

The University of British Columbia

External Review of the Sauder School of Business

Report of the Review Committee

By:

Isabelle Bajoux-Besnainou

Desautels Faculty of Management

McGill University

Per Holten-Andersen

Copenhagen Business School

Robert Kennedy

Ivey Business School

University of Western Ontario

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UBC assembled a team of two sitting deans and a president of an independent Business school to conduct a review of the Sauder Business School. We conducted this review during the course of three days, from January 18<sup>th</sup> to 20<sup>st</sup>, 2017. During these three days, we had an intense schedule of meetings, both on campus and at the Robson square facilities downtown.

We believe that the review team developed a solid understanding of the strengths and challenges facing the school, as well as several areas of opportunity. We are grateful for the forthrightness and candor of those with whom we met.

The terms of reference are attached as Appendix A, and the schedule of meetings and list of participants are attached as Appendix B.

Our review revealed a largely healthy and well-functioning institution. Most faculty and staff are aware of the school's positioning and strategy and buy in to the strategy. The culture appears to be quite positive, and there is a sense of forward momentum under the leadership of the current Dean.

With that said, there are some areas of concern. This report first addressed the school's considerable strengths. We then address some areas where the review team believes more attention is needed, and/or there is scope for improved performance or opportunities.

## **Strengths**

### *Research excellence*

The Sauder School is known for a strong culture that focuses on high-quality research. Our meetings with the Senior Associate Deans, the Division Chairs, the Directors of the various Research Centres, the Faculty Management Committee representatives, and a selection of Tenured and Tenure-track Faculty, confirmed this. The strategy that prioritizes research excellence as the core value of the School is well understood and widely supported internally.

### *New workload policy*

The School implemented a new workload policy that supports research excellence. Essentially, the teaching load for tenured faculties is now 3, 4, or 5 courses, depending on the faculty member's research productivity. The process by which the policy was adopted was consultative and widely praised. At an operational level, the policy is transparent and universally understood – being based on a point system and a list of A and B journals. Establishing this structure was a delicate undertaking and it is remarkable that the Dean was able to do so with what appears to be very broad internal support.

All of the faculty members we met broadly supported the new policy. We did receive one letter objecting to the process of adoption, and heard several comments about how the system did not

sufficiently account for variation across fields. But these were minor objections in the context of overall support.

#### *Culture within the School*

The culture within the School appears to be highly collegial and healthy. The Dean is well respected and is viewed as being appropriately transparent. Transparency from the top was mentioned numerous times in our interviews and is widely appreciated. We heard several times that the current Dean brought much needed focus and a sense of calm to the School's strategy. Others echoed such comments, both across the University and by outside stakeholders. Among many faculty members, there is a very obvious support of the Dean and the direction he is taking the School.

#### *Relations with the University community*

We had the opportunity to meet with five Deans from other UBC Faculties, as well as senior administrators of the University. During these meetings, the consensus view was that Sauder has become more open to collaboration with other schools. The general sentiment is that the Dean and his senior leadership are easy to work with and try to be as cooperative as possible.

During the past four years, the School has implemented several programs that draw on strengths from elsewhere in the University. Among these programs, the most prominent and promising one is the Bachelor's + Master of Management Dual Degree that serves students from programs in five different UBC Faculties, and allows them to continue their education at UBC by taking an additional six months to learn Management at Sauder. This program is promising, serves the need of UBC students, and also allows Sauder to find alternative resources to sustain research and programmatic excellence.

#### *Financially sound*

The high-level presentation of the budget that was given presents a school that has generated surpluses in recent years. But, as we will address in the challenges section, the current surpluses mask some challenging underlying trends – including tight tuition regulation by the Province, reliance on several high-margin professional programs with questionable barriers to competition, and subsidies from international students.

So, while the current financial situation is stable, the medium term outlook appears to be quite challenging.

#### *Faculty Advisory Board*

We had a meeting with five members of the Faculty Advisory Board, including the past and the current Chairs. The Board appeared to be well functioning and the members very well aware of the current strengths and challenges of the School. They seemed to be dedicated volunteers who spend a good amount of time involved with the School.

### *BComm Program*

The Bachelor of Commerce is a strong program that attracts very competent students. The demand for admission into the program is very healthy with about six times more applicants than program capacity.

The strength and reputation of the BComm program is one of the strongest assets of the School. But, as we will discuss below, the economics of the program are extremely challenging.

