

External Reviews of UBC Academic Units
Sep. 2012 – Aug. 2013

Report to Senate, January 2014

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Eleven external reviews were conducted within UBC-V Faculties in the 2012-13 academic year. These reviews were undertaken in accordance with UBC's Guidelines for Review of Academic Units. In each case, an expert review panel was struck and provided the unit with a report identifying key findings, highlighting strengths and recommending improvements as deemed necessary to the functioning and well-being of the units. In addition, one accreditation review was undertaken: the School Psychology PhD Program in the Department of Educational and Counselling Psychology, Faculty of Education.

Each unit has responded as noted to the findings and demonstrated that it is taking the necessary measures to address areas needing improvement and continuing to reinforce its areas of strength.

The following is a list of the academic units of UBC Vancouver that underwent external reviews in 2012-13.

Faculty of Applied Science

- ❖ Department of Electrical & Computer Engineering, October 2012
- ❖ Department of Civil Engineering, November 2012
- ❖ Department of Materials Engineering, January 2013

Faculty of Arts

- ❖ Department of Theatre & Film, November 2012
- ❖ School of Journalism, January 2013
- ❖ Chan Centre for the Performing Arts, February 2013
- ❖ Department of French, Hispanic & Italian Studies, March 2013
- ❖ Museum of Anthropology, April 2013

Faculty of Education

- ❖ School Psychology PhD Program, September 2012 (*Accreditation Review*)

Faculty of Medicine

- ❖ CMMT (Centre for Molecular Medicine and Therapeutics), March 2013
- ❖ ICORD (International Collaboration on Repair Discoveries) Centre, April 2013

Faculty of Science

- ❖ Zoology Department, November 2012

Key findings and recommendations from the above reviews, as well as the units' responses demonstrating follow-up action, are highlighted on the following pages.

Department of Electrical & Computer Engineering, October 2012

Review Committee's Key Findings:

- The Department is among the best in Canada in its research, and the educational program is solid.
- Department operations are sound and morale is high.
- The co-op student program is highly valued by students and industry; the Department has a highly-respected Industry Advisory Board, excellent lab infrastructure, and participates in the Living Lab Project.
- Lack of budget clarity, in terms of the amount of funding flowing from the Faculty to the unit since the university's adoption of an activity-based budget model, may be adversely affecting the Department's functioning and creative initiatives.
- Other areas requiring attention are: ineffective IT managerial structure, lack of participation in second-year admissions decisions, undergraduate curriculum structure/flexibility and student advising, lack of minimum graduate student stipend, excessively-small M.Eng. program, and lack of gender diversity.

Review Committee's Key Recommendations:

- Explore cost-savings by sharing services for office functions beyond the Department.
- Consider outsourcing technical services or centralize these in the Faculty.
- Strive for greater alumni engagement.
- Reach out more to industry for research collaboration.
- Work on improving the ratio of faculty to students.
- Identify and develop a comprehensive strategy to face fiscal challenges ahead.

Department's Response:

- ECE has completed an IT review and has recently agreed to partner with UBC IT. ECE's existing IT staff will report to UBC IT, and ECE will become part of the "zone model" for IT support.
- The Department is taking measures to facilitate centralization of practices for the benefit of this Department, other Departments and the Faculty; exploring the possibility of outsourcing technical services and working with other Departments to consolidate purchasing, shipping and receiving functions.
- The Department is working with Dean's Office, Engineering Student Services, and Curriculum Committee to improve participation in admissions decisions, curriculum structure and flexibility; there is a plan to re-post/fill position of Manager, Teaching & Learning.
- The Department is planning to implement a policy to address minimum graduate student stipend.
- The Department is striving to address the faculty:student ratio challenge given the accelerating student enrollments and the challenge of recruiting enough faculty correspondingly.
- The Department is seeking guidance on addressing the size of the graduate program.
- Gender diversity is being addressed through a modernized communication plan, industry advisory engagement, more opportunities (such as Living Lab) that bring attention to matters such as social and environmental sustainability, and increasing focus on health in research enterprise and undergraduate offering.

Faculty's response:

- The Faculty welcomes ECE's commitment to increased undergraduate program support to improve capacity to participate in second-year admission decision, undergraduate curriculum structure/flexibility and student advising.

