



## FACULTY OF MANAGEMENT

### Terms of Reference of the Review Team

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#### *Purpose of the Review*

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The broad goal of the review is to lay foundations for longer-term development of the Faculty of Management as an ongoing, integral contributor to the academic vision and activity of UBC in the Okanagan. Specifically, the intention of the review is:

To review the strength and balance of the Faculty's teaching and research activities, academic programs, and service; to evaluate the Faculty's leadership and administration; to assess the Faculty's standing nationally and internationally; and to advise on the future development of the Faculty.

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#### *Background Material*

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- The University's goals and objectives as outlined in its [Next Century Strategic Plan](#), the Okanagan [Outlook 2040 and ASPIRE](#) process
- The Faculty of Management Self-Study

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#### *Terms of reference*

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Without limiting its overall mandate, the Review Team should consider the following:

1. ***Undergraduate Education and Student Learning:*** To review and evaluate the quality, extent, format, organization, and enrolment of the Faculty's academic programs and teaching strength, and to compare its performance in these areas to that of its national and international peers.
2. ***Student Academic Experience and Support:*** To assess the quality of the student undergraduate academic experience from first contact upon admission, through to alumni status. Are students well advised and well supported? Consider student morale, strength of student retention, co-curricular opportunities, and career preparation. The reviewers are asked to consider the Faculty's responses to the increasingly diverse nature of student populations.
3. ***Graduate Education (and Post-Doctoral Training):*** To review and evaluate the quality, extent, format, organization, and enrolment of the Faculty's graduate programs, and compare its performance to that of its national and international peers.



4. **Research, Scholarly and Professional Activity:** To review and evaluate the quality, extent, range, and balance of the scholarly activities of the Faculty and in its involvement in research institutes/centres/labs. The reviewers should consider the achievement and status of scholars and practitioners within the Faculty, their leadership within their communities-of-praxis, their granting/funding success, and the quality and quantity of their performance in relation to the achievements of their counterparts in comparable Faculties of Management nationally and internationally.
5. **Leadership and administration:** To review and evaluate the governance, organizational structure, leadership, planning, and administration of the Faculty, including opportunities for diversity in leadership and shared governance, the nimbleness and inclusiveness of planning, as well as the relevant support systems both within the Faculty and available to the Faculty. The reviewers should consider the degrees to which governance is transparent, flexible, and accessible to all members of the Faculty.
6. **People, environment and culture:** To consider and assess the working and educational environment, morale, and institutional culture of the Faculty, as reflected in the experiences and perceptions of faculty members (including adjunct professors, lecturers, and sessional instructors), staff, and students. The review should take into account support for career advancement, professional development, advising, and balanced workloads and give special attention to the Faculty's performance relative to the University's employment and education equity policies.
7. **Community Engagement:** To assess the nature, scope, and effectiveness of the Faculty's outreach activities through its educational and research programs, and with its external community including schools, Indigenous communities or professional organizations, UBC alumni, government agencies, and other post-secondary institutions.
8. **Support for the University's and campus Strategic Plans:** To determine the extent to which the Faculty reinforces through its programs and activities the key commitments of the Strategic Plan and [ASPIRE](#), notably UBC's commitments [to People and Places](#), [Research Excellence](#), [Transformative Learning](#), and [Local and Global Engagement](#).
9. **Physical Infrastructure:** To assess the range and quality of the teaching and research facilities at the Faculty's disposal, and to determine whether the Faculty is appropriately housed and equipped to meet its teaching and research goals.
10. **Infrastructure and Resources:** To review and evaluate the physical and financial resources of the Faculty, including its financial base (i.e., levels of university funding, funding by external agencies, 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.



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11. ***Future development:*** To identify the challenges and opportunities facing the Faculty, and to make recommendations about possible directions for its future growth and development.