## **CHALLENGES**

While our overall findings are that the school is well positioned and well managed, the review team did identify several challenges that should be addressed. We don't see any of these as existential threats, but addressing them would strengthen the school and likely set it up for even better performance in the uncertain medium-term future.

### *The External Environment*

Primary oversight for Universities in British Columbia is by the Provincial government. Our understanding – from the review document and various interviews – is that the Province controls both the size of domestic enrolment (but not international enrolment) of the undergraduate program, the tuition level for domestic students, and the permitted rate of tuition increase for these students.

The administration (both the Dean and, separately, the CFO) presented data that shows the net tuition revenue for a domestic BComm student (undergraduate) is less than 22% of an International BComm student, and generally around one-third the level of a domestic Master's level students.

We were informed (although with no documentation) that the cost of delivering a credit of teaching is in the \$500 range, while the current revenues for a domestic BComm student (inclusive of the Provincial grant) is around \$300.

So the school is covering only about 60% of its cost for domestic BComm students, and attempting to make this up with growth of international students, with growth in Master's programs, and with Executive Education and Professional Development programs. Each of these offsets appears to be reaching the limits of its growth and some, such as the Accounting and Real Estate Professional

Development programs, may face lower margins. Because of this, we anticipate increasing financial pressure on the school going forward.

We will further unpack different aspects of this issue in the next several subsections.

### *A Severe Imbalance Among Programs*

The BComm is, by far, the school's largest program, with about 3,750 students. Approximately 40% of these are International students. The school also has about 440 total students across five Master's level programs, with some future growth expected from the B+MM program.

The challenge that Sauder faces is continuing to subsidize domestic BComm students from international and professional graduate tuitions. International students already comprise 39% of the BComm class, with international tuition increasing 52% over a three-year period (to achieve market levels), to over \$47,000 annually. The MBA has struggled to grow beyond 100 students, and tuition rates are at market levels. So the sources of surplus to subsidize domestic BComm students are near their breaking point. Unless tuition constraints are relaxed, or the school decides to shrink the size of the BComm program, financial losses might arrive very quickly.

### *Challenges in Executive Education and Professional Programs*

The School's Executive Education appears to compete in the low end of the market – delivering training programs more than *Executive* programs. The recent merger of UBC's continuing education operation into Sauder Exec Ed highlighted this positioning challenge.

Executive education does not appear greatly to draw on the school's distinctive strengths. In fact, interviews revealed that only app. half of Exec teaching is done by Sauder full time faculty members for its Open Enrolment Programs. This appears to be a side business that does not draw on Sauder's core competencies. We recommend that the school think hard about its Executive Education positioning and strategy. The Executive Education sector is undergoing rapid change, with entry by non-traditional rivals such as consulting firms and HR specialists. The school's current positioning makes it highly vulnerable to disruption by new competitors.

The school also delivers several successful Professional Development programs – for Real Estate professionals and continuing education for Accounting professionals. These are large businesses, that provide more than 100% of the school's entire surplus, and thus the competitiveness and viability of the programmes are crucial to the economic stability and flexibility of Sauder. It further appears that Sauder has historically had a regulatory monopoly on offering these professional programs. However, this regulatory protection was removed twelve years ago, allowing new competition.

### *The Internal Budgeting model is not well understood*

The review team has some concern that the budget tracking and resource allocation process for programs is not well understood. In the course of the our discussions, we heard at least three inconsistent assertions about program costing and profitability.

1. In the Senior Associate Deans meeting, we were told that only 40% of faculty time (the teaching portion) is allocated to programs. The rest is a fixed cost covered by the school's central budget.
2. In the meeting on faculty and budget matters, we attempted to dig into program economics, but were told that there was full allocation of faculty costs (i.e. teaching plus research, plus service) to programs, but that other school costs (such as space and administrative staff) were not tracked by program. The CFO did refer to the "net revenue" figures by program and type of student, but could not report the net surplus/deficit of the BComm or any of the Master's level programs.
3. When we met with the Dean on the final day, he presented several "net revenue" figures by program and type of student, and compared these with the cost of delivering a credit (around \$500). But as before, we were not given much insight into which programs made or lost how much money.

We understand that there is not one optimal budgeting method. Different models can be effective. The point is that among the senior administrators and staff, there does not appear to be a common understanding of how costs are allocated to programs, or any understanding of how much money individual programs make or lose. Without this basic information, it will be difficult for the school to manage effectively as financial pressures increase.

