



## Review of Enrolment Services, 2017/18

### Terms of Reference

**Preamble:** Reviews of the various academic, administrative, and operational units of the University of British Columbia are extremely important and demonstrate the university's commitment to ensuring that its programs and services are of the highest quality. In light of this commitment, and to support the consideration of the appointment of the Registrar and Associate Vice-President, Enrolment Services to an extended term, a review of Enrolment Services is scheduled for the 2017/18 academic year.

**Purpose:** To review and evaluate UBC Enrolment Services, with an emphasis on governance, achievements, relationships and the challenges and opportunities it faces. To advise on strengths and changes Enrolment Services and the University should consider to ensure the unit: (a) meets the needs of students, faculty, staff, alumni and the province's post-secondary system and (b) supports the mandate and strategic plans of both UBC campuses and the university as a whole.

**Terms of reference:** Without limiting its overall mandate, the Review Team should examine and give consideration to the following items, evaluate their current state, and advise on any necessary or desirable changes.

1. **Governance, Organization, and Administration:** Review and evaluate the mandate, governance, organizational structure, leadership, operations and administration of Enrolment Services, with particular attention to:
  - Appropriateness of the present organizational structure and reporting relationships to support fulfillment of the unit's mission at a faculty, campus, and system level.
  - Procedures in place to establish priorities for the unit and to allocate resources in support of those priorities.
  - Whether there are functions currently within Enrolment Services that could or should become the responsibility of other areas and whether there are functions within other areas that could or should become the responsibility of Enrolment Services.
2. **Mandate and Effectiveness:** Describe the strengths and achievements of the unit, and identify opportunities to implement improvements in service, processes, and accountability with particular attention to:
  - The effectiveness and efficiency of the unit's operations, including the expertise within the unit to undertake the roles and functions ascribed to it.
  - The unit's role in driving innovation and continuous improvement in its areas of responsibility and across the broader university.

- External referencing and benchmarking.
  - Budget and financial management processes and whether they can be improved to enhance planning and managerial initiative.
3. **Relationships:** Review and evaluate Enrolment Services' working relationships with the faculties, academic departments, both Senates and their committees, other university service units, students and student groups, alumni, and the provincial postsecondary system, with particular attention to:
- Responsiveness to and engagement with stakeholders, including current and prospective students, faculty, staff, and alumni.
  - Areas of communication between Enrolment Services and the faculties and areas that could benefit from greater attention.
  - Facilitation and support of both Senates and their committees.
  - Mechanisms for embedding and strengthening student-centred approaches and improving responsiveness to students.
  - Role in helping Aboriginal students, faculty, and alumni meet their goals.
  - Working arrangements with the International Student Initiative with respect to recruitment, marketing, and communications.
  - Role taken with respect to planning, communicating and operating within the BC higher education system.
4. **Infrastructure, Resources, and Environment:** Review and evaluate the workplace environment and culture of the unit, with particular attention to:
- Adequacy of human resources.
  - Financial and physical (e.g., space and equipment) resources.
  - Support for staff development at all levels, and equity in opportunities for career advancement.
  - Organizational culture and morale of staff.
  - Recognition of the increasingly diverse nature of student, staff, and faculty populations, and success in adapting to the changing nature of post-secondary education both at home and abroad.
5. **General:** Provide other advice, as appropriate, relative to the general purpose of this review.