

Report to UBC Vancouver Senate External Reviews of Academic Units, 2019-20

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External Reviews Summarized in this Report:	Page
• Allard School of Law – November 2019.....	2
• School of Architecture and Landscape Architecture, Faculty of Applied Science – November 2019	4
• Equity and Inclusion Office – October 2019	6
• Faculty of Medicine – November 2019.....	8
• Human Early Learning Partnership, Faculty of Medicine – July 2020	10
• Providence Health Care Research Institute, Faculty of Medicine – March 2020.....	12
• Surgery Department, Faculty of Medicine – January 2020.....	14
• Urologic Sciences Department, Faculty of Medicine – March 2020	16
• Peter Wall Institute for Advanced Studies – January 2020.....	18

Progress Reports on External Reviews (2016-17):

The following units or programs undertook External Reviews in 2016-17. They are now at the approximate mid-point between reviews and have submitted update reports to the Provost & Vice-President Academic Office discussing status of implementing the review recommendations.

- Department of Mechanical Engineering, Faculty of Applied Science
- School of Community and Regional Planning, Faculty of Applied Science
- Department of Art History, Visual Art and Theory, Faculty of Arts
- Arts Co-op Program, Faculty of Arts
- Department of Psychology, Faculty of Arts
- Centre for Teaching, Learning and Technology
- Sauder School of Business
- Institute for Resources, Environment and Sustainability, Faculty of Science

Allard School of Law

Summary of External Review: November 2019

Key Findings of the Review Committee:

- *The current leadership has been exemplary and the reviewers heard enthusiastic support for the Dean from all groups with whom they met. This leadership has contributed substantially to creating the conditions that will enable the Faculty to take the next step along its reputational trajectory.*
- *The review committee noted the significant numbers of new faculty members who had joined the law school over the past five years, and stressed the support, encouragement and steering that would be needed for bold research aspirations. The committee posed a series of questions for the Faculty to consider in furtherance of such aspirations, touching on the appropriate benchmarks for scholarly productivity, the place of the Faculty's centres in enhancing and supporting research, the use of metrics to track impact, research dissemination, and the support and resources that would be required for the success of an ambitious research plan.*
- *The review committee noted the high entering grades of JD students, as well as the high career placement rate on graduation. The curriculum is well-designed and appropriate. Areas which the law school needed to focus further on to ensure sustainability and ongoing strength included: funding and staffing of the clinical and experiential learning program; increasing the complement of Indigenous faculty members; and addressing developing trends in legal practice within its curriculum.*
- *Graduate programs, which have grown over the past five years, are working well, and students express that they feel well supported. Staffing in the Career Services Office has remained static in spite of the growth of enrolment in the graduate professional programs in particular.*
- *The review committee was struck by the collegiality, enthusiasm, pride, and high morale in the Faculty; recent hires felt welcomed and enabled to participate fully in the community, including through assigned mentors for pre-tenure faculty. Service workloads had been reduced while still maintaining a sense of collegial self-governance.*
- *The student body is diverse, with over one-half of students identifying as racialized or Indigenous. The review committee heard that some groups do feel isolated. On the faculty side, the committee encouraged a review of "the data on professorial diversity [in the Faculty] and to have open, frank discussions about gaps and needs."*
- *An Indigenous strategic plan could assist in advancing the inclusion of Indigenous members of the community and in thinking ambitiously about the leadership role that the Faculty could continue to play within UBC and among Canadian law schools in the next five years.*
- *The Faculty's budget constraints, driven to a significant degree by the province's tuition framework, were flagged as a concern by some stakeholders. While acknowledging that these challenges are real, the committee heard a firm commitment from the senior administrators it interviewed to easing the structural budget pressures confronting the Faculty. The university's support recently has been in the area of faculty hiring, but other areas within the operating budget also need support, including student financial aid, and sustainable support for experiential learning. Having a strategically focused financial leadership team in the Faculty will be invaluable in the coming years.*

Key Recommendations of the Review Committee:

1. Recommendation: *Focus substantial energy on elevating the research productivity, profile, and reputation of the Faculty, with the aim of international recognition.*
2. Recommendation: *Ensure a sustainable model for the experiential-learning requirement.*
3. Recommendation: *Recruit additional Indigenous faculty members.*
4. Recommendation: *Ensure that the Faculty stays attentive to changes in and support the development of a thoughtful and robust legal profession.*
5. Recommendation: *Design and implement a strategic plan for Indigenous engagement.*

School's Preliminary Response (Apr. 2020):

The law school has begun the process of discussing the content of the Report and its recommendations in greater detail, including three separate meetings convened during February and March 2020, to which all faculty and staff were invited. These have begun to cover the Report's discussions and recommendations around research; teaching and learning; and Indigenous engagement. In addition, it is our intention to focus our next faculty retreat (when conditions permit us to hold such an event) on specific ideas that have emerged about how to address these recommendations.

While addressing some of the recommendations in the Report will require more discussion within the law school community, as well as considerable time, effort, and resources, we are pleased to report that we have already begun to move ahead on two of the Report's recommendations:

- *Recommendation 3: Recruit additional Indigenous faculty members.* The law school has successfully recruited an additional Indigenous faculty member, on the recommendation of the law school's Appointments Committee during the 2019-20 hiring cycle.
- *Recommendation 5: Design and implement a strategic plan for Indigenous engagement.* The law school has begun to discuss how to go about building an Indigenous strategic plan and has set aside some funding for this project during the 2020/21 academic year.

In addition, to address the need to better support JD and graduate student career development, a permanent staff FTE has been added to the Career Services Office (CSO), and, to enhance services for graduate students in particular, the CSO and Graduate Program staff have been developing a more coordinated approach to career services for the graduate program.