### *Management structure*

Although the senior management and the directors of the different programs and units all appeared to be competent and engaged, we would like to point out three potential weaknesses of the current management structure.

1. The decision powers are heavily concentrated under one senior associate dean who is in charge of Faculty, as well as all Master's programs. In turn, these Master's programs (including the MBA program) do not have Academic Directors, which means that, in practice, this senior associate dean serves as the academic director of all of the Master's programs. The review team feels that this concentration of responsibility is a little risky and should probably be addressed so as to spread accountability among key faculty and mitigate risk.
2. There are a large number of direct reports (14) to the Dean. This is a challenging management structure. Several people indicated that they do not meet with the Dean on a regular basis.

Some intermediate level of senior managers is recommended. The school has five Senior Associate Deans, so perhaps responsibility can be allocated more broadly.

3. The senior management of the School is not very diverse. Only one woman is a senior Associate Dean, in a part-time role, in charge of diversity. We do recommend that the Dean take serious steps in bringing a more diverse group of senior leaders.

### *Development team*

We met with the development team at the Robson Square facilities in downtown Vancouver. The senior managers of this team seemed perfectly competent and capable. However, we have two concerns that we would like to mention:

1. The level of fundraising over the past several years seems small in relation to the size of the team (22 people inclusive of alumni relations) and the reputation of the School. We do recommend that the School be more ambitious in its fundraising goals.

The two Canadian Deans on the Review Team both felt that the school was not nearly ambitious enough in terms of fundraising goals (Denmark has a very different financing model). The Dean told us that the Development organization was designed to raise \$7 – 10 million, and he was confident they could deliver that. But fundraising has trailed that lately, and there did not seem to be any specific plans to increase fundraising beyond that amount.

Other Canadian Business schools raise far more money with much smaller Advancement (Development) staffs. Given the financial pressures that will be building at the school, we would encourage a review of both the staff, and the development goals. The school will need the resources, and Sauder should have the alumni and business connections to raise significantly larger amounts.

2. The fact that the team is located downtown and not on campus brings an advantageous proximity to the Business community, but is also challenging given that the fundraisers, in particular, could become out of touch with the priority of the School and have a harder time understanding its strengths and needs, as well as the research conducted by the professors.

### *Facilities*

In general, the UBC Sauder School of Business (hereafter SSB) has high-standard office, research and learning space and facilities. Notably, and highly commendable, are the 2012 55,000 square foot building expansions of the “Robert H. Lee Graduate School”, including state-of-the-art learning and videoconferencing facilities. These high-end facilities were impressive, giving SSB faculty the enviable means of experimenting with and developing evidence-based new and better teaching and learning methods and techniques.

Nevertheless, SSB faces two major challenges in facilities expansion and facilities upgrade:

1. Potential expansion of the SSB Master Programs:

There is a need for additional on-campus higher-end building facilities for taking advantage of the potential expansion of the masters programs. The need is closely linked to addressing the challenges of the present business-model of SSB. Provincial regulation - of domestic enrolment levels and of tuition - results in undergraduate programs being heavily subsidized by international tuitions. At the same time, lowering admission of undergraduate students is not an allowed route to minimizing deficits, due to Provincial regulation.

An obvious route of expansion and of further revenue generation is therefore the building of a viable and larger portfolio of masters programs, with an obvious academic link to UBC and SSB undergraduate programs, as is the case with the commendable and successful "UBC Bachelor + Master of Management" dual degree. A further development of programs in this direction would allow SSB the freedom and flexibility of free market setting of Masters admissions and Masters tuition, generating a surplus from program delivery rather than a deficit. However, any potential growth in Master's programs will require new higher-end facilities, and consequently heavy investments and/or donations to realize a new and viable portfolio expansion.

2. Up-grading of the Robson Square Executive Education facilities:

The review team felt that, given Sauder's strong reputation and lack of regional competitors, its Executive Education operation was fairly small. We suspect that part of the reason is the lack of programmatic connections to Sauder's core strengths. A second issue is the underground and low-end appearance of the facilities at Robson Square. These facilities pose a severe challenge to SSB's potential expansion of market share and profit from executive education.

At a minimum, the facilities need a major upgrade functionally and architecturally, or alternatively, a re-location to other facilities. It is the clear recommendation of the review-team that the decision between these two alternatives should be considered and concluded no later than at the end of 2017. We acknowledge and realize that either solution will involve a substantial investment in "more exciting and appealing" facilities.

