

Terms of reference – 2019 Allard School of Law External Review

Purpose: To review the strength and balance of the law school's research, teaching, professional activities, academic programs, and services for students; to evaluate the law school's leadership and administration; to assess the Faculty's standing nationally and internationally; and to advise generally on the future development of the Faculty.

Terms of reference: Without limiting its overall mandate, the Review Team may like to consider the following:

1. **Research Culture:** Given consideration of the quality, reputation, scope and balance of research and teaching activities of the faculty, including the achievement and status of scholars within the School, their leadership within the relevant scholarly communities, and the quality of their performance in relation to the achievements of their counterparts in comparable law schools nationally and internationally, how might the research culture of the law school be strengthened?
2. **Academic Programs:** Given consideration of the School's academic programs at both the JD and the graduate levels, are there areas in which the educational programs might be strengthened?
3. **Community:** Given consideration of the environment, morale, and institutional culture of the School as made up by its faculty members, staff, and students, what is your assessment of inclusivity and the sense of community at Allard?
4. **Indigenous Engagement:** How well is the School supporting students in its Indigenous Legal Studies program and recruiting students to that program? How successful has the School been in its progress towards implementing the Calls to Action of the Truth and Reconciliation Commission?
5. **Governance, Organization, and Administration:** Given consideration of the governance, organizational structure, leadership, and administration of the School, are there appropriate opportunities for diversity in leadership, and appropriate levels of transparency, consistency, and accessibility in School affairs?
6. **Resources:** In light of its significant budgetary challenges, what new revenue opportunities are the most promising for the law school? What could be learned from revenue generating proposals explored and undertaken over the past four years?

7. **Relations with Other Units:** In what ways might the Law School strengthen its connections with other UBC units, and should it invest resources in doing this?
8. **Overarching Advice:** In light of their findings in the course of this review, what would the reviewers regard as steps to be taken to further strengthen the Allard Law School's national or international standing?