School of Architecture and Landscape Architecture
Faculty of Applied Science

Summary of External Review: November 2019

Key Findings of the Review Committee:

- *The vision of the School of Architecture and Landscape Architecture (SALA) aligns with many of the core values, ambitions and strategic directions articulated in the UBC Strategic Plan 2018-2028. SALA is perfectly placed to transpose the Vision, Purpose and Values of UBC into action.*
- *SALA has the potential to participate in the considered movement towards diversity, inclusion, interdisciplinary research and the realization of international stature.*
- *SALA is recognized as the number one School of Architecture in Canada by the QS World University Rankings in 2019; and its Landscape Architecture program is recognized as among the top programs in Canada.*
- *The scholarly and professional activities of SALA faculty incorporate critical themes and emerging areas of research inquiry, are directly aligned with the UBC Vision, and will shape the future of the discipline and the profession.*
- *State-of-the-art facilities are absolutely necessary for SALA to successfully fulfill UBC's over-arching vision and their specific goals and objectives.*

Key Recommendations of the Review Committee and School's Responses:

1. Recommendation: *A building project that will allow for the consolidation and co-location of SALA is essential. In the interim, remodeling of the Frederic Lasserre Building and renewal of existing facilities are needed.*

Response: A proposed Applied One building project, in which SALA is a part, will consolidate SALA programs in state-of-the-art academic, administrative, research, and fabrication facilities and infrastructure, some shared with other units in the Faculty of Applied Science (APSC). In the interim, SALA has defined steps to upgrade current facilities and better integrate activities across programs. These interim steps were included in this Program Review.

2. Recommendation: *Establishment of three positions in SALA - Associate Director Academic, Associate Director, Research and Director of Development.*

Response: SALA agrees that there is a need to offset some of the expectations and responsibilities of the SALA Director. We further agree that an associate director, focusing on academic program administration, is warranted. However, SALA does not agree that two additional faculty associate directors are appropriate as we seek to reduce faculty administrative responsibilities to better support academic and research responsibilities. We believe that additional support to the Director can be provided through a modified committee and administrative (staff) structure.

3. Recommendation: *Restructuring of the administrative staff is needed to provide better support and clarity of roles.*

Response: SALA is committed to undertaking a review of committee, administrative and staff structure to achieve greater clarity, focus and efficiency across academic and research functions.

The goal is an organizational structure in which administrative and oversight responsibilities are more efficiently consolidated and equitably distributed across programs, faculty and staff positions.

4. Recommendation: *The remit of the SALA's External Advisory Council should be expanded in scope placing greater emphasis on relationships with external professional communities and fundraising, facilitated by a Director of Development.*

Response: SALA acknowledges the importance of more and better development activity in the School, as well as the added value of an advisory group more directly engaged in fundraising and relationship building with external communities. However, constituting, managing and resourcing such a group will require staff and resources unavailable at this time. We are also mindful of potential duplication and misalignment with APSC's Office of Development and Alumni Engagement.

5. Recommendation: *A PhD program within SALA should be expedited to enable faculty to have access to advanced graduate students who are able to contribute to expanding research and scholarship.*

Response: SALA agrees with this recommendation and will actively pursue a PhD program as soon as possible.

6. Recommendation: *Greater research support is needed for faculty including space, leadership, infrastructure, administrative and staff support.*

Response: SALA acknowledges this challenge and is working to address this issue within current space and resource limitations. Some interim facilities initiatives cited in item 1, expansion of SALA shop and fabrication facilities, for example, will meet some of these needs.

7. Recommendation: *SALA is encouraged to weave issues and themes of reconciliation into academic programs through recruitment of Indigenous faculty, staff and students, outreach to urban Indigenous communities and partnership projects.*

Response: SALA has been actively working to expand Indigenous content in curricula as well as Indigenous perspectives and voices among students and faculty. Some recent initiatives have expanded recruitment of Indigenous adjunct faculty, course and design studio topics, scholarship support to incoming Indigenous students, and teaching and research initiatives with Indigenous community partners.

8. Recommendation: *Alternative academic appointment models to Adjunct and Sessional appointments should be explored to ensure continuity and control over curriculum and pedagogy.*

Response: SALA acknowledges and welcomes the opportunity to rethink the types of academic appointments in the School as we head into a year of planning for faculty renewal and expansion. We are particularly encouraged by recent modifications to the terms and conditions of Lecturer appointments that can effectively address this recommendation.

9. Recommendation: *Better mentoring and increased clarity of standing and progress toward promotion and tenure for early career faculty.*

Response: SALA acknowledges that Appointment, Reappointment, Promotion and Tenure-related criteria, evaluations and mentoring systems warrant clearer written definition and greater transparency. This need will be considered in parallel with planning for faculty renewal in the School.