Redirecting the Robson Square downtown facilities to innovation and entrepreneurship purposes for UBC and/or local student and staff driven start-ups could facilitate a decision on re-location of the Exec Ed facilities. A re-location of the Exec Ed facilities, based on this scenario, would obviously need access to information and scenario-analyses that are outside the scope of this review.

*Potential for greater research and program collaboration with other UBC Faculties / Schools*

UBC, being a comprehensive university, and SSB, being an internationally recognized Business School, together possess an enviable potential due to the strong reputation in research, and a good reputation in teaching and outreach. This is demonstrated in the rankings of UBC and SSB.

It is globally more and more recognized that Universities are ideally positioned to further the innovative and entrepreneurial capacity of our societies. It is also recognized that the potential is only slowly being developed. With its broad academic profile (12 academic faculties), UBC is admirably positioned to utilize, tap into, and expand this potential. A general research based finding in the field of innovation and entrepreneurship is that strong academic disciplinary AND interdisciplinarity is one of the foundations of both innovation and entrepreneurship. This has led to international education-program innovations, often at the masters level, linking STEM-disciplines with business disciplines, and at the same time linking theory with practice in academic education programs.

It is the review team's impression that UBC and SSB have acknowledged this potential; however, it is our recommendation that SSB takes the lead within UBC in forging the necessary internal education alliances, with the purpose of building a distinct STEM-Business profile in its future program development, at the undergraduate level, but probably even more so at the Masters level, at UBC and BBS.

*Potential for brand strength/excellence in research to reflect brand excellence of education & teaching*

USSB attracts students of high quality, national as well as international. In most programs (BComm, MSc, MBA) the yield rate (enrolments/offers) is in the range of 50-60%, signifying that UBC Sauder attracts high-end students at all admission levels. At the same time, SSB enjoys a high reputation and ranking of research performance/publications.

Throughout the review team's interviews with SSB students, many students expressed a desire to connect more closely with the school's research activities. They believe they are receiving a great education, but don't feel connected to the research mission, which is at the core of the school's identity.

It is important to note that this was voiced not as a critique, but in the spirit of pointing towards an as yet somewhat untapped potential of spillover from excellence in research to excellence in education and teaching. The point was well articulated by the students (of whom we met three from CUS = Commerce Undergraduate Society), and it seems relevant for SSB to develop a brand strength in education and teaching, partly built on the brand strength of research excellence.

We did note, and were surprised by the fact, that only 28% of BComm teaching and 51% of graduate teaching was done by tenured and tenure track faculty. This proportion seems extremely low. This may lead to the students feeling of disconnectedness from the core research strength of the school.

One approach in this context could be the discussed initiative to build Honors tracks in order to forge a stronger link between research and education. Other approaches mentioned by CUS were to focus on a more active feed-back culture, and on "celebrating the Undergraduates more".

*Better use of student body in branding & communication; potential for more regular Dean dialogue with Student Organizations (CUS: Commerce Undergraduate Society)*

As mentioned previously, the review team enjoyed a meeting with representatives from CUS (Commerce Undergraduate Society). From this meeting, and judging from the Self-Assessment report and interviews with staff members, it is clear that SSB attracts high-end students.

The students were in general complementary and very positive in their overall assessment of quality and brand strength of an education from SSB. However, the students voiced a wish for a closer and more continuous dialogue between the SSB students in general, including CUS, and the management layers at SSB, including the Dean. Given the quality of SSB students, this wish and offer from and by the students could be utilized in a most positive manner for SSB in building (even more) active student engagement in the learning processes, as an early investment in more active and deeper Alumni relations, and as an investment in building life-long strong ambassadors for UBC and SSB.

With a total student body (undergraduate and graduate) in the range of 4,500 the review team recommends that the ambition of more active engagement and involvement of and with students and student bodies is pursued, and that the potential is actively discussed with the students/student bodies. Given the right circumstances and conditions, more active relations between university management and students/student bodies may be a yet unrealized potential for building an even stronger brand, and brand value.

## **Appendix A**

The University of British Columbia  
Review of the Sauder School of Business, January 2017  
Terms of reference

**Purpose:** To review the strength and balance of the School's academic programs, teaching, scholarly and professional activities, and service; to evaluate the School's leadership and administration; to assess the School's standing nationally and internationally; and to advise on the future development of the School.