Department of Civil Engineering Department, November 2012

Review Committee's Key Findings:

- Teaching evaluations and student feedback indicate a high quality of educational programs and teaching.
- Although budgetary uncertainty has limited the number of recent hires, the Department has strategically gained faculty FTE through partnerships with other units in the university to develop cross-appointed positions; these facilitate multidisciplinary research, help to bridge to other units and have added to research complement of the Department; the Head's willingness to fund new research initiatives, particularly those from young Faculty, should continue to further encourage multi-disciplinary research.
- Faculty members are dedicated and committed to excellence, and working environment is good, although more can be done to create opportunities for social and technical interactions.
- Programs are well-regarded by both students and industry, and attract high-calibre students.

Review Committee's Key Recommendations:

- Investigate possible applications of on-line course content delivery to reduce teaching loads.
- Create initiatives that encourage collaboration.
- Fine-tune Strategic Plan into an inspiring document that distinguishes Department from other programs and communicates a clear and encompassing vision.
- Improve availability of elective courses in graduate and undergraduate programs.
- A focused effort should be undertaken to hire more women faculty members.
- Expand on the existing model of staffing some of the courses with teaching professors or sessionals to increase total teaching resources.
- The university should develop an incentive program to encourage retirement and thereby faculty renewal.
- Consider strengthening the majority vote process whereby decisions are token based on majority votes, not necessarily unanimity or consensus.
- Request clarity from Faculty regarding overlapping space allocation for the Civil and Mechanical Departments.

Department's Response:

- The Department will develop new online courses and continue to offer CIVL 200 as a distance-learning course.
- The Department will work to renew the Strategic Plan but prefer waiting until the Faculty's plan from 2007 has been updated and until a new Head has been appointed or the current Head re-appointed, next year.
- The Department concurs and is cognizant of the need to increase female faculty representation in future hiring.
- The percentage of teaching faculty to sessionals is appropriate and adjunct professors will continue to be recruited as needed to expose students to valuable real engineering design problems. The Department believes it inadvisable to increase the ratio of instructors and sessionals, so as not to dilute the research enterprise of the Department.

- It would not be in the Department's best interest to encourage retirement of some of its most valued professors who continue to be active in their research and teaching. A Faculty hiring plan is being developed that will take into account current vacant slots and future retirements and sustainability.
- The Department strives for a clear majority in voting decisions; if the vote is split, we tend not to take that matter forward in order to avoid divisiveness within the Department, particularly curriculum decisions that may disenfranchise a large group of faculty members.
- The Heads of Civil and Mechanical Engineering have engaged in discussions with the Dean regarding allocation of space and are optimistic that progress will be made in the coming months.

Faculty's Response:

- The Department of Civil Engineering is an active participant in the UBC Flexible Learning Initiative and is creating online lab preparation modules. This promises to offer enhanced lab experiences for students while reducing TA costs and optimizing the use of TA time while in the lab. This is a wise choice as opportunities for online course or content delivery must be selected carefully to remain in compliance with accreditation criteria.
- With the support of the Dean's office, the Department is currently working towards recruiting a new faculty member in the Instructor category to support its capacity for teaching in the area of soil mechanics, and to give additional support to faculty initiatives in Engineering project courses and first year programming.

Department of Materials Engineering Department, January 2013

Review Committee's Key Findings:

- The unit is outstanding in research and research intensity with productive, strong, visible scholarly activity across the Faculty.
- Due to the prominence of high quality and productivity in research, the undergraduate program, while already well-administered, would benefit from more senior leadership and focus.
- There is excellent leadership by the Head and a collegial atmosphere.
- The rapidly-expanding graduate cohort is threatened by budgetary restraints.

Review Committee's Key Recommendations:

- Allow students a stronger voice in curriculum development.
- Interaction with the Mining Engineering Department seems minimal. Students within these departments should have greater access to each unit's courses.
- Address relatively lower student demand for this discipline than other engineering programs.
- New hires should reflect commitment to diversity, such as junior faculty and women, to address demographic imbalances.
- Appoint a senior Faculty member to the undergraduate program who will be a strong voice for the program. Efforts should be made to maintain greater contact with undergraduate students and make them feel more included in the Department.
- A greater contribution from research funds could be dedicated to shared services between undergraduate and graduate students. There is insufficient technical support for this program. An increase in the per capita charge for shared services might offer the possibility of a higher level of technical support.
- The Dean and the Department should revisit the resourcing of this program.

