Burntack	Leslie	Science	Professor Emeritus of Chemistry
Carter	Cedric	Medicine	Associate Professor Emeritus of Pathology
Clark	Campbell	Medicine	Professor Emeritus of Psychiatry
Davis	Ronald	Law	Associate Professor Emeritus of Law
Dewar	Anne Louise	Applied Science	Associate Professor Emeritus of Nursing
Douglas	Donald	Science	Professor Emeritus of Chemistry
Fielding	David	Pharmaceutical Sciences	Professor Emeritus of Pharmaceutical Sciences
Grace*	John Ross	Graduate Studies	Dean Emeritus of Graduate Studies
Gunew	Sneja	Arts	Professor Emeritus of English
Hlady	L. Jean	Medicine	Clinical Professor Emeritus of Paediatrics
Kalda	Riho	Medicine	Clinical Professor Emeritus of Psychiatry
Kishor	Nand	Education	Associate Professor Emeritus of Educational and Counselling Psychology and Special Education
Louie	Donald	Medicine	Clinical Professor Emeritus of Psychiatry
Martindale	Michael	Medicine	Clinical Associate Professor Emeritus of Dermatology
McLean	Barrie	Medicine	Clinical Professor Emeritus of Paediatrics
Micznik	Vera Georgia	Arts	Associate Professor Emeritus of Music
Ponzetti	James Joseph	Arts	Associate Professor Emeritus of Sociology
Pritchard	P. Haydn	Medicine	Professor Emeritus of Pathology
Taunton	Jack	Medicine	Professor Emeritus of Family Practice
Urquhart	Nadine	Medicine	Clinical Associate Professor Emeritus of Pathology

Wallace	Janice M.	Commerce and Business Administration	Administrative Librarian Emeritus
Weinberg	Joanne	Medicine	Professor Emeritus of Cellular and Physiological Sciences
Wilson	Roger J. A.	Arts	Professor Emeritus of Classical, Near Eastern and Religious Studies

* Correction to emeritus title



To: Senate
From: Senate Nominating Committee
Re: Adjustments to Committee Memberships
Date: 6 January 2014

The Senate Nominating Committee is pleased to recommend that Senate resolve as follows:

That Dr Stanley Knight be appointed to Senate Curriculum Committee until 31 August 2017 and thereafter until replaced, to replace Dr Andrea Dula; and

That Dr Rickey Yada be appointed to the Senate Academic Policy Committee until 31 August 2017 and thereafter until replaced, to replace Dr Thomas Schneider.

Respectfully submitted,

Dr Richard Tees
Chair
Senate Nominating Committee

**a place of mind**

THE UNIVERSITY OF BRITISH COLUMBIA

Office of the Senate
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Phone 604 822 5239
Fax 604 822 5945
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To: Senate
From: Senate Nominating Committee
Re: Adjustments to Committee Compositions
Date: 6 January 2014

The Senate Nominating Committee has received a request from the Senate Curriculum Committee to adjust its composition. Presently, there is a listed member “Representative, Continuing Education Division in the Health Sciences (voting)”. This position was formerly from the Faculty of Medicine, and the Faculty has advised that the position has been discontinued. The Senate Nominating Committee would therefore recommend that Senate resolve as follows:

That the composition of the Senate Curriculum Committee be amended to delete:

- *Representative, Continuing Education Division in the Health Sciences (voting)*

Respectfully submitted,

Dr Richard Tees
Chair
Senate Nominating Committee



a place of mind
THE UNIVERSITY OF BRITISH COLUMBIA

Provost and Vice President Academic
Walter C. Koerner Library
1958 Main Mall
Vancouver, BC Canada V6T 1Z2

Phone 604 822 4948
Fax 604 822 3134

January 8, 2015

To: Senate, UBC Vancouver
c/o Christopher Eaton, Associate Registrar for Academic Governance
and Director of Senate and Curriculum Services

From: David H. Farrar
Provost and Vice-President Academic

A handwritten signature in black ink, appearing to read 'DHF', followed by a horizontal line.

Re: Report to Senate on External Reviews of Academic Units, 2013-14

Item for information:

I am pleased to forward for the information of the Vancouver Senate, and in accordance with Senate policy, the Annual Report on External Reviews of Academic Units. This report covers the period of September 2013 through August 2014. It provides a summary of each of the 19 external reviews and 5 accreditation reviews undertaken.

Attachment: Report to Senate on External Academic Reviews, January 2015

External Reviews of Academic Units and Programs at UBC Vancouver 2013 – 2014

Report to Senate • January 8, 2015

Submitted by: Dr. Hugh Brock, Interim Vice-Provost and Associate Vice-President Academic Affairs

The following units and programs undertook external reviews between September 1, 2013 and August 31, 2014.

Faculty of Applied Science

- ❖ Department of Chemical and Biological Engineering – January 2014
- ❖ Department of Mining Engineering – December 2013
- ❖ Institute for Computing, Information and Cognitive Systems – May 2014

Faculty of Arts

- ❖ Arts Studies in Research & Writing Program – April 2014
- ❖ Creative Writing Program – April 2014
- ❖ Department of English – March 2014
- ❖ School of Library, Archival and Information Studies / Master of Library and Information Studies – October 2013 (*Accreditation Review*)
- ❖ Liu Institute for Global Issues – November 2013
- ❖ School of Music – January 2014

Faculty of Education

- ❖ School of Kinesiology Programs – November 2013 (*Accreditation Review*)

Faculty of Graduate and PostDoctoral Studies

- ❖ Interdisciplinary Studies Graduate Program – February 2014

Faculty of Medicine

- ❖ Department of Biochemistry and Molecular Biology – April 2014
- ❖ Centre for Blood Research – October/November 2013
- ❖ Brain Research Centre / Centre for Brain Research – November 2013
- ❖ Centre for Disease Control – September 2013
- ❖ Centre for Health Services and Policy Research – May 2014
- ❖ Master of Occupational Therapy Program – October 2013 (*Accreditation Review*)
- ❖ Department of Physical Therapy – December 2013

Sauder School of Business

- ❖ AACSB Maintenance of Accreditation Review – December 2013 (*Accreditation Review*)
- ❖ EQUIS Accreditation Review – April 2014 (*Accreditation Review*)

Faculty of Science

- ❖ Department of Earth, Ocean and Atmospheric Sciences – March 2014
- ❖ Department of Microbiology and Immunology – April 2014
- ❖ Department of Statistics – September 2013

Office of the Provost & Vice-President Academic

- ❖ UBC IT – July 2014

Key findings and recommendations from the above reviews appear on the following pages. The units' and Faculty responses to the reviews are included if they were provided.

Department of Chemical and Biological Engineering
Faculty of Applied Science
Reviewed January 2014

Highlights and Key Findings:

- The review team shared a general view that UBC CHBE is an outstanding department. It is among the very top chemical engineering departments in Canada and has an excellent international reputation. The review team had no major concerns about the Department.
- The education programs at both undergraduate and graduate levels are strong.
- The faculty group is outstanding and there are a good number of world leading researchers and research groups in the areas, consistent with their international standing.
- The staff members are supportive and have good spirit of service.
- The undergraduate and graduate students are very positive about the department and are generally happy with the programs.
- The Department's leadership is strong.

Key Recommendations and Action Taken:

- Recommendation: Work to resolve some of the teaching issues identified by students.

The Department will continue to build on the positive experience of the efforts in the past two years to respond to student concerns and continuously improve the quality of teaching. To further improve support for students the Department held a retreat in the summer dedicated to undergraduate programs and produced an undergraduate handbook that was made available to the students at the beginning of the academic year and to be updated annually. In addition, a coordinated effort with instructors will be made to adopt more student---centered learning instruction, to consider active learning approaches to instruction, to better articulate learning outcomes and to have more effective training of Teaching Assistants.

- Recommendation: Develop a vision and strategic planning for faculty renewal in terms of research areas, including considerations such as traditional strengths with expansion in new directions, and of managing the demographic transition.

The Department has the opportunity to be among the best chemical and biological engineering departments in the world. It has a renewal plan thorough the hiring of three recent emerging world leaders in the areas of Metabolic engineering for green synthesis of fuels and pharmaceuticals, pretreatment of forest biomass for production of biochemical and biomaterials, and advanced solar energy conversion. The Department currently has an NSERC Industrial Research Chair and CRC, which offer further opportunities to exploit faculty renewal. The Department is confident that it can attract the very best candidates.

- Recommendation: Have a clear delineation of administrative roles and responsibilities for both staff and advisors with respect to support of faculty and students and transparency to stakeholders.

Staff members are crucial to the delivery of the Department's teaching and research mission. The roles and responsibilities of the staff members are defined in the staff organization chart. The Department acknowledges that they will need to work on streamlining of processes and improving responsiveness. The students in the PhD and MASc Program are mostly engaged in experimental research and the undergraduate teaching programs have a very significant laboratory component. Both these programs require the support from the technical staff to build and maintain experimental facilities. Due to the changing needs of the students, the gradual enrolment increase and the graduate attribute accreditation requirements, the Department is conscious of the need to have a dedicated staff member to assist with student development projects.

- Recommendation: Investigate further increasing graduate student funding, taking into consideration the high living expenses in Vancouver and making the graduate support competitive among other Canadian chemical engineering departments.

The Department has increased the minimum funding level to \$21,000 last October. It will work on raising the minimum to at least \$25,000 which will place the Department at the top in terms of student support. In addition, the Department will consider offering newly hired faculty support for at least one Ph.D. student for 3-4 years as part of their start-up package. In the long run, the Department and the Faculty will have a broader discussion regarding additional support for students that will include covering tuition fees.

- Recommendation: Increase the amount of effort to promote a sense of community, not only among faculty members but also between faculty, staff and student groups.

The Department recognizes it should put greater effort to engage students, faculty and staff. It now holds lecture series/ seminars, industry night and student competitions, and annual Design and Research days to improve the social cohesion and faculty, student and staff engagement. A dinner with the industry advisory council gave an opportunity to mix faculty and council members and will now occur annually. The following events have been planned: 1) a Design Day to celebrate the student's achievements in the Capstone Design project course; 2) selected notable student achievements are celebrated at the annual graduation luncheon.

At the Faculty level, the Dean of Applied Science has established a new initiative that is expected to enhance the sense of community. Promotion to full professor will now provide an opportunity for a social event with a public lecture and a gathering of alumni, sponsors, students, colleagues, friends and family.

Department of Mining Engineering
Faculty of Applied Science
Reviewed December 2013

Highlights and Key Findings:

- The Department of Mining Engineering has highly dedicated Faculty and Staff.
- Undergraduate and graduate students were generally engaged, positive and enthusiastic about their programs and would recommend the Mining program to others.
- The co-op program is highly recommended as it builds a bridge between theory and practice.
- The Department is spread very thinly over several programs and teaching commitments.
- The undergraduate teaching laboratories have outdated and out-of-order equipment.
- The Faculty of Applied Science and the Department need better communication about budget.

Key Recommendations and Action Taken:

- Recommendation: Implement an official mentoring program for early career faculty and review appropriateness of teaching loads to ensure junior Faculty can work towards tenure.