**Terms of reference:** Without limiting its overall mandate, the Review Team should give consideration to the following:

1. **Academic Programs and Teaching:** To review and evaluate the quality, extent, format, organization, and enrolment of the School's academic programs and the quality of its teaching, and to rate its performance on these matters in relation to their counterparts at other business schools nationally and internationally. The reviewers are asked to give attention to the School's development of curriculum in the face of changing societal expectations, its support of experiential learning opportunities, its use of learning technology, the effectiveness of the School's methods for the evaluation of teaching and learning, and its implementation of quality assurance. The reviewers should also give some consideration to the success of Sauder students after degree completion.
2. **Student Academic Experience and Support:** To assess the quality of the student academic experience from first contact in recruitment through to alumni status. Are students well advised and well supported? The reviewers should consider student morale, strength of student retention, co-curricular opportunities, and career preparation. The reviewers are asked to consider the School's responses to the increasingly diverse nature of student populations.
3. **Graduate Programs:** To review the quality, size, format, and enrolment of the School's graduate programs. The reviewers should consider the quality of advising, graduate student support, career preparation, employment opportunities, time-to-completion, placement, and other indices of graduate success.
4. **Research and Professional Activities:** To review and evaluate the quality, extent, range, and balance of the scholarly activities of the School, including interdisciplinary contributions, with particular attention to the achievement and reputation of scholars within the School, their leadership within their academic communities, their granting and funding successes, and the quality and quantity of their performance in relation to the achievements of their counterparts in comparable business schools nationally and internationally.

5. Governance, Organization, and Administration: To review and evaluate the governance, organizational structure, leadership, planning, and administration of the School, including opportunities for diversity in leadership and shared governance, inclusiveness and transparency in decision-making, and the accessibility of relevant support systems to all members of the School.
6. Environment and Culture: To consider and assess the working and educational environment, morale, and institutional culture of the School and its workforce (i.e., faculty members, including adjunct professors, sessional instructors, and lecturers, and staff). Such an assessment should take into account support for career advancement, professional development, advising, and balanced workloads. The reviewers should review and evaluate the School's performance relative to the University's employment and education equity policies and its diversity goals.
7. Outreach: To review and evaluate the School's interactions with other units within the University, and with its external communities, including alumni, industry, professional organizations, government agencies, the business community, other postsecondary institutions, global university partnerships, and the greater public community.
8. Support for the University's Strategic Plan: To determine the extent to which the School reinforces through its programs and activities the key commitments of Place and Promise, notably UBC's commitments to International Engagement, Aboriginal Engagement, Intercultural Understanding, and Global Citizenship.
9. Infrastructure and Resources: To review and evaluate the physical and financial resources of the School, including its financial base (i.e., levels of university funding, tuition revenue, and donor support), its capacity for enrolment management, its plans for revenue diversification, its facilities for teaching and research, and its equipment and space.
10. Other Advice: To provide other advice as appropriate to the general purposes of this review.

## Appendix B

### ITINERARY REVIEW OF THE UBC SAUDER SCHOOL OF BUSINESS 18-20 January 2017

Wednesday, 18 January		
7:30-8:00	<i>Drive to UBC Point Grey Campus</i>	
8:15-9:15	Breakfast meeting with Provost's Office <ul style="list-style-type: none"> <li>· Eric Eich, Vice-Provost and AVP Academic Affairs</li> </ul>	McLean Family ardroom, Koerner 753
9:15-10:30	Dean, UBC Sauder School of Business <ul style="list-style-type: none"> <li>· Robert Helsley, Dean of UBC Sauder School of Business</li> </ul>	Koerner 753
10:30-10:45	<i>Break</i>	
10:45-12:00	UBC Deans <ul style="list-style-type: none"> <li>· John Innes, Dean of Forestry</li> <li>· Catherine Dauvergne, Dean, Faculty of Law</li> <li>· Katherine Harrison, Acting Dean, Faculty of Arts</li> <li>· Marc Parlange, Dean, Faculty of Applied Science</li> <li>· Susan Porter, Dean Graduate and Postdoctoral Studies               <ul style="list-style-type: none"> <li>· Simon Peacock, Dean, Faculty of Science</li> </ul> </li> <li>· Rickey Yada, Dean, Faculty of Land and Food Systems               <ul style="list-style-type: none"> <li>· Dermot Kelleher, Dean, Faculty of Medicine</li> <li>· Blye Frank, Dean, Faculty of Education</li> </ul> </li> <li>· Michael Coughtrie, Dean, Faculty of Pharmaceutical Sciences</li> <li>· Charles Schuler, Dean, Faculty of Dentistry</li> </ul>	Koerner 753
12:00-1:00	Senior Associate Deans, UBC Sauder <ul style="list-style-type: none"> <li>· Darren Dahl, Senior Associate Dean Faculty and Director of the Robert H. Lee Graduate School</li> <li>· John Ries, Senior Associate Dean Research</li> <li>· Kin Lo, Senior Associate Dean Students</li> <li>· Kai Li, Senior Associate Dean Equity and Diversity</li> <li>· Murali Chandrashekar, Senior Associate Dean Strategic Partnership and Global Initiatives</li> </ul>	Koerner 753