Department's Response:

- Students want to be more involved in discussions re strategic planning and curriculum and the Department acknowledges that it must better seek their voices and engage them. Students also need more labs and interactions with faculty and TAs; however, unfortunately the Department regrettably has to cut TA budgets and is therefore looking for constructive solutions. The Department is following with interest the flexible learning initiative and hopes that it may be able to help the Department address these issues.
- The Department is trying to increase student recruitment by changing the perception (not unique to UBC) that the discipline is rather specialized. The Department shares information about the wide-ranging opportunities offered to enable first-year students to be well informed before making specialization choices.
- Demographic and Equity is an ongoing challenge and the Department explores every opportunity to bring new young faculty into the department, particularly young women.
- Budget and workloads: Expenses are increasing more quickly than revenue, as well as rapid Department growth. The Department's strategic plan already aims to increase external funding from \$200K/year to \$600k per year by 2022 which is ambitious. We look to industrially-funded grant tenure faculty positions and educational partnerships in China to increase revenue.

- Infrastructure and space: Our overall growth has created challenges and graduate student space particularly is overcrowded. Some undergraduate labs should be updated. Seismic upgrades should probably occur to Forward building. Either improve existing building or preferably construction of a new one.
- Priorities for next 5 years: develop sustainable budget; conduct internal review of programs to increase student involvement in governance, new approaches to teaching, and improved recruitment strategy; seize each opportunity to recruit new young faculty members; seek avenues to address Forward building approaching the end of its useful life.
- The Department is a strong UBC unit, world-recognized in research and education. With the support of the Faculty and University, we can work together to meet the challenges and further enhance the Department.

Faculty's response:

- The Faculty welcomes efforts by Materials Engineering, along with all Departments, to prioritize recommendations to ensure strong faculty support for the undergraduate programs and to maintain greater contact with undergraduate students and make them feel more included in the Departments.

Additional Faculty Response – Applicable to All Applied Science Programs:

- The Faculty encourages all Departments to take a pro-active strategy toward recruitment and advancement of women faculty. An equity training module provided by the Dean's office is now a standard part of the recruiting process for all units.
- Engineering Student Services will continue to work with all departments and programs to articulate the Faculty's enrolment plans and manage associated challenges.

Department of Theatre & Film, November 2012

Review Committee's Key Findings:

- The Department is “impressively vital in its programs, faculty, scholarship, creative output, and student work; and on the other hand, struggling with serious problems that go well beyond the ordinary (but already considerable) challenges currently facing media and performing arts academic units.”
- the unit appears unanimous that there has been great improvement since the previous review, primarily related to the secession of the Creative Writing program from the Department and renewal of the Film Production program; the Department has made great strides in enhancing its strengths and minimizing existing problems.
- The Committee praised Faculty's commitment to student and alumni accomplishments.
- The Department is spread across a wide range of facilities - some in compromising conditions - leading to physical and cultural/social fragmentation.

Review Committee's Key Recommendations:

- The unit currently functions administratively as “a confederation of stand-alone programs” which creates challenges related to transparency, staff and facilities resources, curriculum and recruitment. This is compounded by historical organizational change that did not explicitly address disciplinary relationships between the Department's four areas, Film Studies, Film Production, Theatre Studies, and Theatre Production, preventing the unit from functioning as an integrated whole. There is a need to set departmental meeting times.
- There is a gender imbalance in the Faculty; it is suggested that a new Head be recruited externally with attention to equity and diversity.
- In all areas, reviewers identified the need for short and long term plans.
- There is a need for general curriculum renewal, and offering service courses to other disciplines, including a large first-year course.
- People and Work Environment: The reviewers indicated that “without the increases in faculty complement, staff support, and facilities noted in this document, the Department will continue to struggle.”

Department's Response:

- The Department has instituted mandatory, regular faculty meetings for all faculty members and student representatives. It has improved transparency by opening up the budgeting process through internal consultation.
- The Department has initiated a unit-wide undergraduate curriculum review and is examining the creation of a first-year interdisciplinary course that includes elements from each program.
- The department is reviewing its staff financial allocation and designations as well as workflow. It plans to hire a new full time graduate advising and administrative support position with funding support from the Faculty.
- The Department is committed to working with the Faculty and the University to remedy deficiencies in its facilities and upgrade where necessary.