The Department currently has a mentoring program in place and teaching loads are being adjusted

- Recommendation: Undergraduate curriculum should introduce students to the mines early on, and CAD and basic computer skills should be taught in first year as a foundation for future work.

Field trips are scheduled in each year of the undergraduate program, and basic computer skills are taught in the first year. The Department will reinforce these skills in subsequent years.

- Recommendation: Co-taught undergraduate and graduate courses should be differentiated.

The Department will find a solution that would be appropriate for research focus graduate courses without adding significantly more teaching time to an overloaded faculty.

- Recommendation: Increase the ratio of teaching assistants to students. Teaching assistants should be sourced from the appropriate discipline for the relevant labs.

The budget for teaching assistants is limited but we will pursue creative solutions.

- Recommendation: Work to resolve the laboratory issues; implement a preventative maintenance program and associated budget for lab equipment; encourage Professors to apply for equipment grants.

The Department concurs that there are concerns about laboratory safety and outdated equipment. In 2014, the department purchased \$400,000 of new from the interest accumulated in its Keevil endowment equipment to replace aging units and alleviate overcrowding. Unfortunately, the equipment grants from NSERC, RTI and CFI cannot be used to provide equipment for undergraduate teaching. There is one industry fund earmarked for laboratory improvement, but its funds are primarily used for maintenance.

- Recommendation: Faculty members are spread very thinly over many programs and Department commitments. The Department should balance the resources required for both existing and new commitments relative to their benefits. The Department should work with other departments and Faculties rather than relying solely on Mining resources.

We are actively searching for ways to bring in more money so that the Department can hire more faculty. The start-up of CIIEID has strained resources but the Department is confident that over time this will change for the better. Having Mining students take courses from other departments has been considered in the past; however the content and focus of the courses from other departments are sufficiently different which would lead to accreditation problems.

- Recommendation: Department should hire an additional full time staff member.

The Department agrees that an additional full time staff member is needed.

- Recommendation: We suggest that the Department encourage young female and indigenous students to pursue graduate studies with the objectives of becoming junior Faculty members.

The Department is working with Women in Science and Engineering to address this issue.

- Recommendation: Better interaction with professors from other departments is needed to ensure cross-disciplinary opportunities.

Department faculty members collaborate with Biochemistry, Electrical & Computer Engineering, SCARP, Anthropology, Sauder and the Beedie school of Business at SFU.

- Recommendation: Better communication within and across the Department.

The Department will implement monthly faculty meetings and will include staff in these meetings.

- Recommendation: Department should develop a long term plan that outlines its vision, operational plan and capacity requirements.

The Department has a long term plan and vision from a previous retreat.

- Recommendation: The B.C. government is aligned towards supporting mining and natural resources, sustainable practices, and Asian opportunities. The Department should leverage their natural alignment to the resource industry to support this mandate.

The department is working with other faculty and departments on a Northern Strategy for BC, and with other departments in Science and Applied Science on a Mine of Tomorrow initiative.

- Recommendation: Improve communication and transparency between the Faculty and the Department with respect to budget.

The Department and the Dean's Office are working together to clear up issues with respect to the budget.

Institute for Computing, Information and Cognitive Systems
Faculty of Applied Science
 Reviewed in May 2014

Highlights and Key Findings:

- ICICS has laid the foundation for continued excellence in the future. It has an impressive track-record as a catalyst for research, but it has not achieved its full potential. ICICS funded Professors need to be aware of their connection with ICICS, their role in its success, and be more engaged in the work of ICICS from its strategic planning to its operation.
- ICICS is an amazing tool for the future but in order to improve national standing, it must have a clear mandate supported by the affiliated departments.

Key Recommendations and Response from Unit:

- Recommendation: Oversight of ICICS should be provided by a Committee of Deans from several Faculties; and there should be an Advisory Committee consisting of ICICS Chairs, the Director and one representative from each affiliated Department/Faculty.

A Committee of Deans will help ICICS engage a wider representation of the University and the Advisory Committee will complement other Committees in ICICS and will help to address ICICS issues such as emerging research directions, funding opportunities, space allocation, etc. The Faculty will work with the ICICS Director to implement this recommendation.

- Recommendation: ICICS should develop a clear strategic plan with an explicit mission, vision and goals.

ICICS will develop a strategic plan in consultation process ICICS stakeholders.

- Recommendation: ICICS should be an umbrella for (a) MAGIC, (b) people/planet/smarthomes; (c) digital media centre; (d) HCI initiatives, and (e) other centres/initiatives as appropriate.

ICICS agrees that it is the best place to house multidisciplinary centres and research initiatives and will explore ways to expand its reach beyond the current members. The Director will work with the ICICS Advisory Committee and relevant ICICS stakeholders to identify dedicated research space in ICICS for additional centres.

- Recommendation: ICICS should pay more attention to harnessing mechanisms for collaboration and communications within UBC.

Discussions for additional pan-university collaborations are underway with the Sauder School of Business, Peter Wall Institute for Advanced Studies and the UBC eHealth Strategy Office.

- Recommendation: ICICS should catalyze student and faculty engagement through a program of annual awards.

There are currently discussions to restructure the NextBC 2015 event as a combined Industry/UBC innovation showcase, with awards for top innovators, panel discussions, exhibitions and important graduate student networking.

Arts Studies in Research and Writing

Faculty of Arts

Reviewed April 2014

Highlights and Key Findings:

- The ASRW is a pioneer in the development of truly cross-disciplinary writing pedagogy. The unit holds the promise of exciting growth, reviewer knew of no institution where it this approach had been so thoughtfully and thoroughly implemented in curriculum and practice.
- The work of ASRW has received national attention because of conference presentations and the involvement of faculty members in *the Canadian Journal for the Study of Discourse and Writing*.
- ASRW faculty energies have been spread too thinly and sometimes without clear purpose.
- Despite its wider successes, the unit had no clear location or identity within the Faculty, and was thus unable to achieve the visibility or status it requires to do its work well.

Key Recommendations:

- Reviewers recommended that the Faculty of Arts create a cross-disciplinary institute by combining all first-year programs/courses which include: ASRW, the Coordinated Arts Program, and Arts One, in order to bring together faculty members and greater cohesion and coherence in manifold Arts-based activities. The appointment of faculty colleagues from across Arts as Affiliates or Associate Members in ASRW would strengthen the ties between units without necessarily increasing workload responsibilities.
- A number of course-level recommendations included: rethink themes and evaluate WRDS 150, determine optimal course length, offer 6-credit Community Based Experiential Learning sections of WRDS 150, consider implementing more cohort-based learning, resolve debate over equivalency and transferability of writing courses, revisit articulation agreements to ensure that transfer credits have met the necessary requirements.
- Re-evaluate teaching load equity, priorities, and guidelines. Determine better configuration of support staff and academic staff.

Unit's Response:

ASRW supports the creation of an institute to combine the three programs in a way that would serve students and pedagogical innovation. ASRW will clarify reference to the research themes in WRDS 150 in the UBC course schedule and prepare a 6-credit community based experiential learning course.

Faculty's Response:

The Dean's office has appointed an Acting Chair of First Year Programs (FYP) to explore questions of appropriate operational structure for greater coherence among the three programs as well as to contribute to an overall strategic plan. We have seconded an acting administrator for FYP to improve administrative support for all three programs, evaluate the administrative workload and work with the programs to implement priorities and create procedures and guidelines. We will improve ASRW's website in order student access to necessary information and more clearly identify its contributions to UBC.

Creative Writing Program

Faculty of Arts

Reviewed April 2014

Highlights and Key Findings:

- There is high enthusiasm, excitement and unshakeable commitment to the program.
- Participants agree that the Program is in the best shape it has been in 25 years. Its irrefutable national and international status and recent successful growth are significant milestones.
- They cited its excellent experiential learning opportunities, community outreach and commitment to research as key markers of its success.
- Becoming a School would amplify the Program's chances for development.

Key Recommendations:

- The program must forge a clear vision to consolidate the promise embodied in its recent growth and success, to prevent faculty and staff burnout if the current pace of growth continues.
- Grading processes should be reviewed to ensure that grade-inflation does not undermine academic credibility.
- Faculty and staff should develop forward-thinking and coherent policies to clarify many of the "long-standing unwritten policies and customs" that make up the program's culture.
- The program should formalize clear procedures regarding e-publishing students' work, which protect students but also allow public universities to disseminate new knowledge.
- Funding for Aboriginal outreach should be augmented and made permanent part of the Program's budget.
- Space deficiencies include: no storage space, insufficient library and lounge space, too-small and shared administrative space.

Unit's Response:

- *The Creative Writing Program has created a committee to examine the future of the unit, in order to solidify its proposal to transition from a Program to a School. It is formalizing administrative practice in written policy guidelines.*
- *The Program has hired additional .5 FTE staff to address workload and is working with the Faculty of Graduate and Postdoctoral Studies to establish a policy for digital storage of MFA theses.*

Faculty's Response:

The Faculty supports the Program's ambition to become a School of Creative Writing and has instituted a leadership search at a level usually reserved for Directors. We are providing additional full-time instructional resources where suggested by growing demand. Anticipating the move of the Vancouver School of Economics from the Buchanan Tower, we are working with the academic units in the Buchanan Complex to revise space programs, and we expect to provide additional space to Creative Writing, adequate to current and anticipated faculty and student needs.

Department of English
Faculty of Arts
Reviewed March 2014

Highlights and Key Findings:

- Reviewers identified the strong publications and impact of the Canadian literature faculty, including publication of the journal *Canadian Literature*.
- The Department of English as “currently in reasonable shape”, identified potential problems including: a 27% decrease in the number of English major degrees awarded since 2006; and 31% decrease in the number of English majors since their peaks.
- The graduate program is healthy, the funding packages were quite generous, and the SSHRC success rate, admirable. The Ph.D. Co-Op Program with non-academic employers is impressive.
- Reviewers applauded the department’s efforts and appointment of “Instructors” (lecturers converted into tenure-track teaching faculty) as a result of English’s emphasis on teaching.
- Reviewers were impressed with the range of interdisciplinary connections; but found the department’s response to important directions of change in the discipline less clear.
- There was concern about reactive governance, the lack of strategic planning, and transparency.

Key Recommendations:

- The department should reform the English major curriculum to make it more integrated and attractive.
- The department, with UBC, should institute opportunities for students to participate in research, and host with an annual symposium and awards.
- Canadian literature, both the field and the journal, should receive support from the department and Faculty of Arts, particularly as six Canadianists are expected to leave the university in the near future.
- They recommended that the department hold a full retreat in the near future to design a strategic plan.
- A number of recommendations from the 2007 review have not been addressed: accumulate and internally publicize details of ongoing research in the department; create a perception of transparency about management of the department, including the assessment of merit; consider more senior appointments to maintain a balanced demography; develop a formal process for mentoring junior faculty; make the expectations for tenure more transparent; create an Associate Head for Research and Development; prepare a constitution or set of bylaws.