1:00-1:15	<i>Walk to Henry Angus Building</i>	
1:15-2:15	<p>Lunch meeting with UBC Sauder Graduate Student representatives</p> <ul style="list-style-type: none"> <li>· Joyce Guan, Co-President, PhD Student Society</li> <li>· Mark Chen, President, Full-time MBA Society</li> <li>· Darelle Odo, President, Part-time MBA Class</li> </ul> <ul style="list-style-type: none"> <li>· Frank Bailey, President, Master of Management Class <ul style="list-style-type: none"> <li>· Angela Sunario, President, B+MM</li> </ul> </li> </ul>	Henry Angus 966
2:15-3:00	<i>Short tour of Angus Building with Rob Peregoodoff (Director, Learning Services), then walk to Koerner</i>	
3:00-4:00	<p>Division Chairs, UBC Sauder</p> <ul style="list-style-type: none"> <li>· Russell Lundholm, Accounting</li> <li>· Katherine White, Marketing and Behavioural Science</li> <li>· Ron Cenfentelli, Management Information Systems <ul style="list-style-type: none"> <li>· Murray Carlson, Finance</li> </ul> </li> <li>· Mahesh Nagarajan, Operations and Logistics</li> <li>· Werner Antweiler, Strategy and Business Economics</li> <li>· Danielle van Jaarsveld, Organizational Behaviour / HR</li> </ul>	Koerner 751
4:00-4:15	<i>Break</i>	
4:15-5:15	<p>Directors of Research Centres, UBC Sauder</p> <ul style="list-style-type: none"> <li>· Harish Krishnan, Centre for Operations Excellence</li> </ul> <p>Steven Shechter, Centre for Operations Research &amp; Analytics in Health</p> <p>James Tansey, Centre for Social Innovation &amp; Impact Investing</p> <ul style="list-style-type: none"> <li>· Ron Giammarino, PH&amp;N Centre for Financial Research</li> <li>· Dale Griffin, Peter P. Dhillon Centre for Business Ethics</li> </ul> <p>Tom Ross, Phelps Centre for the Study of Government and Business</p> <p>Thomas Davidoff, Centre for Urban Economics &amp; Real Estate</p> <ul style="list-style-type: none"> <li>· David Gillen, Centre for Transportation Studies</li> <li>· Marc-David Seidel, Maurice Young Entrepreneurship &amp; Venture Capital Research</li> </ul>	Koerner 753
5:15-6:00	<p>Faculty Management Committee Representatives, UBC Sauder</p> <p>Jim Brander, Chair, Appointment, Promotion and Tenure Committee</p>	Koerner 753

	<ul style="list-style-type: none"> <li>Joey Hoegg, Chair, Awards and Performance Advisory Committee</li> <li>Anthony Boardman, Chair, Academic Programs, Teaching and Learning Committee</li> </ul>	
6:00-6:30	<i>Drive to restaurant</i>	
6:30-8:00	<i>Dinner meeting of reviewers</i>	<i>Brass, 10<sup>th</sup> Avenue</i>