Equity & Inclusion Office

Summary of External Review: October 2019

Key Findings of the Review Committee:

- *Partners were very complimentary and appreciative of the knowledge base and skill set the EIO team has brought to advancing institutional and unit-level EDI goals, indicating satisfaction with the range and quality of programs and services offered through the EIO.*
- *There are opportunities for improved communication and cross-training to develop awareness, knowledge and skills across portfolios.*
- *Some expressed a need for enhanced clarity of roles and coordination of responsibilities. A strong theme surfaced relating to the importance of finding synergies across the network and optimizing the use of human and financial resources. Indeed the EIO is currently undertaking an internal organizational alignment process to optimize various roles and responsibilities to enhance responsiveness to emerging campus community and organizational EDI related priorities.*
- *To strengthen EDI leadership and service delivery at the UBC Okanagan, a greater number and differentiation of roles and responsibilities may be needed, beyond the currently planned infusion of two additional positions. The review team questioned the effectiveness of the arrangement that none of the staff at the Okanagan campus report directly to the AVPEI, reporting instead to a different EIO Director on the Vancouver campus. The review team commented on the differences between the Vancouver and Okanagan campuses in terms of unique needs and, and had several suggestions to strengthen the communication between the two campus teams.*
- *The group noted the advantages and disadvantages of the reporting structure that has the AVPEI reporting to four different executives. This does help to embed E&I into all aspects of the university, but it may be disruptive for the AVP to navigate the fairly regular leadership changes. While there is currently not a strong call for the position to be changed to a VP designation, the university may wish to revisit this in the future.*
- *The Inclusion Action Plan is the mid-level strategic plan being led by the Equity & Inclusion Office to guide UBC's efforts under one framework such that both administrative and academic units can ultimately make a collective impact. Because the EIO has expertise, training and leadership in this area, it is well positioned to operationalize the plan and ensure it is realized. There are questions about who will lead this for both campuses.*

Key Recommendations of the Review Committee:

- *Continue to build team cohesion and capacity through intentional team visioning and in-house team learning activities that will reinforce a sense of shared commitment to common goals among the increasingly diverse team.*
- *Consider additional refinement of the organizational structure to further reduce, where possible, the number of direct reports to the AVP Equity & Inclusion.*
- *It is recommended that the AVPEI report to both Provosts to streamline the work, provide greater consistency of executive leadership and build greater accountability in the organization, while ensuring that both campuses will continue to be the focus of the work.*
- *A shared funding model should be considered for the embedded program in order to deepen and sustain the integration of EDI within unit strategic goals and priorities.*

- *The network of central and decentralized EDI partners should establish a forum or mechanism to achieve clarity on their respective roles and responsibilities, and to identify synergies to optimize human and material resources in the face of time and funding pressures.*
- *A communication plan should be developed and implemented for the Inclusion Action Plan's rollout for both campuses, which clearly articulates the executive leads on the plan, their implementation timelines, and the EIO's role in plan development, consultation and accountability.*

Unit's Response:

The Associate Vice-President Equity & Inclusion convened and facilitated a session with the staff of the EIO to gather their responses to the recommendations, including suggested steps to address them.

Examples include:

- The staff indicated strong agreement with the recommendation to continue building team cohesion that will reinforce a sense of shared commitment to common goals and support continuous improvement among the increasingly diverse team, although it was noted that this was a place where the EIO was already making progress. There was a desire for more collaborative processes in decision making and more opportunities to socialize. In particular, having all of the staff in one location would significantly increase the opportunities for team building and collaboration. The EIO is scheduled to move into the Brock Tower but that is several years away and the current situation, with two locations at opposite ends of campus, severely hampers the work.
- There was broad support for the recommendation to refine the organizational structure to further reduce the number of direct reports to the AVP Equity & inclusion. Many staff saw it as a logical outcome of the ongoing alignment process. Some thought the timing should wait until after the reappointment process of the AVP concludes. Some suggestions for possible models were provided. Importantly there were suggestions for communicating the reorganization to staff in a transparent way.
- Staff had a mixed response to the recommendation that the AVPEI report to both Provosts, with some preferring the simplicity of having only one report on both campuses; others not sure it made sense to report to both Provosts because it reduces the EIO's connection to other portfolios. The AVP tends to agree with the latter and feels the current arrangement has worked well and ensures influence in each of the portfolios. There is potential in moving the report at Okanagan from the DVC to the Provost.
- The recommendation regarding the shared funding model for the embedded program is specific to the model used by the Student Diversity Initiative which recommends that the EIO adopt a model that provides a "dedicated consultant" to key partners. The redesigned model will provide the flexibility needed for more collaborative teams and different expertise which will also support the delivery of institution-wide commitments.
- In regard to the recommendation that a communication plan be developed and implemented for the IAP's roll-out, the staff pointed out that there need to be three communications plans created – one for the EIO itself so that it can fully support the process, a second for the launch of the plan, and finally, one for the accountability process. It was noted that there is a need for increased capacity in communications to support this work. A communications plan is in development that begins with a launch event in April 2020 following in-depth discussions of the implementation plan with each of the Deans and the leadership of the Executive portfolios.

Faculty of Medicine

Summary of External Review: November 2019

Key Findings of the Review Committee:

- *The faculty is an impressive enterprise with clear evidence that there is immense pride across the community for its outstanding work. The leadership of the Dean is broadly recognized and valued.*
- *The Postgraduate Medical Education Program residents spoke about the excellence of the program and the vast array of clinical settings. They would appreciate more opportunities to teach Undergraduate Medical Education Program students.*
- *The distributed education programs appear to be well run by the Regional Assistant Deans. The success of the province wide distributed program is among the best examples worldwide.*
- *There are some areas of concern regarding graduate student education, including health and wellbeing of students. The Associate Dean Graduate Studies has worked with students to develop a funding proposal to obtain wellness support resources.*
- *The learning environment is the focus of a great deal of attention across the Faculty. The Dean has established a “Dean’s Task Force on Respectful Environments”; the Task Force is developing an overarching roadmap with emphasis being placed on prevention. The Faculty now has a dedicated Professionalism Office [Office of Professionalism and Respectful Environments].*
- *The Faculty has a long tradition of research excellence. There has been a reduction in the number of full-time research faculty over the past ten years. In response the Provost has flowed an additional \$8 million for 36 new hires to the Faculty, of which all positions have already been allocated and 11 filled.*
- *The faculty has an extensive governance structure to oversee numerous professional schools and programs, the array of sites/locations, and relationships with regional governing bodies and other institutions. Confusion about roles and responsibilities sometimes hinders efficiency.*
- *The Faculty had significant past financial issues which have improved under the current Dean. He has implemented a number of changes and has decentralized the funding to departments, however some historical deficits remain.*
- *Despite efforts to hire early career faculty to address gender imbalance, considerable gender disparity remains. In recognition the Faculty has recently created a new position of Assistant Dean for Equity, Diversity and Inclusion who will develop a strategy to address EDI for all learners, faculty and staff.*