Unit’s Response:

- *The student declines in the Department are similar to other English departments throughout the world. It has implemented a recruitment and advertising campaign, and a partnership with Arts Co-op, that show promise of stabilizing admissions.*

- *The Department courses already feature innovative approaches, and it is currently revising the undergraduate curriculum, which will address many of the concerns identified by reviewers.*
- *A Department retreat is scheduled for the Spring, which will thoroughly evaluate the unit.*

Faculty's Response:

We are working with development and alumni to help the Department better track graduates and to increase coop experience at both the undergrad and graduate levels. Through our initiative on program outcomes we are working with the department to better understand curriculum and to develop first-year courses that attract majors and students seeking enrichment courses. We are going to monitor enrolment in relation to resources and faculty complement.

**School of Library, Archival and Information Studies (iSchool)
and Master of Library and Information Studies**

Faculty of Arts

(Reviewed: October 2013)

Highlights and Key Findings:

- The Committee on Accreditation granted conditional accreditation status (a three-year extension) to the MLIS program.
- The next accreditation review will take place in fall 2016, with the final accreditation decision to be made in January 2017.
- The iSchool was asked to submit a plan, due October 1, 2014, which addressed issues identified by the committee and included a detailed timeline indicating progress made since the review.

Key Recommendations:

The School did not comply with ALA standards in the following areas:

- “The lack of evidence that the mission, goals and objectives are linked to competencies identified and the assessment activities named (Standard I.2)”;
- “The absence of concrete evidence of student learning outcomes assessment with both indirect and direct measures (Standard II.7)”;
- “The absence of student learning outcomes assessment equally applicable to all students in the program (Standard IV.6).”

Faculty’s Response:

- *The School has made significant changes to track outcomes in the MLIS degree as per the ALA request.*
- *The Faculty of Arts hired an external advisor experienced in accreditation reviews and provided two faculty members with a course release to afford them time to draft the response.*
- *The Dean’s Office supervised the process and provided feedback on appropriate revisions to the response, which was submitted to the ALA in October 2014.*
- *The School will be meeting with ALA officials in late November 2014 to determine whether its work on outcomes and response will be sufficient to have the conditional status removed in advance of the next scheduled accreditation visit.*
- *The Dean’s Office has initiated a formal external review of the School in December 2014 in light of the School’s conditional accreditation status.*

Liu Institute for Global Issues

Faculty of Arts

Reviewed November 2013

Highlights and Key Findings:

- The 2013 External Review of Liu Institute for Global Issues ranked Institute very high relative to comparators when considering resources, affiliated faculty, and its strong reservoir of active scholarly talent with international reputations.
- The most significant contribution over the years since the last review has been to build “strong research networks” particularly among doctoral and post-doctoral students “around select themes and global issues”.
- Reviewers identified potential benefits and risks in launching a proposed new professional Masters of Public Policy and Global Affairs (MPPGA) degree. The MPP degree could establish a new centripetal force currently missing to increase faculty presence and engagement, and improve relationships with cognate units; or it could create an identity problem for the Institute if the proposed program is detached from the Liu’s mandate and create conditions for conflict among the three cooperating units (Institute of Asian Research, Institute for Resources, Environment and Sustainability and Liu Institute for Global Issues).

Key Recommendations:

- Develop a strategic plan for future hires based around core themes and priorities, related to the proposed MPPGA degree and areas of potential growth.
- The MPPGA should have a single governance structure involving the three host units and explore re-purposing International House if the MPPGA comes on stream.
- The Institute’s growth plans would require increased financial support from the Faculty of Arts.
- The Institute and the Dean’s office should make a concerted effort to address gender imbalance among the faculty and prioritize equity and diversity when appointing a new Director.
- The Institute would benefit from “an external advisory committee of representative stakeholders (in business/government/NGOs) and/or experts to offer broad-based advice and support for Liu’s mission and strategic direction”.

Unit’s Response:

In collaboration with other units on campus and with support from the Dean’s office and University, the Institute has completed research on the development of an MPPGA as a two-year professional degree in global public policy that equips future policy leaders to address the complex problems of the 21st century with multidisciplinary policy analysis and design skills, substantive strengths in development, sustainability, and global governance, and the ability to integrate tools with policy through field-based professional experience. It builds on existing capacity with membership from the IAR, IRES, and Liu together with relevant department representatives including economics, geography and political

science.

The Institute has reconfigured the staff positions at the Institute to put all student activities under one staff position. The new structure freed up a communications and program development position, which has been successfully filled with a starting date of April 23, 2014.

Faculty's Response:

The Faculty has addressed a number of the reviewers' recommendations. It approved future recruitment for a new faculty position called the Simons Chair in Disarmament and Global Security. In 2014, the Faculty appointed a new Director of Liu, Moura Quayle, former dean of Land and Food Systems (1997-2005) and deputy minister of Higher Education (2005-2008), will soon appoint a director to lead the MPPGA for the next two years, and create an administrative position to support the new degree program. It also recently recruited a new Tier I CRC in Global Food Security and hired Wade Davis, who is appointed in Anthropology and located in the Liu Institute. The Faculty and University are also approaching the federal government to discuss the possibility of creating an Institute for Future Legislators in partnership with the Centre for the Study of Democratic Institutions, which would provide possible funding for a repurposing of International House.

School of Music
Faculty of Arts
 (Reviewed January 2014)

Highlights and Key Findings:

- Reviewers applauded the School of Music's high quality faculty members.
- The School, compared to schools of a similar size and scope, retained a fairly traditional "classical" orientation, which attracts students and elicits public support.
- Substantial progress has been made in hiring and promotions, curriculum review and innovation, community engagement and donor cultivation since the previous review.
- Reviewers identified an "extremely low overall representation of women on the faculty".
- Address "solvable" problems and challenges in communications, facilities, finance, governance, personnel, and program requirements.

Key Recommendations:

- "The School must work purposefully and diligently to achieve a better gender balance" among faculty.
- Streamline the music theory requirement for music education, given the constantly increasing demands of the contemporary job market.
- The School of Music and the Chan Centre require a more communicative, collaborative relationship. The Dean's office could pool the Chan's staffing resources with those of the School of Music to facilitate more efficient, effective staffing for UBC's collective musical activities. Establish a standing committee to discuss programming, usage, scheduling, and marketing.
- Funds should be sought to build a large ensemble rehearsal facility to relieve scheduling pressures that arise from use of the Chan Centre.
- Re-allocating administrative tasks among staff and create an equitable and efficient work structure.
- The School should consider levying small fees (e.g. locker fees, practice room fees, and lesson fees) to pay for equipment purchases, repairs for facilities to create a fund to cover expenses.
- Scholarships are needed to attract first-rate young performers and seek private funding to create an endowment for instruments.

Unit's Response:

- *The School has created a task force to explore curriculum renewal and to examine new pedagogical approaches in a music teaching and learning context, new collaborations across disciplines in the Faculty, as well as ways to decrease some of the BMUS core requirements.*
- *The School has prioritized space, facilities and fundraising issues including, renovation of the fourth floor of the Music building, pursuing facility expansion plans and continued efforts to fundraise for student scholarships and equipment.*
- *The School has recently recruited a female faculty member in a male-dominated subfield and is taking a "proactive" approach on upcoming searches. This approach has included attending the*

Faculty workshops on hiring, and incorporating recommended best practices into search procedures in order to maximize the likelihood of attracting top women candidates.

- *The School has also reiterated its need to the Dean's office for funding support for staffing resources.*

Faculty's Response:

- *The Dean's office is reorganizing communications for the Arts & Culture District, which includes the School of Music and the Chan Centre, in order to optimize support for its units and better utilize resources for the creative and performing arts. The Faculty initiated a facility resource study with RPG (Resource Planning Group) looking at recommendations for improvements with respect to scheduling. We have developed plans to include, as part of the Armoury Commons, a 6,000 square foot rehearsal facility for Music, and are proceeding with plans to renovate the 4th floor for additional practice rooms and student space.*

**Program Accreditation Reviews, School of Kinesiology
Faculty of Education**

Reviewed November 2013

The Kinesiology and Health Science and Physical and Health Education streams in the Bachelor of Kinesiology degree (BKin) were reviewed in November 2013 for reaccreditation by the Canadian Council of University Physical Education and Kinesiology Administrators (CCUPEKA) Accreditation Council. CCUPEKA accreditation is for seven years. The previous reviews were conducted in 2006.

Highlights and Key Findings (Bachelor of Kinesiology (BKin) Physical and Health Education Stream)

- an outstanding degree program and stream of study for students aspiring to broadly-defined careers in physical education, teaching, coaching and other related areas
- continues to be one of the leading programs for students pursuing careers in physical and health education through its continued commitment to ensuring activity instruction, movement analysis and opportunities for students to learn and engage in a variety of instructional strategies and design experiences
- The complementary course and co-operative “hands on” experiences ensure students have access to practical integration of their classroom learning and “real world” engagement.
- The School maintains many strong collaborative relationships with other units on campus, in particular the Faculty of Education which is of most pertinence to the current accreditation.
- Appreciation was expressed to the School for its commitment to the visit, the preparation of documents and the detailed discussions.

Key Recommendations (BKin Physical and Health Education Stream):

- Develop a long-term sustainable plan to ensure the strength of this leading edge program strength is important given pending retirements.
- The lack of ONE building for faculty minimizes its opportunities to fully develop its interdisciplinary capacity for both faculty and students. Integration of the unit within new health sciences facilities would be advantageous.
- Lab space and equipment, while upgraded from previous years, continue to be a challenge. Activity spaces in many instances are in need of upgrade.
- Ensuring exposure to up to date field/laboratory equipment is essential so that students can function in the workplace upon graduation. Recent improvements/upgrades to classroom space have been positively received by faculty teaching in these spaces
- The Bachelor of Kinesiology – Physical and Health Education stream should receive CCUPEKA accreditation in Physical Education.

Highlights and Key Findings (BKin Kinesiology and Health Science Stream):

- Overall a high quality and popular Bachelor of Kinesiology degree

- This stream provides students with excellent preparation as a Kinesiologist or for graduate study in a health area.
- Most of the teaching in the program is done by full-time faculty, and ongoing upgrades to classrooms and teaching laboratories provide a very positive environment for learning, despite the negative impact of the distribution of faculty, students, and facilities across the Vancouver campus.
- The School appears to be progressing very strategically with a curriculum review and with projects exploring the use of new pedagogical approaches.

Key Recommendations (BKIn Kinesiology and Health Science Stream):

- “We conclude that the Kinesiology and Health stream of the Bachelor of Kinesiology degree at UBC has attained Kinesiology accreditation.”

**Interdisciplinary Studies Graduate Program
Faculty of Graduate & Postdoctoral Studies**

Reviewed February 2014

Highlights and Key Findings:

- The ISGP is an excellent program, with highly talented, self-directed students and high quality leadership, offering an “exciting and rich intellectual experience for graduate students” and is a “critical resource and unique university asset” for faculty.
- The program is underfunded for what it is expected to do.
- Many are unaware of the program. There is a lack of TAship opportunities for students, inconsistent support and integration of students within their supervisors’ departments, and difficulties in mounting courses.
- Is the Masters program still valued given its undefined purpose and the amount of time needed for its oversight?
- Reviewers supported the move of the program to the Macmillan building.