<b>Thursday, 19 January</b>		
<b>7:30-8:00</b>	<i>Drive to UBC Robson Square</i>	
<b>8:00-9:00</b>	<p><b>Breakfast meeting with UBC Sauder Faculty Advisory Board representatives</b></p> <ul style="list-style-type: none"> <li>▪ <b>Jim Gilliland, President &amp; CEO, Leith Wheeler</b></li> <li><b>Richard Harris, Managing Director, Tricor Pacific Founders Capital</b></li> <li><b>Susan Yurkovitch, President &amp; CEO, Council of Forest Industries and BC Lumber Trade Council</b></li> <li><b>Tracey McVicar, Managing Partner, CAI Capital Management Co.</b></li> <li>▪ <b>Cam Bailey, Director, McKinsey &amp; Co. (retired)</b></li> <li><b>Paul Hollands, President &amp; CEO, A &amp; W Food Services of Canada</b></li> <li>▪ <b>John Jennings, Senior Client Partner, Korn Ferry</b></li> <li>▪ <b>Warren Spitz, CEO and Founder, UCS Forest Group</b></li> </ul>	<b>Telus Boardroom, Robson Square</b>
<b>9:00-9:30</b>	<i>Brief tour of UBC Robson Square by Bruce Wiesner, Associate Dean, Executive Education</i>	
<b>9:30-10:15</b>	<p><b>Executive Education and Professional Programs, UBC Sauder</b></p> <ul style="list-style-type: none"> <li>▪ <b>Bruce Wiesner, Associate Dean, Executive Education</b></li> <li>▪ <b>Graham McIntosh, Director, Diploma Accounting</b></li> <li>▪ <b>Andre Gravelle, Diploma, BBRE Real Estate</b></li> <li>▪ <b>David Moore, Licensing Real Estate</b></li> </ul>	<b>Telus Boardroom, Robson Square</b>
<b>10:15-10:30</b>	<i>Break</i>	
<b>10:30-11:15</b>	<p><b>External and Alumni Relations, UBC Sauder</b></p> <p><b>Sheila Biggers, Associate Dean, Development and Alumni Relations</b></p> <ul style="list-style-type: none"> <li>▪ <b>Teresa Faulkner, Associate Director, Alumni</b></li> <li>▪ <b>Cecily Lawrenson, Associate Director, Development</b></li> </ul>	<b>Telus Boardroom, Robson Square</b>

11:15-12:00	<p style="text-align: center;"><b>UBC Sauder Alumni</b></p> <ul style="list-style-type: none"> <li>· Peter Anturri, BComm 1983</li> <li>· Kerry Costello, MBA 2013</li> <li>· Amanda Warren, MBA 2011</li> <li>· Victor De Bonis, BComm 1989</li> <li>· Kathy Butler, BComm 1992</li> </ul>	plus Boardroom, Robson Square
12:00-1:00	<i>Drive to UBC Point Grey Campus</i>	
1:00-1:45	<p style="text-align: center;"><b>Lunch meeting with UBC Sauder Undergraduate Student representatives</b></p> <ul style="list-style-type: none"> <li>· Jennifer Zhen, CUS President</li> <li>· Daphne Tse, CUS Board of Directors Chair</li> <li>· Adrian Dizon, Co-Chair, Dean's Student Advisory Committee</li> <li>· Nick Haggerty, Member, Dean's Student Advisory Committee &amp; PMF Student</li> <li>· Arunima Gupta, Chair, Commerce Community Programs</li> </ul>	Henry Angus 966
1:45-2:00	<i>Break, walk to Koerner</i>	
2:00-2:45	<p style="text-align: center;"><b>Marketing and Communications, UBC Sauder</b></p> <p>Brad Gamble, Assistant Dean, Marketing &amp; Communications</p> <p>Andrew Riley, Associate Director, Communications &amp; Media Relations</p> <p>Adriana Linoh, Associate Director, Branding &amp; Marketing</p>	Koerner 753
2:45-3:30	<p style="text-align: center;"><b>Facilities and budget, UBC Sauder</b></p> <ul style="list-style-type: none"> <li>· John Ries, Senior Associate Dean, Research</li> <li>· Sandy Tanaka, Assistant Dean &amp; Director, Finance</li> <li>· Rob Peregoodoff, Director, Learning Services</li> <li>· Christina Sylka, Head Librarian, David Lam Library</li> </ul>	Koerner 753
3:30-4:15	<p style="text-align: center;"><b>Tenured and Tenure-Track faculty, UBC Sauder</b></p> <ul style="list-style-type: none"> <li>· Lorenzo Garlappi, Associate Professor, Finance Division</li> <li>· Carson Woo, Associate Professor, Management Information Systems Division</li> <li>· Steven Shechter, Associate Professor, Operations and Logistics Division</li> <li>· Elena Simintzi, Assistant Professor, Finance Division</li> <li>· Sanghoon Lee, Associate Professor, Strategy and Business Economics</li> </ul>	Koerner 753