Faculty's Response:

- Since the external review, an acting Head has been appointed, and we are looking at the long-term possibilities for internal leadership. The Department has requested that we not use a scarce teaching-research position to produce an external head.
- Through a multi-phased web renewal project, the Faculty of Arts is working with each unit to develop its web presence. Website redesign for the Department of Theatre and Film would emphasize and support the presentation of a singular department to students and other constituencies, rather than a collection of semi-autonomous units.
- On planning, under the Faculty's long-term strategic plan, the Faculty has asked all units to do their own complementary long-term planning. Distillations of these plans are brought to the Faculty's annual budget and academic planning process and reviewed by the Dean and Executive Group. The Dean has met with the Department, as is customary after an external review, to help emphasize the productive possibilities that could be embraced in a departmental plan.
- The Faculty has supported the department's partnership with Opera and, as part of the new alignment of Opera with both Music *and* Theatre and Film, is converting a South Campus warehouse to a new production facility for both opera and Theatre sets. In all of the Faculty's major facilities initiatives in recent years, it has emphasized trying to bring sections of departments closer together. The Faculty has also launched a process to create a fundraising case for new facilities in Theatre and Film as well as in Music. This has been authorized and the Department is preparing to go to the level of Executive 1 review.
- The Faculty is reviewing with the Department a proposal to create a new Entertainment Arts Production direct-entry BFA program, an initiative that will pull together disparate parts of the Department. The Faculty has worked with the Department to include Theatre and Film (via participation from both the Film Production and Film Studies Programs) as a pillar contributor to the proposed Media Studies Program, which will bring high-quality enrolments to participating units.
- The Faculty has increased its financial support of the unit in terms of administrative staff. The Faculty continues to review staffing needs as the Department moves toward a more integrated departmental structure.

School of Journalism, January 2013

Review Committee's Key Findings:

- Extraordinary progress has been made since the School's last review seven years ago.
- Reviewers praised the international prominence of faculty members in their professional and scholarly domains, the forward-looking curriculum with emphases on indigenous reporting, global issues, and sustainability. In particular, the Graduate School of Journalism was praised for its faculty members' international professional and scholarly reputations and its "excellence in journalism education" which "models the unique combination of local community engagement and global vision outlined in the University's *Place and Promise* plan."
- Students enjoy a learning community that is remarkable for its collegiality, collaborative instruction, and innovative project-based coursework.
- While praising the compact nature of the faculty complement, reviewers also identified this as a challenge, suggesting that while it should remain small, some governance and curriculum changes were in order to manage workload.

Review Committee's Key Recommendations:

- Reviewers identified the need for curriculum renewal, including curriculum mapping and a "unified approach to the technological changes sweeping the profession." They also suggested that the school increase its number of cross-listed courses and expand its offerings at the undergraduate level beyond JRNL 100 (3 credits), which is part of the Coordinated Arts Program.
- Succession in leadership and faculty specializations need to be addressed. The School should mobilize its steering and advisory committees to increase community support.
- Reviewers suggested the need for a renewed shared vision for the School's future given the changing professional landscape for Journalism. Included in that vision should be a technology strategy to address emerging forms of journalism, as well as a social media strategy.

Unit's Response:

- The School began a curriculum renewal process in summer 2013. It partnered with a professor in the Sauder School of Business for the first time, launching and cross listing a new course, *Decoding Social Media* (JRNL 520A/COMM 486). The course was honored by the Society for New Communication Research Award in the category of Social Media Marketing (Academic Division) in 2013.
- On issues of succession, the School is recruiting a new junior faculty member in the area of global digital media as a cross appointment with the Liu Institute. This increases the School's specialization in digital media and frees up senior faculty who might be able to undertake leadership roles.
- The School is pursuing a social media marketing strategy in partnership with students from the Sauder School of Business as well as examining strategic new interdisciplinary courses in emerging media areas.

Faculty's Response:

- The Faculty of Arts is supportive of the School of Journalism's commitments and responses, and has identified the School as a pillar unit in the proposed Bachelor's degree in Media Studies.
- The Faculty is studying how best to support the small faculty component for HR and other purposes, specifically whether this would best be accomplished in alignment with other units engaged in issues of communications, media and information or whether it would be better linked to the emerging policy professional masters program.
- Arts Development is working with the School in a number of areas of emerging strength.

Chan Centre for the Performing Arts, February 2013

Review Committee's Key Findings:

- The Centre is a “stunning facility that can be proud of many achievements and has great potential”. Reviewers praised the Centre for its excellent venue and for the growth of its autochthonous programming.
- Reviewers indicated that their recommendations followed quite closely the suggestions from the previous review in 2005, six years before the Chan Centre joined the Faculty of Arts, because it was felt that many of the 21 recommendations made by the review committee in 2005 have not been, could not be, or were deliberately not implemented.
- Reviewers identified a number of space challenges and conflicts with the creative and performing arts academic units around facility use for student rehearsals and performances, which are sometimes in competition with revenue-generating clients.