Key Recommendations of the Review Committee:

- *Resources are needed for graduate students, within the Faculty and across the university, to improve wellness and focus on mental health. Off-campus grad students require more specific attention to ensure their experience is equivalent to that on campus.*
- *Continue to advance distributed education in health professions in addition to Medicine.*
- *For the PGME program, faculty development is needed in the distributed sites with respect to Competency Based Medical Education.*
- *For learner mistreatment, key performance indicators need to be established, monitored and reviewed on a regular basis.*
- *The Faculty requires a minimum of 100 additional new positions, with a balance between early and mid-career faculty members, and should work along with the Provost Office to develop a plan to determine how many grant-tenured faculty should be converted to full-time tenure-track faculty positions based on merit and performance.*

- *The university should address the lack of clarity of distribution of indirect costs and overheads to various units and centres which support Faculty of Medicine researchers. A robust and transparent research space planning and allocation process is required.*
- *The complexity and apparent bureaucracy of the Dean's office needs to be simplified. Greater visibility of the Dean is needed, with better communication across the Faculty.*
- *A specific strategy needs to be developed for EDI which may include mentorship, leadership development and succession planning for academic administrative roles. EDI data, measurement and metrics are essential and require regular monitoring.*
- *Better communicate the faculty's effectiveness and the success of its education programs, including distributed medical education, in providing health care for people and communities in BC. The Faculty needs to provide more evidence of its impact on health outcomes in BC.*

Faculty's Response:

- The Faculty is establishing a new Graduate Wellness Office to be implemented over the next academic year, has recently appointed a new Associate Dean Graduate and Postdoctoral Education, and is confirming priority areas for enhancement of the graduate student learning experience.
- The Faculty is actively advancing distributed health professions education programs. The Master of Physical Therapy and Master of Occupational Therapy programs are currently being distributed to Northern BC, and planning is underway to launch them in the Fraser Region.
- The CBME team has developed and will continue to develop educational programming for faculty members located in the distributed sites and on the main campuses.
- The new Office of Professionalism will use existing metrics, new metrics and tracking processes to continue to develop a robust data set.
- The Faculty is pursuing all available opportunities to increase the faculty complement and continues to engage with UBC's central and other funding sources to secure additional faculty hires. The Faculty believes the additional 100 hires is achievable.
- The Faculty will work with University-central finance to develop a plan to achieve the needed clarity of distribution of indirect costs of research, and overheads to various units and centres which support faculty researchers. The plan is expected to be finalized and implemented over the next academic year. The Dean has recently approved new space planning and allocation policies and the Faculty is engaging in new transparent space planning processes.
- The Faculty is actively developing new opportunities and a strategy for the Dean and Faculty leadership to engage with faculty, staff and learners across the province. This includes the Vision and Values sessions, which are taking place around the province in early 2020.
- The Faculty is continually developing and assessing opportunities to reduce complexity and streamline processes. As part of this work, the Faculty will be evaluating the new governance structure (implemented in 2017) over the next academic year, and will review intranet and website structures to ensure simplified navigation and Dean's Office units.
- Work is already underway by the recently appointed Assistant Dean EDI whose first priority is to develop and implement a comprehensive EDI multi-year strategy. Significant work has been done by UBC to provide metrics that enable monitoring of progress in this area. The faculty is engaging in additional work to ensure new EDI initiatives are having the intended impact across the Faculty.
- The Faculty is actively tracking a series of important metrics to demonstrate its impact on health outcomes in BC.

**Human Early Learning Partnership
Faculty of Medicine**

Summary of External Review: July 2020

Key Findings of the Review Committee:

*HELP is a unique centre with the potential to be **THE** leading research site for work on the developmental origins of the social determinants of health. It possesses a world class developmental monitoring system that allows it to track the development of nearly all children in the province from infancy through adolescence. HELP's knowledge transfer (knowledge to action) is exemplary and forms the basis that allows its data monitoring system to flourish. Our findings suggest that HELP continues to be a "Gem" in the UBC landscape, is producing high quality research, is highly regarded by community partners and funders and has a continuing longstanding respectful relationship with BC's Indigenous communities. It is a Centre very much worth supporting.*

There were 18 recommendations in the report. Within these were several recurring themes:

- *The importance of the Faculty of Medicine (FoM) and the School of Population and Public Health (SPPH) maintaining and supporting HELP as a critically important Centre. This would include support to increase HELP's faculty hires, increased communications, and administrative support, along with infrastructure support for HELP's large data holdings.*
- *The critical value of HELP's knowledge to action work. The review team recommended that the knowledge to action (K2A) work is not seen as separate from the basic science work.*
- *The importance of celebrating, raising the profile and seeking additional supports and partnership for HELP's long-standing work with its internal Aboriginal Steering Committee and Indigenous communities more broadly.*
- *The need to restructure HELP's leadership and staffing structure to consolidate and support both the research development and knowledge to action pillars of work.*
- *The value of HELP in strengthening its relationships in diverse sectors across the UBC campus.*
- *The intent to renew HELP's focus on interdisciplinary research through partnerships with other researchers, both within and outside UBC, and to grow cross-disciplinary training opportunities.*
- *The need to diversify HELP's reliance on government funding for its core operations.*

Key Recommendations of the Review Committee and Unit's Response:

The recommendations align well with HELP's strategic goals and as such will inform its priority actions. In the coming year, as priority areas and actions around governance, research, and monitoring system activities crystallize, together with the structures and resources to deliver on these priorities, the Review Team report will provide valuable input and actionable guidance. Additionally, HELP is embarking on a search for a new Director and the recommendations in respect to Centre leadership will be strong considerations in this process.