	<b>Chunhua Wu, Assistant Professor, Marketing and Behavioural Science Division</b>	
<b>4:15-4:30</b>	<i>Walk to Sage Bistro</i>	
<b>4:30-6:00</b>	<i>Reception for reviewers</i>	<i>Sage Bistro</i>
<b>6:15-6:30</b>	<i>Drive to Restaurant</i>	
<b>6:30-8:00</b>	<i>Dinner meeting of reviewers</i>	<b>Bistro Pastis, 4th Avenue</b>

<b>Friday, 20 January</b>		
<b>7:30</b>	<i>Breakfast in hotel</i>	Arc Restaurant, Waterfront Hotel
<b>8:30</b>	<i>Drive to UBC</i>	
<b>9:30-10:30</b>	<p style="text-align: center;"><b>Assistant Deans and Directors of Academic Programs, UBC Sauder</b></p> <ul style="list-style-type: none"> <li>▪ <b>Katriona MacDonald, Senior Advisor to the Dean &amp; Chief Administrative Officer</b></li> <li>▪ <b>Ralph Winter, Director PhD &amp; MSc Program</b></li> <li>▪ <b>Liz Starbuck-Greer, Assistant Dean, Robert H. Lee Graduate School</b></li> <li>▪ <b>Pam Lim, Assistant Dean &amp; Director, Undergraduate Programs</b></li> <li>▪ <b>Linda Gully, Director, Undergrad Careers, Hari B. Varshney Business Career Centre</b></li> <li>▪ <b>Rodrigo Porto, Associate Director, MBA Careers Program, Hari B. Varshney Business Career Centre</b></li> <li>▪ <b>Emily Wyatt, Associate Director, Student Experience &amp; Careers, Hari B. Varshney Career Centre</b></li> </ul>	<b>Koerner 753</b>
<b>10:30-11:15</b>	<p style="text-align: center;"><b>Associate VPs, Directors</b></p> <ul style="list-style-type: none"> <li>▪ <b>Linc Kesler, Director, First Nations House of Learning</b> <ul style="list-style-type: none"> <li>▪ <b>Jennifer Burns, UBC CIO</b></li> </ul> </li> <li>▪ <b>Kate Ross, AVP, Enrolment Services and Registrar</b></li> <li>▪ <b>Pam Ratner, AVP, Enrolment &amp; Academic Facilities</b></li> </ul>	<b>Koerner 753</b>
<b>11:15-12:00</b>	<p><b>Full-Time Faculty (Lecturers / Instructors), UBC Sauder</b></p> <p><b>Paul Cubbon, Instructor, Marketing and Behavioural Science Division &amp; Leader, Entrepreneurship and Innovation Group</b></p> <p><b>Gregory Werker, Lecturer, Operations and Logistics Division</b></p> <ul style="list-style-type: none"> <li>▪ <b>Scott Sinclair, Lecturer, Accounting Division</b></li> <li>▪ <b>Marlisse Silver Sweeney, Lecturer, Law and Business Communication Group</b> <ul style="list-style-type: none"> <li>▪ <b>Jeff Kroecker, Lecturer, Accounting Division</b></li> </ul> </li> </ul> <p><b>Yau Man Cheung, Lecturer, Management Information Systems Division</b></p>	<b>Koerner 753</b>
<b>12:00 -12:15</b>	<i>Walk to Sage</i>	

<b>12:15-1:30</b>	<b><i>Lunch break</i></b>	<b>Sage Bistro</b>
<b>1:30-1:45</b>	<b><i>Walk back to Koerner</i></b>	
<b>1:45-2:45</b>	<b>Second meeting with Dean, UBC Sauder School of Business · Robert Helsley, Dean of UBC Sauder School of Business</b>	<b>Koerner 753</b>
<b>2:45-4:00</b>	<b><i>Reviewers work on draft</i></b>	
<b>4:00-5:00</b>	<b>Exit meeting with the Provost · Anji Redish, Provost and Vice-President, Academic</b>	<b>Koerner 753</b>
<b>5:00-6:00</b>	<b><i>Reviewers work on draft</i></b>	<b>Koerner 753</b>
<b>6:00-6:30</b>	<b><i>Drive to restaurant</i></b>	
<b>6:30-8:00</b>	<b><i>Dinner meeting of reviewers</i></b>	
<b>8:00</b>	<b><i>Drive to hotel</i></b>	