



The University of British Columbia
External Review of the UBC Sustainability Initiative, 2018-2019
Terms of reference

Preamble: Reviews of the various academic, administrative, and operational units of the University of British Columbia are extremely important and demonstrate the university's commitment to ensuring that its programs and services are of the highest quality. UBC's recently approved *Strategic Plan 2018-2028: Shaping UBC's Next Century* articulates the goal of leading globally and locally in sustainability, wellbeing, and safety across our campuses and communities. In light of these commitments, a review of the University Sustainability Initiative (USI) is scheduled for the 2018/19 academic year.

Purpose: To review and evaluate UBC Sustainability, with an emphasis on governance, mission, achievements, relationships, and the relevant challenges and opportunities. The University should ensure the USI: (a) achieves its goal of integrating sustainability in UBC's operations; (b) drives excellence in teaching and learning about sustainability; (c) enables and promotes interdisciplinary research in sustainability-related topics; and (d) supports the mandate and Strategic Plan of the University as a whole.

Terms of reference: Without limiting its overall mandate, the Review Team should examine and give consideration to the following items, evaluate their current state, and advise on any necessary or desirable changes:

1. **Governance, Organization, and Administration:** Review and evaluate the USI's governance, organizational structure, and leadership, with particular attention to:
 - Appropriateness of the present organizational structure and reporting relationships to support fulfillment of the unit's mission at a campus and system level.
 - Procedures in place to establish priorities for the unit and to allocate resources in support of those priorities.
 - Whether there are activities currently within UBC Sustainability that could or should become the responsibility of other areas and whether there are functions within other areas that could or should become the responsibility of UBC Sustainability.
 - USI's adherence to university policies with respect to transparency, equity, and diversity in matters relating to its governance, administration, and research practices.

2. **Mandate and Effectiveness:** Describe the strengths and achievements of the unit, and identify opportunities for further inclusion, collaboration, and innovation, with particular attention to:



- USI's role in (and accountability for) driving innovation and continuous improvement in its areas of responsibility and across the broader university.
 - The unit's effectiveness, including its expertise to undertake the roles and functions ascribed to it, with particular attention to research and scholarly activity and impact, teaching and learning, student engagement, and policy change and implementation.
 - USI's leadership within the field of sustainability scholarship and operations, and the quality of its performance in relation to the achievements of comparable units nationally and internationally.
3. **Internal Relationships:** Review and evaluate the working relationships and partnerships of UBC Sustainability with the faculties, academic departments, relevant university service units, students, and student groups, with particular attention to:
- Responsiveness to and engagement with stakeholders, including students, faculty, staff, alumni, and others.
 - Areas of communication between UBC Sustainability and stakeholders and areas that could benefit from greater attention.
 - Development of programs in collaboration with indigenous faculty members and students.
4. **External Relationships:** Review and evaluate USI's interactions with its external communities, including alumni, community groups, and public and private sector partners (e.g., industry, professional organizations, government agencies, the business community, other postsecondary institutions, global university partnerships, and the greater public community).
5. **Infrastructure and Resources:** Review and evaluate the physical and financial resources of the USI, including its financial base (i.e., levels of university funding and other sources of funding), its access to facilities for teaching and research, and its equipment and space.
6. **General:** Provide other advice, as appropriate, relative to the general purposes of this review.

Outcome: The review is commissioned jointly by the Provost and Vice-President Academic and the Vice-President Research and Innovation. A report will be generated, with recommendations included. A copy of the Report and the unit's response will be lodged with the Vancouver Senate and will be summarized in an annual report to Senate of all academic unit reviews, which will eventually be posted on the Provost and VP Academic website.