HELP will be focusing its response over the remainder of 2020 and into 2021 on three critical recommendations from the report.

Recommendation # 1: *Maintain and support HELP as a critically important Centre within the FoM and SPPH. Critical to this is to increase HELP's faculty with new hires.*

Response: Working with the SPPH, HELP leadership will explore the addition and resourcing of at least two new tenure track faculty positions in 2021. Due to the interdisciplinary nature of HELP's research, explorations will include cross-appointments with other faculties.

Recommendation # 2: *Support HELP's knowledge to action (K2A) work as essential to the health of its remarkable data monitoring system and as a model of university-community partnerships that can make a public university invaluable to the community. It is vital that the K2A work is not seen as separate from the basic science work. A substantial step in forwarding this would be to establish equal value for K2A work as is given for research and teaching in merit review.*

Response: HELP is known among multiple stakeholder groups for its K2A work that focuses on mapping and tracking child development outcomes in relation to social context at a population level for British Columbia (BC). Having done this work for 20 years in partnership with three BC government ministries and all school districts and communities across BC, HELP's population-level database on child development outcomes has become a benchmark for the health and early education sectors alike. HELP will work with SPPH in developing a model of merit for faculty members that values such K2A work equivalent to research and teaching.

Recommendation #5: *Restructure the Leadership of HELP to include not only a Director, but two Associate Directors – one to oversee the knowledge to action and data monitoring system and the other should serve as the Associate Director in charge of research development.*

Response: HELP will be exploring the feasibility of a leadership model that appoints current faculty members in the two proposed positions, with the appropriate staff support and management structures. A 'Lead - Research Development' will focus on HELP's strategic research development and enhancing research capacity drawing from HELP's unique population-based child development monitoring system and data linkages. A 'Lead - Knowledge to Action & External Relations' will focus on strategic partnerships with stakeholder groups in, for example, government, the health and education sector, and community organizations, including the network of partnerships that have emerged out of HELP's 17-year history of working with an Aboriginal Steering Committee.

Overall, the review process recognized the considerable assets of the Human Early Learning Partnership and recommended significant growth of the Centre over the next five years. HELP's inter-disciplinary approach; its unique data holdings; and its strong record of producing research that makes a difference for children in communities across Canada and internationally, position the Centre to become a global leader in research on early human development and its subsequent impact on lifelong health and well-being.

**Providence Health Care Research Institute
Faculty of Medicine**

Summary of External Review: March 2020

Key Recommendations of the Review Committee and Unit's Response:

- Recommendations 1-5 focused on the role of a centralized system of administrative functions rather than each Centre and large research group having their own independent HR, Finance, Communications, research support and IT. For HR, *"With respect to hiring through PHC HR, it is further recommended that PHCRI manage this centrally, rather than having each Centre do so independently"*; for Finance, *"Explore opportunities to optimize finance efficiencies with new approaches such as web-based accounting packages"*; for communications, *"Encourage coordination of the communications activities of the PHCRI with the activities of each of the Centres and in addition with public relations in the hospital. Improved branding of the PHCRI might facilitate these relations"*; for research support, *"Explore opportunities for centralized support for researchers' activities such as internal grant review, awards identification and selection, oversight of student training programs, faculty development"*; for IT, *"Develop a working group to explore opportunities for a shared system across the PHCRI"*.

Response: We agree with all and have commenced implementing the recommendations. For HR, Finance, communications and IT, we are carefully examining the most effective approach to centralizing key administrative functions and simulations are ongoing. We are working with PHC HR department to determine the most expeditious process for HR functions to occur. PHCRI, along with the UBC community, is transitioning to Workday, a web-based accounting package which will streamline finance operations. A number of communications initiatives have been implemented including social media – predominantly. We have also initiated a *Research @providence* series of interviews and research highlights which will include story boards and associated material to be displayed within PHC departments. For Research support, after consultation with Research Centre Directors and independent research group leaders, we feel that a hybrid approach will work most effectively. For IT, a working group consisting of Research Centre IT leads, VP Research and newly appointed Director of Operations has been struck. We have initiated an institute-wide review of IT services and are developing an Asset register with the goal of increasing collaboration, decreasing duplication of services, and enhancing our ability to support high capacity computational projects.

- Recommendations 6 and 7 focused on new appointments for specific roles - Commercialization and Entrepreneurship and Director of Institute operations.

Response: We have already completed a strategic framework for the implementation of PHIR+E (Providence Health Innovation, Research and Engagement) and several strategy workshops have been held. A business plan has been developed over summer 2020. Position descriptions for a commercialization and innovation leads will be posted in November. With respect to the Director of Operations, we conducted an external search in September and appointed a person to the role in early October.

- Recommendations 8, 9 and 14 focused on governance of the Institute, particularly Terms of Reference for the executive committee and a new strategic plan which includes the development of partnerships with local, provincial, national and international stakeholders.