Key Recommendations:

- The program should not admit unfunded students. If the program is thereby reduced in size, the reviewers strongly urged G+PS to maintain the current 4YF allocation.
- The program should establish a larger Faculty Advisory Committee consisting of ISGP supervisors appointed by the Deans of the faculties, with a more comprehensive mandate to address among enrolment, learning outcomes, and coursework.
- The program should provide half the funding for a limited number of TAships.
- The program should increase its internal and external communication efforts.
- The high quality student-led online journal and annual conference should continue.
- The program should hire additional an half-time staff member (1/2-time) to address communication and administrative needs, and appoint an Associate Chair.
- Tenure-stream faculty could team-teach with some of the sessional instructors who have offered INDS courses, because it “would have the advantage of modelling interdisciplinary collaboration as a best practice in interdisciplinary studies.”

Program’s and Faculty’s Response:

- *The program has been, and will continue to move toward minimum funding guarantees for all admitted PhD students.*
- *The broadened of governance structures has already implemented.*
- *The Chair agrees is investigating budgetary sources for adminisitrative support.*
- *The program will explore the development of learning outcomes and different models of mounting courses.*

Department of Biochemistry and Molecular Biology
Faculty of Medicine
Reviewed April 2014

Highlights and Key Findings:

- The Department Head, Dr. Roger Brownsey, is well respected by his colleagues and the Review Committee.
- Department faculty members teach in the BSc Biochemistry program in the Faculty of Science, and continue to develop new curriculum in this undergraduate degree program.
- Graduate teaching is a strength, and the Department provides flexible access to graduate students for Associate faculty members with primary appointments in different Departments.
- The quality of research carried out by members of the Department is outstanding.
- The existing administrative structure adequately serves the needs of the Department.
- Continuing the Department's outstanding record and productivity in the future will depend on the ability of the Head to access resources for new hires and to provide support for career progress of the junior faculty members.

Key Recommendations and Action Taken by Unit:

- Recommendation: The Department consider ways to focus on increasing the number of women faculty and instructors.

The Department supports this recommendation. When recruitment opportunities arise, the Department will proactively encourage potential female applicants. In future recruitment of instructors, the Department will also target senior female trainees with appropriate skills and career ambitions.

- Recommendation: The Department appoint an Associate Head from amongst the Head's colleagues in the Unit, with the goal of training a possible successor.

The Department will discuss such an appointment, but prefers to keep open the option for a broader future search for a possible external candidate as the next Department Head.

- Recommendation: The Department should monitor the success of the undergraduate curriculum renewal using the appropriate metrics, and adapt the program as required.

Feedback is now being obtained from recent Biochemistry and Molecular Biology B.Sc. graduates about the renewed curriculum to assess the impact of the curriculum changes that have been implemented and being considered.

- Recommendation: The Department find ways to generate tenured positions for Instructors on short term contracts that have worked in the Department for many years.

The Department fully agrees with the reviewers, but the Department needs to build alternative sources of revenue to be able to achieve this goal.

- Recommendation: The Department should upgrade and evolve their Graduate program and mentorship of Postdoctoral Fellows (PDFs) to ensure that their training gives them the widest possible choice of career options.

The Department will take advantage of teaching of general skills that are now provided by the Faculty of Graduate and Postdoctoral Studies and the Centre for Teaching and Learning Technology and emerging entrepreneurial training options within the Life Sciences Institute. The Department has also made efforts to improve PDF mentorship, including a summer seminar series and mock interview days, and will be exploring options for providing PDFs with teaching opportunities.

- Recommendation: The Department should explore innovative ways to attract new students.

The Department will explore other avenues to attract applications. Recent enhancements have led to substantially increased traffic to the Department website and other social media options are being developed. Plans are also being developed to re-establish an annual brochure that could be distributed directly to other undergraduate programs across North America and also provided to faculty to distribute as they travel to other institutions to give talks.

Centre for Blood Research
Faculty of Medicine
Reviewed October/November 2013

Highlights and Key Findings:

- Uniformly high regard was expressed for the outstanding leadership of Dr. Edward Conway.
- The Centre is recognized nationally and internationally for its research excellence and exceeds the performance of comparable blood research centers.
- The Centre provides a high quality environment for research and training of high quality personnel at all levels, aided by active pursuit of alternative sources of funding.
- The Centre has made its resources accessible to the broader community.
- The current success and viability of the Centre may be compromised if additional funding is not found. Creative steps to obtain funding from other sources have begun.

Key Recommendations and Action Taken by Unit:

- Recommendation: Consider delegating and/or encouraging additional Centre investigators to take on specific leadership roles over the next term. Succession planning and diversification of fundraising and Centre-wide grant writing more equitably among the 38 active Centre members are important considerations to ensure success continues in shorter and longer terms.

Candidates for an Associate Director are being sought, and succession planning is being discussed with the Steering Committee. We will hire a director of education who to ease the load. CFI grants have been submitted by different members of the Centre.

- Recommendation: Sustainability is the major issue raised in the review. The current success and viability of the Centre may be compromised if additional funding is not found.

The Centre has been and continues to be very successful in raising funds from the private sector and industry. The expectation is that this funding will increase as new investors and donors are identified, and strong and trusting relationships are established.

- Recommendation: With retirements in the near future there is significant opportunity for new recruitment.

The Centre will strategically hire two young investigators to ensure that their interests complement those that exist, while adding new technologies to the environment.

- Recommendation: Postdoctoral fellows expressed a desire for greater career development and opportunities to acquire experience in teaching (i.e. guest lectures), grant writing, industry liaisons, organization of seminar series, and alternative career paths.

A Research Associate and a PDF will join the Centre's Steering committee. With the Director, and Associate Director, or a PI-delegate, these two personnel will meet with all CBR PDFs and RAs, and any clinical fellows/trainees who are interested, as well as senior PhD students if they so wish, to identify needs and to design a program. The Faculty of Graduate and Postdoctoral Studies will be

consulted and where possible, programs will be integrated. Funding will be provided by the Centre, and the Centre is confident that this will be matched by donors. A full-time person will be hired to lead the Centre's educational program, who will also direct the summer studentship and the collaborative research award programs, and liaise with the national Transfusion Medicine Training Program.

Brain Research Centre and Centre for Brain Health
Faculty of Medicine
Reviewed November 2013

Highlights and Key Findings:

- Dr. Max Cynader, is commended for his vision, energy and inter-personal skills in establishing the Centre as one of the leading academic units in Canada.
- The Centre has attained an international reputation for excellence in basic neuroscience led by outstanding researchers such as Drs. Terry Snutch, Ann-Marie Craig, Yu Tian Wang, Brian MacVicar and others. Clinical neuroscience has also been very well led by investigators such as Dr. Jon Stoessl.
- The Centre has been an excellent site for training graduate students and Postdoctoral Fellows.
- During the past 15 years, the cohesiveness and morale within the Centre have been excellent.
- The Centre could become a hub for brain health research and education across the Province.
- Allocation of resources (such as space and budget) has not been transparent.

Key Recommendations and Action Taken by Unit:

- Recommendation: As Dr. Cynader's term as Director concludes June 30, 2014, a Transition Team should be formed to plan for the leadership change and plan for the future direction of the Unit, including a high-level strategic vision over the next five years. A search for a new leader should be initiated.

A Transition Team was formed and they developed and are implementing a transition plan. A Search Committee for a new leader was formed and is currently in the recruitment process.

- Recommendation: The new Director should consider the review committee's report and recommendations.

Permanent leadership has not yet been confirmed for the Centre. Accordingly, this recommendation will be considered once permanent leadership has been established.

Centre for Disease Control
Faculty of Medicine
Reviewed September 2013

Highlights and Key Findings:

- The UBC Centre for Disease Control (UBCCDC) and the British Columbia Centre for Disease Control (BCCDC) and now effectively one organization under the banner of BCCDC (the “Unit”).
- The Unit, under the outstanding leadership of Dr. Robert Brunham as Executive Director, has performed very well in the last few years.
- Bibliometric analyses, including citation analysis, demonstrate a continuing and significant level of impact in the field of public health. Network analysis demonstrates a high level of connectivity between leading Unit researchers and their peers across the public health domain.
- The Unit’s activities over the past five years in research, teaching and service align well with the Faculty of Medicine’s Strategic Plan.
- Trainees were positive and enthusiastic about the training environment and support at the Unit.
- All were satisfied with the administrative support provided by operational managers.

Key Recommendations and Action Taken by Unit:

- Recommendation: Continue providing attention to relationship with Simon Fraser University (SFU).

Unit has no plans to pursue a formal relationship with SFU but will continue the ongoing ad hoc collaborations with SFU researchers, the informal partnership with the Faculty of Health Sciences, and the policy of offering practicum placements to SFU students.

- Recommendation: Leverage the BC Centre for Disease Control Foundation to secure partners who can support research projects.

The Foundation is currently actively seeking partners to fund projects and personnel awards and the Unit expects substantial growth in these areas in the coming years.

- Recommendation: Address issue of partner appointment eligibility for certain salary awards.

The CRC is the only salary award for which partner appointees are currently ineligible. Unit is preparing a case to present to the university administration addressing concerns regarding ineligibility of partner appointments for Canada Research Chair (CRC) awards

- Recommendation: Monitor the university’s evaluation of applied research as contribution to tenure and promotion.

The Unit has confirmed that within the Faculty of Medicine, the Centre’s faculty are formally evaluated against domains inclusive of contributions spanning research and publication, teaching, community service and knowledge translation (including influence on policy), and service to UBC (including service to the Unit). Members of our faculty have already made successful cases for

promotion based on the "professional case," in which the candidate is assessed especially for their impact on public health practice nationally and internationally.

- Recommendation: Implement flexible professional tracks with varied weightings of academic and service requirements for Unit staff, based on individual proclivities and strengths, which may include protected research time.

The recent creation of the Senior Scientist role has been an important step towards formalizing various types of professional tracks in place within the Unit. We are performing a network analysis of the flow of ideas through our organization, and the data will inform best practices around organizational structures supporting research, service, innovation, and collaboration. Rather than blocks of protected time, the Unit's researchers are encouraged to follow the model of "research embedded within service." To facilitate this, the Unit has hosted workshops on time management, work practices, and innovation.

- Recommendation: Lessen focus on basic science and fundamental research in favour of applied public health research.

The Unit recognizes that the primary mandate of a public health agency is applied research and the Unit strongly believes it is operating effectively in this domain, as evidenced by the number of our publications directly impacting policy and practice. However, the Unit also recognizes that basic research underpins applied research, and believes that the Unit should act as facilitators of basic research through partnerships and data stewardship.

- Recommendation: Support for grant content and research ethics issues.

The Unit is planning to recruit a grant development specialist accessible to Unit researchers across all service lines.

- Recommendation: Monitor potential perceptions of inequity in research support across groups.

The Unit believes the recruitment of the individual above will address this recommendation.

Centre for Health Services and Policy Research
Faculty of Medicine
Reviewed May 2014

Highlights and Key Findings:

- The policy expertise of CHSPR is essential to the School of Population and Public Health (SPPH) and the Faculty of Medicine.
- The Centre's effectiveness is endangered by tenuous relationships with policy makers, external stakeholders (Ministry of Health), lack of collaborative work within UBC and externally.
- The independent nature of the Centre's activities may be impairing its ability to meet the challenge of the increasing demand from students and faculty for policy advice and mentoring.
- The Centre is dedicated and engaged in its efforts to influence the politics of healthcare.
- The dedication of CHSPR faculty to teaching and student supervision is unquestionable.
- The research portfolio is excellent and most faculty are globally competitive.
- The Centre has been remarkably successful in securing research grants projects, but there is a risk associated with reliance on such funding which has been awarded largely from one agency.

