

Terms of Reference

External Review of the Faculty of Medicine

University of British Columbia

2019

Review:	Faculty of Medicine
Commissioning officer:	Provost and Vice-President Academic, UBC Vancouver
Date of scheduled review:	November 4-6, 2019

Overall Purpose: To review the strength and balance of the Faculty of Medicine’s educational and scholarly programs and activities, and relationships with partners; to evaluate the Faculty’s leadership and administration; to assess the Faculty’s standing nationally and internationally; and to provide advice about the future development of the Faculty.

Terms of Reference: Without limiting its overall mandate, the Review Team should give attention to the following:

1 Educational Programs

KEY QUESTION: How can the multidisciplinary Faculty of Medicine further develop its strengths in educational excellence and innovation?

Consider the range of programs offered by the Faculty of Medicine [undergraduate medical education (M.D.), graduate research programs (e.g., M.Sc., Ph.D., M.D./Ph.D.), postgraduate medical education, health professions (Physical Therapy, Occupational Therapy, Midwifery, Speech-Language Pathology, Audiology, Genetic Counselling); and other programs (Medical Laboratory Science, Population and Public Health, Health Administration, Health Science, and Occupational and Environmental Hygiene)] with respect to:

- Additional comments and faculty feedback on accreditation reports (e.g., the recent evaluation of the undergraduate medical education program)
- Strengths and limitations of the educational program overall, and regarding specific offerings

- Evidence of innovation or creativity in the content and/or delivery of the programs and opportunities to enhance novelty and/or scope
- Effectiveness of the distributed medical program
- Quality and diversity of applicants and admitted students, with consideration of rural and remote and Indigenous populations
- Quality of support (financial, academic, mentoring, culture) for students and learners
- Extent to which programs meet societal needs and student expectations
- Program outreach and promotion

2 Research

KEY QUESTION: How can the Faculty further enhance its international research standings?

- Scope, quality and relevance of faculty research priorities, including the effectiveness of support structures and core facilities
- Alignment of faculty research activities with the research strategies of the university, in general
- Effectiveness of integration and coordination of the Faculty of Medicine's research activities with the province's Health Authorities, partner institutions, and within a distributed model
- Adequacy of research opportunities for students and learners
- Impact of the Faculty of Medicine's research, particularly in the areas of translation and technology transfer
- Assessment of the Faculty of Medicine's research scope, funding, and impact relative to national and international comparators

3 Relationships

KEY QUESTION: How well does the Faculty of Medicine align its relationships for positive health and societal impact?

- Extent to which the Faculty of Medicine has developed or sustained fruitful partnerships with:
 - cognate Faculties, academic departments and units across UBC's two campuses
 - Health Authorities, teaching hospitals, affiliated hospitals, and community health sectors
 - society as a whole, including community and government
 - partner institutions
 - industry
- Societal impact of the Faculty of Medicine's educational and research programs in terms of outreach and impact locally, nationally, and internationally
- Effectiveness of Faculty of Medicine engagement in collaborative health education in the health sciences
- Effectiveness of development/fund raising initiatives in supporting the Faculty of Medicine's strategic priorities
- Level of Faculty of Medicine engagement in matters relating to Indigenous health and Truth and Reconciliation activities
- Effectiveness of initiatives to foster a strong culture and faculty engagement

4 Organizational and Financial Structure

KEY QUESTION: How well does the Faculty's organizational structure meet the Faculty's current and future needs?

- Quality of overall Faculty of Medicine governance in terms of the needs of UBC and the Faculty of Medicine
- Appropriateness and effectiveness of the Faculty of Medicine's organizational and financial structure, and its use of human, physical and financial resources to deliver education and research programs
- Appropriateness of management of resource allocation for educational and research programs, including space and infrastructure support
- Effectiveness of the organizational structure and governance to manage cross-institutional issues (e.g., partnership with health partners)
- Effectiveness of the Faculty of Medicine's approaches to equity, diversity, and inclusion in the workforce and the student body

5 Long-Range Planning

KEY QUESTION: How well do long-range plans match the strategic objectives of UBC and the Faculty of Medicine?

- Adequacy of current academic faculty configuration and future plans for faculty renewal, including balance of clinical, tenure-stream, and non-tenure stream faculty, and equity and diversity. Specifically, consider:
 - Sustainability model for clinical teaching and clinical faculty engagement
 - Sustainability model for tenure stream faculty
- Effectiveness of development/fundraising initiatives and appropriateness of plans for developing alternative sources of revenue
- Appropriateness of space and infrastructure considerations for future viability of the Faculty of Medicine
- Effectiveness of the Faculty of Medicine's communication and marketing strategic plans in raising its profile, demonstrating return-on-investment, and enhancing its reputation
- Level of coherence and consistency of the Faculty of Medicine's strategic plan with UBC's strategic plan (in particular, the commitment to excellence in research and transformative teaching)
- Challenges and opportunities for Faculty of Medicine growth given the current funding environment for research and post-secondary education
- Adequacy of progress made towards achieving the Faculty of Medicine's strategic priorities
- Potential for success in addressing future opportunities and challenges