Response: Terms of reference (ToR) for the Executive have been updated and approved by the PHCRI Executive committee and Senior Leadership Team (SLT) at PHC. Moreover, we have also developed ToR for a Scientific Advisory Board, also approved by the Executive Committee and SLT. A strategic plan for 2021-2026 is being developed in consultation with the PHC Office of Strategy and Results. Consultation and engagement with stakeholder groups has commenced with the aim of producing the plan by February 2021. The five year time-frame brings us into line with the PHC strategic plan and will be submitted to the PHC Senior Leadership for approval, prior to final ratification by the PHC Board.

- Recommendation 10: In addition to the major issue of restructuring the functions of PHCRI, recommendation 10 focused on the other main issue: the optimal governance relationship between the PHC and PHCRI: *As a review panel, we favour the model of having the PHCRI report directly to the hospital via the CEO and its Board, with a Board sub-committee of Innovation, Research and Academic Committee to facilitate this reporting structure.*

In this model, the existence of a separate legal entity for PCHRI with its own Board of Trustees is redundant. One advantage of the existence of the PHCRI as a separate legal entity is that it allows the research operation to have independence from the hospital in areas such as Human Resources, Finance, procurement, IT etc. In the proposed new structure, it will be important to establish a mechanism allowing for autonomy of PCHRI in some operational areas which it considers to be important.

Response: We agree and are seeking legal advice on the best mechanism to accomplish this. Our preliminary legal advice is that PHCRI could report to the Innovation, Research and Academic committee of the PHC board, but remain a separate legal entity. We are in the process of discharging the existing board of trustees.

- Recommendations 11 and 12 focused on external awareness of PHCRI, such as *“a significant effort to increase the branding of the umbrella organization - PCHRI”* and *“Dr. Knight take a personal role in a number of key aspects of advancing the Institute’s mission”*.

Response: We now have a visible social media profile via twitter (@PHC Research) and the PHCRI website is being revamped. We have also engaged with a consulting firm to develop our brand and communication/marketing strategy moving forward. Dr. Knight has already developed video-messaging to the Institute staff through the COVID-19 shutdown and a “welcome to PHCRI” video is being planned. The first (virtual) town hall meeting, which included the launch of the development of the strategic plan occurred on Oct 19th.

- Recommendation 13: *A review of how the Centre for Health Evaluations and Outcomes Science (CHEOS) interacts with clinical departments in the hospital and how this collaborative relationship might be enhanced should be undertaken.*

Response: CHEOS is fully committed to strengthening partnerships with health authority-related agencies and community health providers on an ongoing basis, and welcomes all opportunities to do so. The Centre has taken action and is in the process of appointing an Associate Centre Director who focuses on Community, Clinical and Systems engagement – a dedicated role to expand/improve in these areas. A suitable UBC Faculty member has been identified who is already well-integrated and collaborating across a number of these areas.

**Department of Surgery
Faculty of Medicine**

Summary of External Review: January 2020

Key Strengths Identified by the Review Committee:

- *Dr. Gary Redekop, Department Head, is well liked and found to be a person of high integrity.*
- *There is a strong culture of educational excellence.*
- *The administrative staff appear to be loyal, engaged, very competent, and respected.*
- *Clinical care delivered in all divisions was outstanding.*
- *A highly relevant Masters of Global Surgical Care has recently been established.*

Key Recommendations of the Review Committee and Department's Response:

- Recommendation: *Conduct a process to create a new Strategic Plan, involving the entire Department.*

Response: A new Strategic Plan is a key priority in the next phase in the life of the Department. With over 500 members and distribution across the province, there are obvious challenges with respect to the location and format of a "retreat".

- Recommendation: *Set the vision, mission and priorities for research including a research advisory committee and a research retreat, and appoint an associate head for research. A research strategy should be developed in conjunction with the Vice Chair Research and the Research Institutes.*

Response: The formation of this committee will logically follow the development of a new Strategic Plan and the appointment of an Associate Head of Research. The research strategy will take into consideration existing strengths, as well as opportunities for collaboration with other Departments and Schools, such as the School of Biomedical Engineering and the School of Population and Public Health. The MSc in Surgery is likely to be considered as part of a collaborative graduate degree program between clinical departments and SPPH.

- Recommendation: *Improve governance structure and communications.*

Response: Departmental governance will be an important component of the next Strategic Plan.

- Recommendation: *Serious consideration to be given by the Faculty of Medicine and the University to remodel the existing GFT financial structure and the tenure model for the Faculty of Medicine.*

Response: The Department has taken initial steps toward developing an alternative framework for academic clinician faculty appointment and compensation models. Working with an external consultant, we have met with key stakeholders and undertaken an environmental scan of relevant peer institutions to identify best practices, and a model has been proposed.

The Department strongly endorses creation of Academic Funding Plan (AFP) and is well suited to be a “pilot project” for an AFP compensation model.

- **Recommendation:** *Encourage the Dean of the Faculty of Medicine to commit funding for salary support for clinical faculty.*

Response: There are many existing faculty who have the training, capability, and desire to advance clinical and translational research in alignment with the academic mission of the Department of Surgery and the Faculty of Medicine. This will require academic funding that can be used to protect time for non-clinical work, and to demonstrate tangible support for this activity.

- **Recommendation:** *The new Master of Global Surgical Care (MGSC) should be monitored carefully to ensure tuition structure is reasonable for the students it wishes to attract.*

Response: The MGSC tuition structure is challenging. There are active discussions with UBC to explore options to make this program affordable to the target audience. Concurrent on-line sessions have been instituted to some degree in certain courses. However, given the global distribution of students, it is particularly challenging with learners in different time zones and who also have other clinical and professional responsibilities.