Key Recommendations:

- Commit to a strategic planning process in the context of the SPPH and the Faculty of Medicine, with a unified vision for health policy and services research across the units. The new strategic plan should include plans to recruit new faculty at assistant professor level to fill gaps defined by discipline, methods expertise, or content areas.
- Invest as a group with all sectors of academic life, beyond research.
- Develop the Centre's collective capacity as the "go to" resource for policy information and advice for other groups and programs.
- Reach out to potential partners and stakeholders to define common ground and build a program that draws on all of the expertise available.
- Establish a Summer Institute in health services research and policy.
- Re-build bridges with the BC Ministry of Health and other government stakeholders and create an advisory board inclusive of partners and stakeholders.
- The School and Faculty should ensure access and support for the designated director or chair.
- Establish a program to attract policy makers and decision makers; for example, a mentoring program aimed at post-graduate students.
- Diversify sources of research funding to reduce dependence on CIHR.
- CHSPR expertise in data analysis needs to be updated to take advantage of new opportunities and challenges related to data science and high expectations of decision-makers.

Unit's Response:

- *We believe that the communications of our research findings to policymakers and the general public are strategic strengths for UBC. We look forward to working with the School, the Faculty, and our sister Centres to refine, clarify and implement plans that ensure this brand of disciplined,*

respectful, yet independent research contributes positively to the larger health policy research enterprise at UBC.

- *CHSPR can do more to articulate its core purpose as a research centre and we will develop a clear organizational mission and values over the next six months. We will engage advisors from key domains such as SPPH, UBC more broadly, health professions, public interest groups, and decision-makers at the local and national level.*
- *We will prepare for the recruitment of more tenure-track faculty members to replace retiring faculty members.*
- *CHSPR typically attains over \$2 million per year in research funding. Since the review, CHSPR faculty have secured research funding from the Michael Smith Foundation for Health Research, the Institute for Health System Transformation and Sustainability, and the BC office of the Canadian Institute for Health Information. We will develop strategic plans to promote continued success in grant competitions.*
- *We agree that engaging in new educational programs is very worthwhile. We look forward to working with UBC, the SPPH and the Faculty of Medicine on new initiatives related to health services and policy research training at UBC.*

**Master of Occupational Therapy (MOT)
and Department of Occupational Science and Occupational Therapy (OSOT)
Faculty of Medicine
Accreditation Review October 2013**

Highlights and Key Findings:

- Remarkable progress was achieved since the 2007 review, notably the shift to being a department within the Faculty of Medicine.
- The Department of Occupational Science and Occupational Therapy is 'outstanding', 'the gold standard', 'the poster child', 'a unifying force', and 'the most open department to work with'.
- The leadership of Catherine Backman is systematic, organized, strong and visionary.
- High level of commitment to the program by faculty, staff, and clinical faculty.
- The pedagogical team is highly respectful, engaged, valued, and have a sense of professional identity that relates directly to their involvement in the department.
- The students are polite, respectful, intelligent, pleasant to work with, and well versed in their discipline.
- The participation of clinical faculty in admissions process builds confidence among clinicians about the calibre and quality of students admitted into the program.
- Students come to their fieldwork placements with the skills and knowledge needed to be successful.
- The high level of scholarship and research of the faculty is clearly embedded in the curriculum.
- The level of scholarship in the RSOT 547 projects is remarkable and is clearly valued by the clinical and academic communities.
- Inter-professional education is actively integrated in the curriculum, and the faculty are recognized as leaders in this area by the Faculty of Medicine.
- Great value is placed on the scholarship of teaching, is supported by UBC structures for tenure and promotion, and is seen through success in obtaining teaching and learning funding from the TLEFs and Flexible Learning Initiative.
- The inclusion, respect, and value afforded to all stakeholders has created a workplace and learning place with a quality that cannot easily be described. The whole is greater than the sum of its parts.

Key Recommendations:

- There needs to be more comprehensive plan for annual program evaluation that follows a logical framework.
- Vision Mission Values and Philosophy could be linked explicitly to the conceptual framework in the curriculum document could be more explicit in how the overview links with the details of the conceptual if the visual depiction was linked to the written description.
- We are confident that the department, and the MOT program are capable of effectively implementing significant changes to professional education, but take care moving forward not to lose the elements of your current program that make it so strong and effective.

Unit Response:

OSOT continues to work towards a more comprehensive program evaluation plan and work with key stakeholders for the expansion of seats as well as the Academic Health Sciences Network.

Department of Physical Therapy
Faculty of Medicine
Reviewed December 2013

Highlights and Key Findings:

- The Department is performing above and beyond expectations.
- The Department Head, Dr. Jayne Garland, is highly respected.
- There Department is innovative (e.g. the dual degree MPT/PhD program).
- There is significant concern about the financial situation and resulting potential impacts.
- Opportunities for generating new funds and shared resources that should be examined.
- MSc/PhD students and postdoctoral trainees emphasized the high quality of the faculty and the excellent mentorship that they receive.
- The research enterprise of the UBC Physical Therapy program is strong.

Key Recommendations and Action Taken by Unit:

- Recommendation: Close scrutiny of budget is needed, and we suggest development of other sources of revenue generation for the department in partnership with important stakeholders and with support from the Faculty of Medicine and the University.

This recommendation will be a key focus of Department management because the current situation is not sustainable. The Department is investigating options to increase our revenues with minimal additional costs, but revenue is modest relative to the shortfall, so we will consider collaboration with other departments/units.

- Recommendation: Provide opportunities for personal and professional growth and recognize and celebrating success. Communication regularly with faculty and staff.

The Department has internal awards to recognize strong work and achievement in a range of academic and administrative areas. "Weekly Update" emails recognize teaching and research achievements that have been formally announced in the preceding week. In addition to the professional development funds that are provided in accordance with the collective agreements to both staff and faculty, the Department has a modest budget line to provide additional professional development funds especially to those not eligible for central funds (e.g. part-time instructors).

- Recommendation: Formal recognition of teaching stream and opportunities for promotion and tenure are needed.

The Department closely adheres to the tenure and promotion processes of the University for both the instructor and the professorial streams. The University's relatively recent creation of a Professor of Teaching is a positive initiative in addressing any perceived inequity between instructor and professorial streams

- Recommendation: Augment collaborative partnerships with clinical community and research centers, and expand on the opportunities within the health authority to meet the needs of

students in clinical education; there is the potential for more student run clinics and fieldwork placements in the public sector.

Successful collaboration is already occurring between the Department and partners. Building on these and expanding to new areas will be important to address in the next Strategic Plan.

- Recommendation: Relationships with the Northern Health Authority and academic environment need to be nurtured and cultivated with systematic communication among the UBC, UNBC, Northern Health and clinical communities.

The Department will endeavor to continue to enhance these relationships.

Sauder School of Business – AACSB Maintenance of Accreditation Review

Reviewed December 2013

The AACSB (Association to Advance Collegiate Schools of Business) accreditation challenges post-secondary institutions to pursue excellence and continuous improvement in their business programs, is valued as an indicator of quality assurance to UBC, provincial government, partner institutions and prospective students, provides wider access to exchange programs for students, and allows the School to participate in influential rankings.

Highlights and Key Findings:

- Career services are strong and greatly appreciated by undergrads and MBAs.
- The Full-Time MBA program has developed a wide range of professional development activities to complement program coursework, notably the Global Immersion Project which requires students to participate in an international business project.
- Sauder's undergraduate and MBA programs are highly diverse with respect to international students.
- Sauder has developed a pedagogy course for its Ph.D. students as well as a full weekend "Teaching Retreat" to enhance the teaching skills of their Ph.D. students. Faculty members assume a mentoring role for both their teaching and research activities.

Key Recommendations:

- Sauder has made significant strides in its assurance of learning (AOL) programs, but we recommend that Sauder include measures of subject matter knowledge (e.g., accounting, finance, marketing, etc.) among its learning goals, provide more focus on "closing the loop" with curricular revisions based on the results of their assessment processes, and begin implementing AOL processes in their Executive MBA programs.
- Sauder should provide a fifth year of funding committed to students upon acceptance for Ph.D. students to enable Sauder to increase the quality of their incoming Ph.D. students, and provide students with the opportunity to enhance their research productivity prior to entering the job market.
- Full-time lecturers should be better informed as to requirements to maintain their classification as Professionally Qualified.

In December 2013, the School received confirmation from AACSB that accreditation of the Sauder School's business programs for an additional five years was approved, with next accreditation review to take place in 2018-2019.

School's Response:

The School concurs with the recommendations outlined in the AACSB peer review team's report and fully intends to implement the specific recommended actions in advance of the next reaccreditation review in 2018.

Sauder School of Business – EQUIS Re-Accreditation Peer Review

Reviewed March 2014

Highlights and Key Findings:

- Sauder has an appropriate and ambitious vision and values, is international in outlook, and all programs have significantly increased their numbers of international students.
- The School has solid corporate connections.
- One of the most outstanding traits is the positioning of research within the School and the world-class research output of its faculty; faculty publish in the leading, top-tier international journals.
- One challenge is to ensure that research findings that are of interest to the corporate community are shared with that community.
- Strategic positioning, direction and planning are good.
- The composition and role of the Faculty Advisory Board is a major strength of the School; Board members have diverse backgrounds, devote considerable time and commitment to Board duties and play a major role in guiding the School and integrating it into the corporate world.
- The quality of candidates in the PhD program is outstanding.
- The master's programs portfolio is less integrated and has low enrolments in some cases.
- The School's position as the leading business school in Canada may be threatened by the provincial government's plan to cap tuition.
- Support for students' personal and professional development is high, and above standard.
- The School has met the challenges related to physical resources and learning environment that were identified in the previous peer-review.

Key Recommendations:

- Develop and implement an appropriate strategy to guide activity in the areas of ethics, responsibility and sustainability so that they permeate the School.
- Grow the School's international and national alumni network.
- Broaden the School's international reach and influence through strategic collaborations with Asia-based business schools, more international appointments to the Faculty Advisory Board, or broadening curriculum to include more Asian case-studies.
- Build global corporate partnerships via appointments to the School's Faculty Advisory Board.
- Explore the breadth of masters-level offerings in the context of current market demand and new opportunities; some of these programs have low enrolments and are not a coherent suite of programs from a strategic point of view.
- Consider increasing the flow of research findings to the external corporate community, as well as back into teaching.
- The Executive Education portfolio is functioning well and profitably and meets standards on all criteria, but there is scope to grow it further; for example, the School should consider increasing the percentage of Sauder faculty involved in Executive Education.
- The peer-review team recommends granting of EQUIS accreditation for a further five years.