Review Committee's Key Recommendations:

- Develop a clear purpose, mandate and vision for the Centre; based on this, develop a strategic plan for administration of the Centre with clear rules, process and supporting structures governing its use.
- Consider providing the Chan Centre with a leadership role in creating a fully integrated, campus-wide cultural district. As part of this district, it is suggested to explore “festival type” and “seasonal programming.”
- Reorganize management from its co-chair structure to a single chair in order to enable cooperation among stakeholders and review resource allocations.
- To address the space challenges and conflicts, reviewers suggested that the Centre make better use of all of its venues, specifically its smaller ones, in order to prioritize and maximize external programming and revenue opportunities for the Chan Centre's main stage.
- Explore new ticketing and reduced fee parking options; coordinate all marketing of the Chan Centre artistic content to create a consistent visual identity for the venue.

Response from Unit and Faculty:

- The Faculty of Arts is leading a strategic planning process for the Arts and Culture District, which will address a number of the reviewers' recommendations and provide the Chan Centre with greater academic direction and a larger role in supporting the Arts and Culture District. Subsequently, the Faculty will engage with the Chan Centre leadership to formalize a strategic plan for the Centre.
- At the conclusion of the branding exercise, the Faculty will engage university stakeholders and the central administration in a discussion of how to move forward on the leadership question raised by the external review.
- The Dean's office is working with Chan and the Faculty's creative and performing arts units to support more strategic scheduling of all performances to maximize revenue opportunities and the student experience. Longer-term space needs have been captured in a plan that has been approved at the Executive 1 level and that is currently serving as a case for philanthropy.
- The Chan Centre is developing a new unified ticketing service to offer to campus and non-campus clients. The Faculty will present in Spring of 2013 a plan for an AMS funding levy for the Creative and Performing Arts, a request for additional leeway for signage in the Arts and Culture District, and a parking plan for all of the cultural venues. The branding exercise currently underway with consultants is expected to result in a clearer sense of how to collectively market the creative and performing arts on- and off- campus. The Dean's office is providing marketing support to the School of Music ensembles that perform in the Chan in order to create a more consistent visual identity.

Department of French, Hispanic & Italian Studies, March 2013

Review Committee's Key Findings:

- The unit has great potential but is “at a crossroads,” signaling community and climate issues as significant challenges; in order to move forward, the department must overcome the many frictions between and within the disciplines so that it can focus on curriculum renewal, recruitment and enhancing the collective research strength of the department, and to function as a single and amalgamated unit.
- Other areas in need of improvement are research funding and distribution of research output.
- Faculty members have made important contributions to scholarship and some are internationally recognized experts in their fields, some taking extraordinarily active leadership roles in the profession through disciplinary organizations and editorial activities.
- Relations with other UBC units are highly collaborative.

Review Committee's Key Recommendations:

- The Department must start to operate as an integrated unit, with due process and transparency for all administrative functions, such as academic searches, tenure and promotion, departmental meetings.
- Greater coordination is needed between the language and literature curriculum, increased “curricular and pedagogical coherence.”
- A graduate handbook is needed, as well as a consistent and transparent TAs appointment process and improved recruitment strategies, an exploration of graduate student retention challenges, and improved student financial support packages.
- Given the heavy (service) teaching component of this department, the newly instituted Professor of Teaching rank should be considered.

Department's Response:

- Since the review, the Department has revised its internal committees' terms of reference and initiated a “bottom up” governance structure with faculty integrated into program building and knowledge translation. The Acting Head is working with the Associate Dean Faculty and Equity on resolving persistent personnel tensions in the Department. The Acting Head is working on transparency, policies and guidelines. In addition, the unit is planning for faculty renewal in strategic areas that will “enhance the overall dynamics and academic environment.”
- The Acting Head has already identified a number of areas in which curricular improvements can be made. The Department has appointed two faculty members to serve as Graduate Advisor and Associate Graduate Advisor.

Faculty's Response:

- The Faculty of Arts as part of UBC is committed to equity, diversity and a respectful workplace. After receiving the report, the Dean struck a search committee for a new head, which appointed a respected and experienced internal interim (female) Acting Head from another language unit (Central, Eastern, and Northern European Studies – CENES) in the Faculty to address the climate issues.
- The Faculty of Arts has also devoted resources to support FHIS and its counterpart (CENES) in the period of a dual-departmental Headship.