- **Recommendation:** *The Department must identify a faculty member at each distributed educational site/location that can serve as the point person for questions and concerns about the learning environment by learners at that educational site and leaders within the Faculty of Medicine.*

Response: Each of the major distributed teaching sites has a Discipline Specific Site Lead (DSSL) who works with the Regional Associate Dean to provide support for surgical undergraduate education and postgraduate education, including any concerns about curriculum, responsibilities, and learning environment. The Department will look into why this was identified as an issue.

- **Recommendation:** *Increase philanthropic opportunities.*

Response: We look forward to working with the Faculty of Medicine Development Office to build on this track record of success, and to establish new philanthropic channels.

- **Recommendation:** *Create a plan to provide all staff and faculty with education on Equity, Diversity and Inclusion and Indigenous Cultural Training.*

Response: The Department is committed to ensuring a culture of respect for equity, diversity, and inclusion in all aspects of organizational structure and operations, and in daily behavior.

There are several existing opportunities for Indigenous Cultural Training that are available to members of the Department. The Department will work on promoting these, leading discussions in these areas, and taking action where change may be needed.

Department of Urologic Sciences
Faculty of Medicine

Summary of External Review: March 2020

Key Findings of the Review Committee:

- *The Department has an international reputation for excellence. The clinical and research faculty, led by Martin Gleave, are considered leaders in their areas of expertise, excellent clinicians, and outstanding teachers. When asked to name the top Urologic departments in North America, this is always one of the top on any list.*
- *This Department's research portfolio is one of the best in the world. The prostate cancer research is not only prolific, but it yields multiple patents and function as an incubator for biotech talent. The annual number of publications, the extensive grant funding, and the sheer volume of research faculty is unique to this program and sets it apart as a true jewel in the crown of the UBC medical center.*
- *All areas of urology, including less common subspecialty programs such as gender affirming surgery, are represented in the Department. The Department is recognized as a quaternary center of excellence for complex urologic care in nearly all subdisciplines of urology.*
- *The program recently underwent a successful Royal College review and the residents are clearly very proud of their program. The clinical training is high volume and geared to graduating clinically excellent urologists who will serve the people of British Columbia.*
- *Faculty morale is high in clinical and research arenas. Faculty expressed their pride in and identification with the department, even more so than with the University. They demonstrated a sense of identity and joint commitment to excellence in patient care and discovery. The faculty survey was very positive and had only one or two low scores.*
- *This Department has nearly unparalleled philanthropic support and is a role model in this regard. Dr. Gleave has used this to fund one of the most robust and cutting-edge research programs in the world and is actively planning to continue this expansion.*
- *Departmental leadership is strong. Martin Gleave was described by all senior university leaders as one of the top five, if not top three, most successful chairs in the university. He is trusted and is viewed as a partner by medical center and university leadership.*

Key Recommendations of the Review Committee:

1. *Develop a formal departmental Strategic Plan for the next 3-5 years. The process should involve all faculty and staff, including clinical faculty if possible, and other stakeholders. Strategic planning should include a review of the organizational structure, including job descriptions. Attention to transparency and communication will be a continuing requirement.*
2. *Reassess communications strategy.*
3. *Evaluate current and future Faculty of Medicine (FOM) support for the Department. Consider holding a 'town hall' meeting (or similar process) of senior FOM and DUS faculty and staff to clarify the current level of University support compared to that of other departments, centres and institutes.*
4. *Reconsider developing a resident training stream for trainees interested in clinician scientist/educator/administrator careers.*
5. *Increase resident academic productivity.*
6. *Re-evaluate participation in the established Fellowship match programs.*
7. *Consider enhancing the urological CME contributions of the Department to include an annual event for urologists and/or family physicians in BC and beyond.*
8. *Consider shift of Secondary vs Tertiary Clinical Care - Some secondary care that is now provided by*

DUS faculty might be better provided in the community with appropriate realignment of residency training and service provision.

9. *Clarify and simplify graduate student supervision regulations. Researchers in this category are struggling to be able to mentor graduate students and are required to find a non-partner member to serve as proctor every time they attempt to mentor a student.*
10. *Further address issues in graduate education arising from geographic distance to the main campus.*
11. *Strengthen the DUS infrastructure - Departmental infrastructure to support clinical scientists and research staff is thin compared to that of the reviewers' home departments, and this appears to be limiting productivity (both clinical and academic).*

Department's Response:

1. Strategic Plan has already been drafted along the lines of an Institute vision. Management structure is appropriately sized for a relatively small department. Efforts to be nimble and transparent with democracy are in place including recruitment and program growth.
2. The DUS is complex with multiple educational and research components. The organizational structure will continue to be reviewed as we move along the lines of an institute vision.
3. The DUS does focus on its website with regular press releases, along with weekly rounds, weekly seminars and weekly hospital meetings, further supported by monthly M&M rounds, journal clubs and monthly Departmental Head and Centre Directors meetings with the FoM. In addition, the VPC coordinates meetings and there are several AGM's for the Centre and the Department. We will continue to make best efforts to publish a newsletter bi-annually.
4. The need for sustainable funding is clear. The scientists within the DUS are highly competitive in terms of funding and output with significant growth that has not been proportionately matched by the faculty for administrative/HR/education support. The DUS endorses the recommendation of this review to compare FoM departmental support through proportional lens of annual budget vs input/output of the DUS. The town hall meeting is a good idea, a framework for this needs to be in writing with a commitment from additional support.
5. We have established individual streams for certain residents with a real potential and interest in academic careers and support them through protected time in specific research projects.
6. The residency program is not ideally "taking advantage" of the research engine. In the DUS, this reflects a very busy clinical residency program and the selection of residents who want high volume training. We are exploring alleviation of clinical workload by hiring of hospitalists, LPN, other clinical hands to reduce the burden.
7. We will continue to consider SUO modelling over the coming years.
8. There are already plenty of opportunities in different formats for CPD and this is not seen as a departmental priority.
9. We do screen and direct routine non-program referrals to a generalist partner in our group and are already programmatically subspecialized in most or if not all areas of urology.
10. We support processes that help clarify and simplify supervision requirements of graduate students at the VPC and elsewhere in the DUS.
11. We will continue to support the ongoing social gatherings into the future guided by oversight from COVID-19 needs at the present time.
12. Though the DUS has managed, through philanthropic and grant funding, to support funding for the staff needed to cover necessary services such as HR, IT and operations of the unit, this does pose a looming threat to the sustainability of the DUS and represents an opportunity for UBC FOM to provide increased direct support for new faculty and support staff in the DUS. This would represent a small investment on the part of the FOM for a tremendous return in the DUS.