Department of Earth, Ocean, and Atmospheric Sciences**Faculty of Science**

Reviewed March 2014

Highlights and Key Findings:

- The Earth sciences at UBC enjoy a strong international reputation across several subfields, and is one of the top research programs overall in Canada ... perhaps one of the top 20 programs internationally. Relationships with the resource extraction industries in British Columbia are strong, providing impressive support for both research and teaching.
- The Department has experienced more than a decade of transformation, including the consolidation of various units to form the present Department, the recent construction and occupation of a magnificent new building housing much of its activities, superb facilities due to new construction and renovation with state-of-the art laboratories, and what appears to be adequate space for all teaching and research functions.
- The Department has engaged in an impressive reconstruction of its undergraduate instructional program under the initiative led by Dr. Carl Wieman, engendering enthusiasm among faculty, staff, and students, and setting a strong example not only for the other sciences at UBC, but also Earth sciences programs elsewhere.

Key Recommendations:

- The Department should initiate develop a Strategic Plan. The current hiring plan should carefully balance academic, industry and basic research needs to achieve uniform excellence, coherence, and long-term financial sustainability of the different programs, particularly with regards to resolving the issues surrounding atmospheric science.
- Efforts should be made to engaging the younger faculty through mentoring, and extend to RAs, PDFs, graduate, and undergraduate cohorts.
- The Department should engage with the fund-raising professionals of the university with the aim of resolving perceived issues of donor interactions and fund-raising objectives.
- The faculty and university administration should strongly consider a campus-level initiative in scientific computing and data science with considerable EAOS input.

Unit's Response:

- *The Department's self-study includes nine strategic initiatives for 2014-2019. The strategic planning process continues and will be completed during the first year (2014-2015) of the new Head.*
- *All pre-tenure faculty are assigned mentors before they arrive in the Department. The Department Head meets annually with all untenured faculty, and most tenured faculty, to review performance and expectations. In response to concerns, the Head instituted a group mentoring structure effective July 2014, in which the untenured faculty and senior faculty mentors meet as a peer group to further enhance mentoring and foster a broader interdisciplinary approach.*
- *EOAS' graduate student body has taken a leadership role in fostering interdisciplinary dialogue*

within the department, recently forming a Graduate Council. Efforts have begun to better include the department's post-doctoral fellows and research associates into this effort to grow interdisciplinary research and understanding.

- *The department has benefitted greatly from strong relationships with industry and alumni, whose support contributed over \$25M toward the new Earth Sciences Building. The department will continue to work with the Faculty of Science development team to advance multiple priorities.*
- *Data science is integral to many areas in the earth, ocean, and atmospheric sciences and the department welcomes prioritizing campus-level initiatives in scientific computing.*

Faculty's Response:

- *In the Faculty of Science, external reviews typically take place in the last year of a Head's five-year term. We are exploring the possibility of moving the strategic planning process to the first year of a new Head's term, the progress against which would be assessed at the external review in year 5 of the Head's term. In this manner the strategic planning process would be informed by the self-study report and external review, and the new Head would play a key role in the strategic planning process and executing the strategic plan.*
- *Our Associate Dean Faculty Affairs and Strategic Initiatives has met with all untenured EOAS faculty and made recommendations to the Head to re-examine the departmental mentoring assignments, to clarify the roles of mentors and mentees, and to encourage more engagement of junior faculty in grant initiatives and in departmental strategic planning.*
- *The Faculty development team has worked closely with the EOAS Head and faculty members to successfully secure substantial funding for the new Earth Sciences Building, EOAS' Carl Wieman Science Education Initiative, and faculty research related to resource extraction. Significant funds have been raised to support the construction of a new geological field school in Oliver, but this project cannot move forward without full funding.*
- *The Faculty of Science is working closely with all academic departments and research centres to achieve financial sustainability. At present, few Science faculty hires are being authorized in response to provincial budget cuts, significant salary inflation pressures, and the paucity of faculty retirements.*
- *The Faculty of Science is helping lead UBC's data science initiative including the search for a Tier 1 Canada Research Chair, whose appointment could be in one of several Science departments including EOAS. We are also moving forward with plans to develop a Professional Masters and Certificate programs in Data Science, create a Data Science Institute, and host software carpentry workshops.*

Department of Microbiology and Immunology
Faculty of Science
Reviewed April 2014

Highlights and Key Findings:

- The Department of Microbiology and Immunology is an active and dynamic unit with excellent, experienced leadership and productive, well-funded research programs. The department consistently provides effective and innovative undergraduate and graduate training.
- The review committee was very impressed with the collegial atmosphere and transparent leadership of the Department of Microbiology and Immunology (M&I). Faculty, staff and students all spoke very highly of Dr. Gold as a leader, mentor and educator.
- The Department has an excellent reputation as a home to outstanding science and high quality training of research personnel. There is a good mixture of highly productive, internationally recognized senior scientists who are household names in their fields; strong mid-career investigators with great reputations; and promising new recruits.

Key Recommendations:

- The Department and University administration should work with all its partners to ensure an immediate and sustainable solution to the animal care issues that are threatening the research programs of Microbiology and Immunology faculty members.
- The Department should develop a five-year Faculty recruitment plan that will ensure the long-term integrity of educational and research programs and allow for effective resource planning. This should include establishing a succession planning for teaching faculty to ensure that the undergraduate teaching program continues to be a reference of excellence in education.
- The Department should address the issue of contributions of the different departments to the teaching of BIOL 112 (Biology of the Cell) and include the Associate Dean for Curriculum in these discussions.
- Increase career development opportunities and training for graduate students and post- doctoral fellows.

Unit's Response:

- *Expert recommendations for increasing operational efficiency (and consequently reducing costs to users) must be seriously considered and implemented to the greatest extent possible. The recent transfer of FINDER, a world-class BSL-3 facility for studying pathogens, from UBC Animal Care Services to the Department threatens the continued operation of this critical facility beyond 2014-15.*
- *A lecturer jointly hired by M&I and BIOL, is coordinating the learning objectives of BIOL 112 and BIOL 200. The long- time course coordinator for BIOL 112 is seeking feedback from the instructors for courses that build on BIOL 112 (as well as other stakeholders) as to what they expect students coming out of BIOL 112 to know.*
- *The department is keenly aware that professional development is integral to graduate training*

and helps develop these skills through formal classes (e.g., MICB 506), career nights and encouraging students to take advantage of workshops offered by the Faculty of Graduate & Postdoctoral Studies, the Centre for Teaching & Learning Technology, and the Life Sciences Institute. Additional workshops addressing specific skills are currently in the planning stages.

Faculty's Response:

- *The Faculty will continue to advocate strongly for UBC to (1) resolve the animal care issues that have impeded research and (2) to provide appropriate financial support for our state-of-the-art animal facilities such that researchers can afford to use these facilities for their grant-funded research projects.*
- *The Faculty has authorized a CRC-2 faculty search to be conducted in 2014-2015 by the Department of Microbiology and Immunology and the Centre for High-Throughput Biology.*
- *The Faculty is working closely with all academic units to achieve financial sustainability. At present, very few Science faculty hires are being authorized in response to significant salary inflation pressures and the lack of faculty retirements. These stresses are exacerbated by the need to fund the salaries of CRC-2 faculty members when their CRC terms expire.*
- *In April 2014, UBC's Board of Governors granted Board 1 approval to construct a new \$75M Life Sciences Teaching Labs Building that will house all of the teaching functions for the Department of Microbiology and Immunology, as well as those of other life science departments in the Faculties of Science and Medicine. This new facility will provide modern teaching labs and lecture halls for all UBC life science students, and provides us with an opportunity to rethink how best to meet our learning goals, including introductory cell biology.*

Department of Statistics
Faculty of Science
September 2013

Highlights and Key Findings:

- The Department is a leading center of statistical education, research and practice in Canada.
- The Department has benefitted from strong leadership, outstanding new space, and has launched several exciting initiatives that have positioned the Department for considerable growth.
- The Department's faculty are uniformly active in research, and student supervision, as well as being successful in attracting support for their research programs. The faculty have diverse interests and the department has widely developed strengths in many areas from biostatistics and genomics to environmetrics, statistical computation and foundations.

Key Recommendations:

- Engage in a meaningful strategic planning exercise
- Take on a leadership role, together with Computer Science, in efforts to respond to the sudden emergence of Data Science as a top strategic priority for both the Faculty and the University.
- Increase the emphasis on scientific problem solving throughout the undergraduate curriculum and increase educational collaborations with other units within the Faculty and beyond. In particular, the department should have a leadership presence in all undergraduate statistics instruction on campus including a much greater capacity to teach the majority of introductory statistics at UBC.
- Further integrate the Statistical Consulting and Research Laboratory (SCARL) into its research and educational mission as well as its business functioning.

Unit's Response:

- *The Department conducted a strategic planning exercise in Spring 2014 guided by a professional facilitator.*
- *Department members view Statistics involvement in any UBC Data Science initiative as essential. Several department members have already taken on informal leadership roles and plans are being developed to address training programs and to expand existing research and industry collaborations. Together with the Department of Medical Genetics and CMMT, the Department conducted a successful CRC-2 faculty search in statistical genomics in 2013-14.*
- *The Department is improving undergraduate statistics education through innovative courses such as the capstone course STAT 450 (Case Studies in Statistics) and through its work with the Carl Wieman Science Education Initiative. The Department has taken a leadership role in cross-campus Introductory Statistics discussion group and the Flexible Learning Introductory Statistics project. The Department is examining the specific undergraduate teaching recommendations made by the external review team.*
- *The Department is reviewing SCARL and ways by which they can increase their profile across campus, expand their role in undergraduate, graduate and continuing education, and increase revenues to support this important unit. Commencing in January 2014, with support from the*

Provost and VPRI, SCARL is offering an hour of statistical consulting for UBC graduate students to help them understand statistical issues in their research project. In a second initiative, SCARL is presenting a series of six two-hour workshops on statistical methodology to UBC graduate students. SCARL's business plan is being revised and expanded.

Faculty's Response:

- *The Faculty of Science will be conducting a CRC-1 faculty search in data science / big data in 2014-2015, and the Department of Statistics will play a central role in this search.*
- *The Departments of Statistics and Computer Science are working with the Faculty of Science and the Provost to develop a blended (on-line and face-to-face) Professional Masters degree in Data Science. The Department of Statistics is also exploring opportunities to develop workshops, courses, and/or certificates for students and alumni aiming to take professional actuarial exams.*

UBC Information Technology

Reviewed July 2014

Highlights and Key Findings:

- Overall, central IT organization and the Department of Information Technology are headed in the right direction, attributable to the leadership of the current Director.
- The unit was praised for the speed of progress made in addressing recommendations from the previous external review in 2008.
- Day-to-day support is good; staff seen are technically capable and service-oriented; but there are some process issues to address.
- There are some overlaps and gaps, as well as misallocation of resources resulting from the distributed nature of IT services across the UBC-V campus.
- There is some confusion about leadership, governance, priorities and strategic direction, for IT and for UBC, which affects how various IT groups work together and perceive each other.
- The review committee heard concerns about the lack of flexibility that could result from standardization and centralization, particularly for research and scholarship.