- The Faculty will host a town hall meeting on the importance of language instruction, new and evolving models of language instruction, and Arts' language requirements in the Spring of 2013. We are encouraging closer attention amongst our language and literature departments to the sharing of best practices and innovative pedagogy.

Museum of Anthropology, April 2013

Review Committee's Key Findings:

- The review was extremely laudatory about the Museum's progress, growth and "pioneering" contribution to research, teaching and learning since the previous review.
- The Museum has "achieved enormous successes and growth" over the past decade; it has an international reputation as a university museum and a global reputation for "pioneering practices in relationship building and collaboration with First Nations."
- The vision of MOA's director and commitment of its staff are key components of its success. Of particular note is the Museum's success in accessing a significant Canadian Foundation for Innovation grant which allowed it to expand its scope and double its physical footprint over the past decade, increase exhibition and research space, build an archive and oral history laboratory, a café and add more retail space.
- The Review Committee praised the Museum's commitment and long-standing relationships to local First Nations.
- The corollary to this impressive growth is an organizational structure that has not been able to keep pace with the changes. Reviewers suggested that the expanded global/local scope, while "an innovative intellectual dynamic" represents a significant transition from MOA's "deep and dominant focus on the local" that requires "different but commensurate resources and support."

Review Committee's Key Recommendations:

- Governance and Administration: MOA's next stage should focus on creating a 5-10 year strategic plan that addresses shared vision, succession planning and utilization of space, organizational structure, budget priorities as well as implementing a task force around the Museum's research, teaching and learning mission. Reviewers suggested MOA hire an outside consultant to facilitate the strategic review and organizational restructuring.
- Create an Institute for Teaching, Research and Professional Training in MOA on critical museum theory and practice, which would allow the Museum to both focus on and "consolidate" existing strengths in the Museum and Faculty at large.
- There are a number of areas where the Museum needs to "better sustain and build relationships" with First Nations, which include: permanent funding for the successful Native Youth Program, creating a MOA-First Nations Studies partnership and mentorship program; reviewers identified the need for MOA to recruit and train more aggressively in order to increase its number of First Nations staff members.
- Consider reclassifying curatorial staff vis a vis a clinical faculty model.
- Reorganize the External Advisory Board governance structure to support a new leadership structure that would support greater contribution. Part of community engagement would also include programs targeted specifically at families in order to increase audience attendance.

Unit's Response: (quotation marks indicate the exact words of the Director)

- "The local and global are not alternative foci for exhibitions and programs but are one mutually-connected and complementary perspective."
- MOA has identified its top priority for 2014 as the development of a strategic plan to address organizational structure and staffing. It has allocated funds and started to search for a consultant.

- “MOA will work with the Faculty and University “in formulating and funding a plan to build a sustainable permanent budget and structure to meet research expectations ... Additional funding and planning is critical toward maintaining and enhancing MOA’s teaching and family programming activities.”
- “MOA to organize further workshops and seminars to improve internal dialogue on the local/global vision and to explore interdisciplinarity and the importance of cultural knowledges from international perspectives.”
- MOA is supportive of working with the Dean’s office to create an institute on teaching, learning and professional training for critical museum and curatorial studies.
- The Museum will complete a 12-month visitor survey started in September 2013.
- “MOA to work towards encouraging the increase in numbers of First Nations applicants in future staff searches and work towards the greater cultural diversity of its workforce.” It will also look to appointing a First Nations advisor/council for the Director.
- MOA will recommend a chairperson for its External Advisory Board.

Faculty’s Response:

- The Faculty supports the creation of a new critical museum and curatorial studies program and is allocating Dean’s Office resources for planning.
- Part of the strategic planning process for the Arts & Culture District includes a plan to increase audience for all creative and performing arts venues in the Faculty, including MOA.
- The Faculty will also bring forward a request for student levy funding of the creative and performing arts, as well as other measures to increase the funding base for MOA and UBC’s Arts and Culture District.

School Psychology PhD Program, Dept. of Education & Counselling Psychology
Accreditation Review, September 2012

The Canadian Psychological Association voted to accredit the program for a period of three years.

CPA's Key Findings:

- The program has a strong commitment to training.
- The program operates under a solid mission and philosophy.
- The program uses quality admission standards and ongoing assessment of core competencies
- Success has been achieved in placing students in practica and establishing good links with practicum sites.