Peter Wall Institute for Advanced Studies

Summary of External Review: January 2020

Please note: The Response to the Report on the External Review of the Peter Wall Institute for Advanced Studies is currently being reviewed by the Research and Scholarship Committee of Senate and therefore a discussion of the Report and Response is expected to occur at a future Senate meeting.

Key Findings of the Review Committee:

- *The generous gift to the University from Peter Wall puts the PWIAS in an enviable position of being well-resourced.*
- *Through its scholars' programs, the Institute has a strong base of engaged faculty. The PWIAS scholars' programs have had constructive effects on UBC culture.*
- *Recent events have created an opportunity to clarify the mission of the Institute and to situate it as the significant player it should and can be in the UBC ecosystem and internationally. At issue, we believe, is not academic freedom per se but the equally important question of the appropriate level of autonomy of PWIAS leadership relative to the Board of Trustees when it comes to decision-making about programs that best fit the academic mission of the Institute and the University.*
- *Since the signing of the Deed of Trust in 1991, there have been updates to the University Act, the laws regarding charitable gifts in Canada, and the evolution of governance best practices. We recommend that the university and donor begin discussions to modernize the DOT or that the DOT be supplemented with a second Governance Document.*
- *The role of the Director needs to be clarified and made clear in our recommended Governance Document.*
- *It will be crucial to increase the PWIAS' capacity for interdisciplinarity and its international stature. The PWIAS could amplify the interdisciplinarity it already fosters by reaching out to a wider range of disciplines. It could make an even more significant contribution to academic scholarship at local and global levels.*

Key Recommendations of the Review Committee and Responses from Institute and Board of Trustees:

- Recommendation: *Clarify the unique mission of the Institute.*

Response: We are committed to honouring Peter Wall's original intention that his donation be used to "generate new ideas and initiatives that wouldn't happen otherwise" and "to create a university-based institute for advanced research which doesn't exist anywhere else" (UBC President David Strangway, UBC News, December 12, 1996). This original vision aligns well with what the UBC academic community values about the Institute as well as with the external review recommendations to find and support the unique place of the Institute within UBC and internationally. The Board of Trustees has developed a framework to guide its work and deliberations as follows: "The PWIAS provides the opportunity and means for leading scholars to pursue significant, interdisciplinary, high impact, and innovative work that advances the boundaries of knowledge for UBC, British Columbia, Canada, and the world."

- Recommendation: *We recommend that the University and the Board of Trustees work together to establish a Governance Document that spells out clear roles and responsibilities of all members of the BoT and that is consistent with modern governance best practice.*

Response: We are committed to implementing a new Governance Framework for the Institute, scheduled to be completed by early 2021.

- Recommendation: *For the PWIAS to gain high profile and reputation for excellence, it needs to broaden its international reach and communication activities. The reviewers recommend that the Institute devise a stakeholder and communications strategy as part of the development of the new strategic plan.*

Response: A stakeholder and communications strategy will be a key part of the Strategic Plan developed by the next Institute Director. To ensure the Institute has the capacity to engage in the most effective and wide-reaching communication strategy, we are considering introducing a new position of a PWIAS Associate Director for communications. We are committed to implementing these changes in an open, transparent, and consultative manner.

- Recommendation: *We recommend that the PWIAS significantly revise its programs in order to meet its mission and enhance its impact and reputation within UBC and internationally.*

Response: To achieve its goal of becoming a world-class Institute for Advanced Studies, the PWIAS will, for example, endeavour to expand its Wall Scholar program to (1) achieve stronger participation across a broad range of disciplines; (2) recruit scholars beyond UBC; and (3) create Wall Scholar cohorts similar in size to those other Institutes of advanced studies. In October 2020, the PWIAS Board of Trustees approved the expansion of the Wall Scholar program for the 2021-2022 academic year to recruit non-UBC as well as UBC scholars from a diverse range of disciplines and to increase the number of Wall Scholars.

- Recommendation: *We recommend that a job description be developed for the Director that outlines key responsibilities and provides any prospective director with the opportunity to articulate her/his vision.*

Response: A job description for the next Institute Director in line with the reviewers' recommendations is currently in development and will be in place by December 2020. The launch of the search for the next Director is planned as soon as possible in 2021.

- Recommendation: *The reviewers recommend that current budgetary constraints be reconsidered and that the Board of Trustees gives the Director the benefit of the doubt in overseeing additional expenditures.*

Response: We agree that it is crucial for the Institute to put in place clearer processes ensuring long term planning and budgeting for the Institute. These processes will be incorporated into the Governance Framework to be completed in early 2021. We will ensure that future Institute Directors will have an even greater opportunity than before to enable the Institute to reach its goals.