Key Recommendations:

- To facilitate an IT ecosystem that will best benefit and support the UBC mission, it will be important to clarify how UBC strategy drives and connects to IT strategy.
- Be mindful of the scope, pace and complexity of change occurring across the institution, and remain adaptable even after decisions are made, and take local culture into account.
- Find an appropriate balance between customization and standardizing, recognizing that processes may need to change to fit standardization.
- Standardize in areas that do not provide differentiation for the University, such as a common email / calendaring system and desktop support.
- Clarify and simplify the IT governance structure; clarify where decision-making authority lies. Separate projects from the governance structure.
- Clarify and systematize the relationship between CTLT and UBC IT with respect to implementation, support and training, and learning technologies.
- Provide sufficient training to staff and students when new systems are introduced.
- Improve quality, frequency of communications to the campus community regarding how and when decisions are made, set expectations for communicators and monitor results.
- Evaluate and adjust the nature of consultations with campus community.
- Review the chargeback model to determine if some “baseline” IT services could be more effectively and efficiently funded through centralizing those costs.
- The review committee conveyed various suggestions from the campus community for enhancing technical aspects of service and support.
- Provide institutional stewardship of research data.
- Develop technologies to enable research collaboration across institutions, such as identity federation.
- Consolidate supporting technologies where possible, such as high-performance computing resources, research data storage, data visualization facilities.
- Ensure the needs of diverse disciplines are supported.



a place of mind
THE UNIVERSITY OF BRITISH COLUMBIA

Provost and Vice President Academic
Walter C. Koerner Library
1958 Main Mall
Vancouver, BC Canada V6T 1Z2

Phone 604 822 4948
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December 9, 2014

To: Senate, UBC Vancouver
c/o Christopher Eaton, Associate Registrar for Academic Governance
and Director of Senate and Curriculum Services

From: David H. Farrar
Provost and Vice-President Academic

A handwritten signature in dark ink, appearing to read 'DHF'.

Re: Report to Senate on Student Evaluation of Teaching

Item for information:

I am pleased to forward for the information of the Vancouver Senate the annual Student Evaluation of Teaching Report.

The Report is the result of the Policy on Student Evaluation of Teaching passed by Senate in May 2007 and it provides the results for the University Module Items for the 2013W term, from September 2013 to April 2014. The Policy requires that every course section or learning experience be evaluated by students each time it is offered (with some exceptions, as defined by the policy).

Summaries of student evaluations of teaching are available at <http://teacheval.ubc.ca>.

Attachment: Student Evaluation of Teaching Report to Senate, December 2014



STUDENT EVALUATION OF TEACHING REPORT TO SENATE December 2014

Overview

The results for the University Module Items indicated a significant shift, in the overall quality of teaching, towards higher instructor ratings in 2013W (September 2013 to April 2014) as compared to 2012W.

2013W Scope

Results for 7,179 evaluations of instructors were submitted to the University, for 6,177 course sections in which the University Module Items were administered. This represent an increase of 211 evaluations compared to 2012W.

Table 1. Scope of 2013W Implementation¹

FACULTY	NUMBER OF INSTRUCTORS EVALUATED ²					
	100 Level	200 Level	300 Level	400 Level	Grad	Total
Applied Science	41	122	162	238	196	759
Arts	652	370	691	463	328	2504
Commerce	15	75	197	178	202	667
Dentistry	4	31	11	120	16	182
Education	23	53	286	203	249	814
Forestry	4	24	26	42	26	122
College of Health Disciplines		2	1	14		17
Land & Food Systems	3	27	52	44	26	152
Law	42	24	63	78	6	213
Medicine ³		10	57	79	229	375
Pharmaceutical Sciences		21	33	61		115
Science	381	220	311	201	146	1,259
TOTAL	1,165	979	1,890	1,721	1,424	7,179

¹ In accordance with the Senate Policy, courses of an independent nature, sections with very small enrolments and those where other forms of evaluation are more appropriate are not included in this analysis.

² Unique course section combination.

³ Includes Medicine courses evaluated by Science.



RESULTS

The overall quality of teaching at UBC as assessed by students on a five-point scale has a mean rating of 4.2 (standard deviation = .57). 5% of instructors received a rating of 5; 70% were assessed at 4 or higher and only 3% received evaluations below 3. These results represented a statistically significant shift towards higher ratings as compared to the results obtained in 2012W. A summary of the results for the 6 UMI questions is shown in table 2. Figure 1 shows the distribution of the overall quality of teaching as measured by UMI question 6.

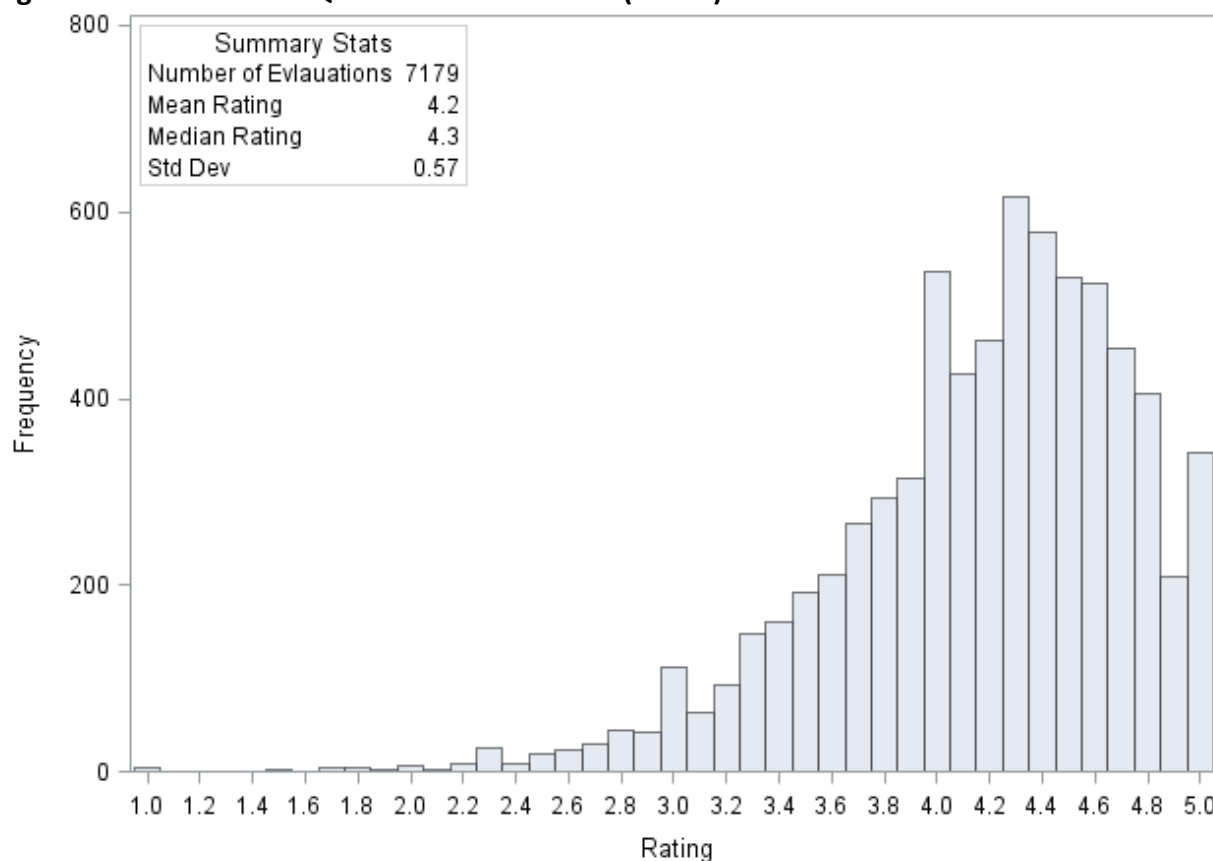
Table 2. 2013W Results by Year Level¹

UMI	Year Levels						2012W Average
	100 Level	200 Level	300 Level	400 Level	Grad	Average	
1. The instructor made it clear what students were expected to learn	4.1	4.1	4.1	4.1	4.2	4.1	4.1
2. The instructor communicated the subject matter effectively	4.1	4.1	4.1	4.2	4.2	4.1	4.1
3. The instructor helped inspire interest in learning the subject matter	4.0	4.0	4.1	4.2	4.3	4.1	4.1
4. Overall evaluation of student learning (through exams, essays, presentations, etc.) was fair	4.0	4.0	4.1	4.2	4.2	4.1	4.1
5. The instructor showed concern for student learning	4.2	4.2	4.2	4.3	4.4	4.3	4.3
6. Overall the instructor was an effective teacher	4.1	4.1	4.1	4.2	4.3	4.2	4.1

¹ Based on a 5-point scale, where 1= Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree



Figure 1. THE OVERALL QUALITY OF TEACHING (UMI 6) IN 2013W



PUBLICATION OF RESULTS

In keeping with Senate Policy and provincial privacy legislation (FIPPA), instructors are given the option of publishing the numerical results of the six University Module Items. In accordance with FIPPA, faculty members need to consent to publication for every section, every time it is offered. For 2013W, results for 10.2% of courses were published, compared to 11.8% for the previous session. The Committee acknowledges that publication of results has been a challenge, and will continue to seek ways to simplify the process and encourage faculty members to publish their results.

RESPONSE RATES

In his report to the SEoT committee, Hakstian (2010) recommended the adoption of minimum response rates similar to those used by McGill University. Subsequently, Zumrawi, Bates and Schroeder (2014, in Press) developed a set of recommended response rates based on the observed variability in the UBC ratings of instructors over a 4-year period. The recommended minimum response rates were modeled for a range of class sizes and a single measure of



confidence level and margin of error. Evaluations from response rates below this minimum should be interpreted with care, particularly if they are anomalous.

A summary of the 2013W response rates by class size is given in Table 3. In 2013W, the overwhelming majority of sections with 75 or more students met or exceeded the minimum recommended response rates. These sections account for 52% of the total enrollment.

Table 3. Sections Meeting or Exceeding the Recommended Response Rates

Class Size¹	Unique Sections	Number of Evaluations	Total Enrolment	Recommended minimum response rate	% meeting or exceeding the minimum recommended response rate
≤ 10	656	774	5,012	75%	33%
11 -19	1,252	1,469	18,666	65%	32%
20 -34	1,635	1,866	43,162	55%	38%
35 - 49	965	1,061	39,736	40%	68%
50 -74	594	688	35,365	35%	74%
75 -99	307	337	26,629	25%	97%
100 -149	412	504	50,106	20%	99%
150 - 299	336	447	70,646	15%	95%
300 - 499	20	33	6,922	10%	100%

¹ In accordance with the Senate Policy, courses of an independent nature, sections with very small enrolments and those where other forms of evaluation are more appropriate are not included in this analysis

A significant number of sections with 35 or less students did not meet the minimum recommended response rates. However, these sections account for less than 25% of the total enrollment. Based on the results in Table 3, efforts to increase students' participation in online surveys will therefore be more focused on classes with under 50 students.

In addition, faculty have been asked to set aside time in class for students to complete end of term evaluations of teaching using their mobile devices. Data will be collected and analyzed to determine whether this change is effective.

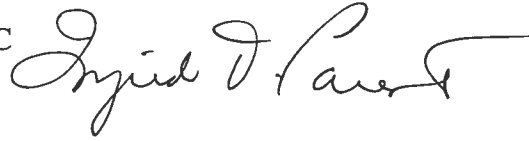
GRADUATE STUDENT EVALUATIONS

The Committee examined Faculty-based methods for evaluating courses offered to graduate students. About 66% of such evaluations are represented in this report. The Faculty of Graduate and Post-Doctoral Studies has been asked to raise this matter at a Graduate Council meeting.