CPA's Recommended Areas for Improvement:

- completion of the program by students in a timely manner
- overall number of faculty affiliated with the program and the proportion of faculty registered as psychologists
- availability and adequacy of student workspaces
- efforts to promote and integrate research generation into students' training experiences.

Program's Response:

- The program is actively monitoring student milestones toward program completion and presented data to CPA to indicate that completion times are on track to improve in successive cohorts.
- The program continues to advocate for renewal of existing faculty positions as well as additional positions affiliated with the program.
- During two recent hires for faculty affiliated with the program, the program emphasized the need to identify faculty who were eligible for registration as psychologists. The Department is providing funding to cover the cost of the application to the College of Psychologists and the first year of registration with the College.
- The program continues to advocate for additional student workspaces. The Head of the Department is consulting with the Dean regarding this issue.
- The program faculty will identify ways to increase student research productivity during an annual faculty retreat scheduled in December, 2013.

CMMT (Centre for Molecular Medicine and Therapeutics), March 2013

Review Committee's Key Findings:

- The Centre must now identify new permanent leadership, with the goal to maintain its outstanding status.
- CMMT remains a unique, productive and influential unit of 8 investigators within the Children and Family Research Institute (CFRI), the Faculty of Medicine and UBC. The CMMT, along with CFRI, provide a rich training environment as evidenced by the success of trainees in CMMT in winning awards from local and national funding agencies.

Review Committee's Key Recommendations:

- A search for a high profile visionary leader of the CMMT should be undertaken as soon as possible. During the search process no changes in the support mechanisms or the organizational structure of the CMMT or of its relationship with the CFRI should be made. At least two senior CMMT investigators as well as the head of Medical Genetics should have a seat on the search committee.
- The CMMT should consider implementing existing membership categories in an attempt to further its already considerable collaborative research network and outreach.
- CMMT should consider developing a program by which basic science trainees spend time in medical genetics clinics at BC Children's Hospital and other sites to enhance the understanding of the need to translate basic research to applications. This would allow trainees to gain insight and experience into the clinical implications of biomedical research, as well as understanding how questions raised in the clinical realm can be brought back to the lab to identify lines of research and to guide inquiry.
- Begin a process of examination of the feasibility of integrating some CMMT infrastructure within the CFRI with the aim of achieving economies of scale but without jeopardizing the efficiency and accessibility of the services for investigators. The CFRI and CMMT would do well to examine similar consolidation that has taken place at other UBC hospital campuses.

Centre's Response:

- The search for a new leader is underway and review of applications will begin on January 27, 2014. There are no changes to the organizational structure planned during this time.
 - The CMMT Principal Investigators have redefined the membership categories to closely align them with their goals and objectives.
 - CMMT is highly supportive and interested in the idea of developing a program for basic science trainees to spend time in medical genetics clinics, but do not have the resources to develop the program within the CMMT and would look for leadership from CFRI or Department of Medical Genetics in this regard.
 - CMMT agrees with the idea of integrating some infrastructure with CFRI and would look forward to being engaged in this process with the new leadership.
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ICORD (International Collaboration on Repair Discoveries) Centre, April 2013

Review Committee's Key Findings:

- The Director of ICORD, Dr. Wolf Tetzlaff, is respected by his colleagues as an excellent scientist and who is widely perceived as having vision and willingness to act fairly and transparently as well as pay attention to fiscal and institutional challenges.
- Reviewers noted that the Centre has an excellent reputation and compares favorably with other centres selected for comparison.
- ICORD is housed in a unique facility at VGH dedicated to advancing world-leading integrated research and care for people with spinal cord injury. By combining research and clinical space in the same building, investigators are able to rapidly translate discoveries into validated clinical practices to ensure effective outcomes are achieved.

Review Committee's Key Recommendations:

- Engage in strategic planning process and create a hiring strategy.
- Encourage stronger integration of clinical and basic research and training as well as integration between trainees and investigators within the Centre, VCHRI and UBC.
- Reconstitute some previous structures, namely the external advisory board and the community advisory board, to obtain external guidance.
- Consider seeking additional sources of funding and to reduce ICORD's reliance on a single funder.

Department's Response:

- ICORD held a retreat on September 17 and determined that they will build on their strengths by focusing on accelerating the search for a cure for spinal cord injury; developing novel ways to conduct trials for acute spinal cord injuries; developing advanced rehabilitation strategies; and improving quality of life for people living with spinal cord injuries. At the retreat they determined ten areas clusters of excellence. They have developed a hiring plan to support their focus and have begun to explore options for securing additional funding. This plan identifies the need to hire faculty who would be located on site, which will increase mentoring efforts.
 - ICORD is making more efforts to improve integration including an ICORD-wide Journal Club; encouraging attendance at clinical rounds; enhance visiting speaker programs; enabling videoconferencing from their lecture hall into the Faculty wide network of lecture rooms to allow for participation in grand rounds and Brain Research Centre seminars.
 - ICORD has reached out to several members of the international experts regarding their willingness to serve on an external advisory board and plan to draw upon community advisors from their partner organizations, such as SCI-BC, BC Wheelchair Sports, Sam Sullivan Disabilities Foundation and the Tetra Society.
 - Partnership funding has been committed from the Rick Hansen Foundation for the next 10 years and will support all priorities of ICORD, supporting investigator initiated research along the entire cure-care-quality of life continuum. Additional sources of funding are being actively pursued, such as a CFI infrastructure grant and participation in an NCE for neural recovery and rehabilitation.
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Zoology Department, November 2012

Review Committee's Key Findings:

- “Overall, the reviewers were impressed by the enthusiasm of everyone interviewed during their two day visit and by the renovations made to the Biological Sciences Complex – this bodes well for the continued success of the Department.” (quoting from the external review)
- “The Zoology Department is clearly composed of exceptional scholars who are dedicated to the training of undergraduate, graduate, and post-graduate students by offering a variety of programs across a diversity of topics.” The Department is well-linked within and external to the University, and is in excellent shape overall.
- With respect to research, the Department “must be considered as one of Canada’s top ‘life sciences’ departments”. “Considering all metrics, from individual awards of recognition, to grant support, to science citation and H index scores, the Department of Zoology simply sparkles, and we see little to be concerned about with respect to its overall academic excellence.” The graduate program was viewed as “being extremely successful and competitive”, and the undergraduate program as functioning well.
- As with all programs and in these times of budgetary challenges, the Department will need to make important decisions as it goes forward.

Review Committee's Key Recommendations:

The external reviewers made eighteen specific recommendations with respect to undergraduate education, graduate education, research programs, linkages and outreach, faculty and staff, infrastructure, and strategic planning. Each of these recommendations has been explicitly responded to by the Department of Zoology, and has been reviewed by the Dean of Science office. The three most significant challenges raised in the external review, and discussed in the Department’s self-study, were:

- The large investments to renew the South and West wings of the Biological Sciences Complex and to build the Biodiversity Research Centre and Life Sciences Centre have resulted in exceptional research space, but the undergraduate teaching space remains “dated and rather unpleasant”. Renovations to the North and Central Core of the Biological Sciences Complex should be undertaken as soon as possible to ensure that adequate facilities are available for both teaching and research programs.
- The high cost of housing in the metro Vancouver area is a major challenge to recruiting faculty and staff.
- A major concern articulated by the Review Committee is that the Department appears to be an amalgamation of largely independent groups and raised the possibility of reorganizing Zoology and the other life science Departments (e.g., Botany and Microbiology & Immunology). Over the past several decades, many North American universities have reorganized into a single Biology Department, or into Departments of Ecology & Evolution and Cellular & Molecular Biology, for example.

Department's and Faculty's Response:

- Since the external review occurred, a formal plan has been developed for an Undergraduate Life Sciences Teaching Building for undergraduate life science programs delivered by the Faculties of Science and Medicine. As currently designed, this building project ranks among the highest priorities for UBC, and will complete the physical infrastructure renewal of UBC's life science buildings.
- UBC-Vancouver is in the final consultation phase prior to rolling out a new faculty and staff housing action plan designed to partially address UBC's housing challenges.
- The previous Dean formally examined the question of re-organization within life sciences within the Faculty of Science, and concluded the benefits were dubious. The Department of Zoology and the current Dean strongly believe that the many advantages of remaining a single Department of Zoology far outweigh the disadvantages. Noting that the Zoology research faculty laboratories are co-located with colleagues from other Departments and Faculties in well-designed interdisciplinary research buildings (Biodiversity Research Center, Life Sciences Institute, Biosciences Complex, ICORD), the Department and Faculty feel that there is no need to reorganize the Department simply to promote research synergies with related disciplines. Nor is reorganization needed for undergraduate teaching, as there is a unified Biology Program with a single Director who reports to the Heads of Botany and Zoology. Within Zoology, there is a degree of autonomy in organizing teaching and hiring by research group, but these plans are vetted and agreed upon in a department-wide context, leading to an effective administrative structure.