Information about Student Evaluation of Teaching at UBC is available at <http://teacheval.ubc.ca>.

January 15, 2015

From: Ingrid Parent, University Librarian, UBC



To: UBC Vancouver Senate

Re: The Annual Basil Stuart-Stubbs Prize for Outstanding Scholarly Book on British Columbia

Motion: *"That Senate accept and forward to the Board of Governors for approval the establishment of the 'Basil Stuart-Stubbs Prize for Outstanding Scholarly Book on British Columbia' to be awarded annually according to the attached guidelines."*

Under the *University Act* Section 37.1 (j), power is invested in the Senate "to award fellowships, scholarships, exhibitions, bursaries, and prizes" on behalf of the University. Further, Section 37.1 sets out the power of Senate to recommend to the Board the establishment of prizes, and Section 27.2 (o) sets out the Board of Governors' power "to administer funds, grants, fees, endowments and other assets". Therefore, we submit for the approval of Senate the establishment of the Annual Basil Stuart-Stubbs Prize for Outstanding Scholarly Book on British Columbia. The prize was established in memory of Basil Frederick Stuart-Stubbs, C.M., F.R.S.C., B.A., B.L.S., who served as UBC's University Librarian from 1964 to 1981 and Director of the University's School of Library, Archival and Information Studies from 1981 to 1992.

On recommendation by the Pacific BookWorld News Society, the prize was created by Ms. Brenda Peterson, wife of the late Basil Stuart-Stubbs, in partnership with the UBC Library. With the help of Ms. Peterson and a number of donors, the Basil Stuart-Stubbs Book Prize for Outstanding Scholarly Book on British Columbia Fund was established to support the prize. The inaugural prize was awarded in 2013, and it is our hope that the Senate will approve the prize on an ongoing basis. A proposal for the endowment of the Fund is going to the Board of Governors for consideration.

The Basil Stuart-Stubbs Prize for Outstanding Scholarly Book on British Columbia Endowment Fund will provide funds to support and award the prize of the same name to a Canadian author who has written an outstanding book on a British Columbia-related subject. The award is administered jointly by the Pacific BookWorld News Society and UBC Library. Nominations for the prize are made by publishers, and three titles for the short list are identified before a single winner is selected. The prize, valued at \$1000.00, or more, will be awarded each spring.

During his tenure at UBC, Stuart-Stubbs had a leadership role in many national and regional library and publishing activities. During his exceptional career, he took particular interest in the production and distribution of Canadian books, and was associated with several initiatives beneficial to authors and their readers, and to Canadian publishing, including the establishment of UBC Press. Given Stuart-Stubbs' passion for Canadian authors, books and publishing, it is only fitting that an award for something so near to his heart be endowed in his name.

Guidelines for the Basil Stuart-Stubbs Prize for Outstanding Scholarly Book on British Columbia

(Administered in part by the University of British Columbia Library)

1. Donor Information

The Basil Stuart-Stubbs Prize for Outstanding Scholarly Book on British Columbia was created by gifts made to the University of British Columbia by Ms. Brenda Peterson and other donors in honour of the late Basil Frederick Stuart-Stubbs.

2. Genesis of the Prize

UBC's University Librarian, the Pacific BookWorld News Society and Brenda Peterson, donor and wife of the late Basil Stuart-Stubbs, helped to establish this prize and its associated fund with the support of the UBC Library.

3. Purpose of the Prize

One Basil Stuart-Stubbs Prize for Outstanding Scholarly Book on British Columbia will be awarded annually to a Canadian author who has written an outstanding scholarly work on a British Columbia subject. (the "Purpose")

The goal of the prize is to leave a legacy that reflects many of Basil's goals during his career: connecting readers and authors, promoting Canadian authors and publishing, and supporting excellence in scholarship.

4. Purpose of the Fund

The fund will support the Basil Stuart-Stubbs Prize for Outstanding Scholarly Book on British Columbia. The University will hold the fund in trust and will use and manage the fund in accordance with the policies to support the Purpose. Without limiting the generality of the foregoing the University will:

- a. Make an annual allocation based on the spending rate established under the Endowment Management Policy and credit the annual allocation to the Fund's spending account; and
- b. Use the funds in the spending account to support the Purpose.

5. Monetary Award for Each Prize

One prize of \$1000.00 CDN or more will be awarded annually. Awarding of the prize began in 2013.

6. Eligibility and Selection

To be considered eligible for the prize, candidates must be nominated by their publisher. Currently the Pacific BookWorld News Society is responsible for soliciting nominations. UBC Library is responsible for the promotion of the award and the final gifting of the prize to the winner by the University Librarian at an event hosted by the Library.

Prize candidate eligibility:

- 1.1 Must be a Canadian citizen, domestically or internationally; and
- 1.2 Must have written an outstanding scholarly book on a British Columbia subject

NB: The nominating publisher does not have to be Canadian.

The Book Prize Selection Jury is comprised of a minimum of 3 qualified reviewers recommended by either or both the Library and the Pacific BookWorld News Society, and approved by UBC's University Librarian or designate. There will be at least one UBC representative on the Book Prize Selection Jury. The Prize Selection Jury submits their short list and winning title to the UBC University Librarian or designate for final approval.



THE UNIVERSITY OF BRITISH COLUMBIA

BASIL STUART-STUBBS PRIZE FOR OUTSTANDING SCHOLARLY BOOK ON BRITISH COLUMBIA ENDOWMENT TRUST AGREEMENT

1. Name of Fund

The gift of \$30,000 (the "**Gift**") from Brenda Peterson (the "**Donor**") along with donations from family and friends will be used to establish the Basil Stuart-Stubbs Prize for Outstanding Scholarly Book on British Columbia Endowment Fund (the "**Fund**").

2. The Endowment Pool

The University of British Columbia (the "**University**") manages a large number of endowment funds in its Endowment Pool (the "**Endowment Pool**"), of which the Fund will be one. All of the endowment funds that make up the Endowment Pool are governed by the University's policies, including the Endowment Management Policy and its associated procedures, as amended from time to time (the "**Policies**").

3. Purpose of the Fund

The purpose of the Fund is to support the Basil Stuart-Stubbs Prize for Outstanding Scholarly Book on British Columbia at the University, as set out in greater detail in Schedule A to this Endowment Trust Agreement (the "**Purpose**").

The University will hold the Fund in trust and will use and manage the Fund in accordance with the Policies to support the Purpose. Without limiting the generality of the foregoing, the University will:

- (a) make an annual allocation based on the spending rate established under the Endowment Management Policy and credit the annual allocation to the Fund's spending account; and
- (b) use the funds in the spending account to support the Purpose.

4. Investment of the Fund

The University may:

- (a) invest and reinvest the Fund in such investments as the University decides and in making those investments the University is not limited to the investments authorized by the *Trustee Act* of British Columbia or any other law relating to trust funds; and
- (b) invest and maintain the Fund as part of the Endowment Pool.

5. Additional Contributions

The University may accept or make further contributions to the Fund, from any source, whether by gift, Will or otherwise, provided that any further contributions will be governed by the trust terms established in this Endowment Trust Agreement.

6. Encroachment on the Fund

Although very uncommon, circumstances may arise where it is advisable for the University to encroach on the Fund. The University may encroach on the Fund in such circumstances but only if that encroachment is recommended by the President to the Board of Governors and is approved by the Board of Governors.

7. University Policy

Decisions, financial and otherwise, with respect to any award arising from the Gift, including the continuing eligibility of a person to hold an award or to obtain a renewal thereof, as well as any matters relating to the investment, management, use or administration of the Fund will be made in accordance with the Policies.

If, as a result of the Donor's wishes or other circumstances, the Board of Governors is of the opinion that it would be advisable to vary one or more terms of this Endowment Trust Agreement, keeping in mind the original spirit of the Gift, the Board of Governors may vary the term[s].

8. General

- (a) **Headings.** The use of headings is for convenient reference only and will not affect how this Endowment Trust Agreement is interpreted.
- (b) **Counterparts.** This Endowment Trust Agreement may be signed by original or by facsimile and executed in any number of counterparts, and each counterpart will be considered to be an original. All executed counterparts taken together will constitute one agreement.

- (c) **Entire Agreement.** This Agreement constitutes the entire agreement between the parties with respect to the matters set out herein and the Donor acknowledges that there are no terms or conditions governing the University's use of the Fund other than as expressly set out in this Agreement.

TO EVIDENCE THEIR AGREEMENT the Donor and the University have executed this Endowment Trust Agreement on the dates appearing below.

SIGNED by the Donor in the presence of:)

Leslie Fields
(Signature)

Leslie Fields
(Print Name)

105 - 1961 East Mall Van. V6T 1Z1
(Address)

fund-raiser
(Occupation)

Dec 17, 2014
Date

Bruno Petru
Signature of Donor

The University of British Columbia
by its Authorized Signatory:

Arvind Gupta
President and Vice-Chancellor

Date: _____

Approved as to form by the Office of the
University Counsel:

Date: _____

Schedule A

The prize recognizes an outstanding scholarly book published on a British Columbia subject by a Canadian author.

It is intended that this prize be awarded annually, and that an event will be hosted by the University Librarian to present and recognize each prize winner.

The prize is established in memory of Basil Frederick Stuart-Stubbs, C.M., F.R.S.C., B.A., B.L.S, who served as UBC's University Librarian from 1964 to 1981 and Director of the University's School of Library, Archival and Information Studies from 1981 to 1992.

December 17, 2014

To : The UBC Senate

From : Dr. Stanley B Knight : Convocation Senator

Re : Report on the "Sports Targeting Review."

Motion

The Senate request that the President initiate an independent study of the 'Sports Targeting Review' and present a report to the university on, or before, April 30, 2015. The report should draw upon data and opinion from the administration, staff, students, alumni and community and note the purpose, objectives, procedures, costs, results and value of the review to the university community.

The report should also reference the following questions of interest from representatives of the Alumni athletic community: *

1. The Competitive Sport Model and the subsequent Sport Targeting Review have aimed to reduce varsity sports in order to enhance certain high-performance sports and add participation in competitive recreational club sports. The Review has been very controversial, divisive, and stressful for student athletes, staff, and alumni supporters. The University prides itself on the quality of its research. Reference should be made to the research base, including questionnaires and sampling methodology, used to validate the Competitive Sport Model and the subsequent Sports Review.
2. Given that the purpose of the Sport Review has been justified by a supposed lack of financial stability in the existing program references must be made to the costs involved in: generating the Competitive Sport Model, conducting the Sport Review, managing the resultant negative media coverage, managing the legal suit brought by the students of the UBC Softball team, renovations to the Athletics and Recreation offices, the basement of Memorial Gym, and the hiring of additional staff.
3. Freedom of speech is an important component of the university community. Comment is required on reports that student athletes have felt intimidated by the Sport Review and athletic coaches and staff have apparently been advised not to discuss or comment on the Review.

* Reference : The "Save UBC Varsity Sports" website which had approximately 3400 online responders in 2014.