



Office of the Provost and
Vice-Principal Academic

MEMORANDUM

Date: 9 March, 2016
To: All faculty, staff and students
From: Cynthia Mathieson, Provost and Vice-Principal Academic *Cynthia Mathieson*
Re: Advisory Committee to consider reappointment of Dr. Miriam Grant

The term of Dr. Miriam Grant, Vice-Provost and Dean of the College of Graduate Studies [CoGS], is coming to an end in August, 2016. Dr. Grant has expressed her willingness to be considered for reappointment. In accordance with Board policy, an Advisory Committee has been struck to examine Dr. Grant's record and to make a recommendation to the President concerning a reappointment.

The following have been appointed to the Advisory Committee:

Cynthia Mathieson (Chair)
Jan Cioe (Associate Professor, Psychology, IKBSAS)
Jennifer Jakobi (Associate Professor, Health and Exercise Science, Faculty of Health and Social Development)
Lukas Bichler (Associate Professor, School of Engineering)
Madalen Benson (CoGS staff)
Nathalie Hager (PhD student)
Dorjan Lecki (MA student)
Dejo Oyelese (Undergraduate student)
Kim Darling (Recording Secretary, non-voting)

The Advisory Committee is entering into a consultative process to determine Dr. Grant's performance in relation to the duties and responsibilities attached to her portfolio. You are invited to provide input by submitting comments to kimberly.darling@ubc.ca. If you wish your comments to be made anonymously to the Committee, Ms. Darling will remove identifying information and will present anonymous feedback to the Committee. Please provide comments no later than March 24, 2016.

Kindly direct any comments or questions to Kimberly Darling at the email address noted above.

The University of British Columbia, Okanagan
Campus
College of Graduate Studies

TERMS OF REFERENCE OF THE REVIEW COMMITTEE 2015-2016

Purpose

- To review the current academic status of the College of Graduate Studies and its achievements relative to the Faculties it serves and relative to its national/international peers;
- To evaluate the College's leadership and administration;
- To advise on future directions of the College.

Background Material

- The University's goals and objectives as outlined in its [*Place and Promise*](#) strategic plan and the Okanagan [ASPIRE](#) process
- College of Graduate Studies Self-Study

Terms of Reference

1. To determine the effectiveness of the College of Graduate Studies in delivering high quality graduate and postdoctoral education and training at UBC Okanagan campus.
 - How are graduate and postdoctoral education/training at UBC Okanagan currently linked to the teaching and the research mission of the University?
 - Are graduate students supported adequately?
 - What is the current role of the College specifically in postdoctoral oversight? Is it effective?
 - How does the College compare in quality and effectiveness to the Faculties of Graduate Studies across Canada, and to comparable units internationally? What are its major strengths and weaknesses?
 - Is the College of Graduate Studies meeting the challenges posed by change and innovation in today's research and educational environments?
2. To review the administrative structure and organization of the College and to advise on how they might be improved to achieve greater efficiency and academic effectiveness.
 - Are the organization and administrative structure of the Dean's Office effective in meeting the needs of: graduate students and postdoctoral fellows; faculty members; University administration? Are there changes that could be made to improve efficiency or effectiveness?
 - How appropriate is the current division of responsibilities between the College of Graduate Studies and the Faculties in such areas as admissions, awards, record keeping, and policy implementation? Are there areas in which such responsibilities might be more effectively conducted by redistribution?
3. To evaluate the effectiveness of the Dean's Office in discharging its responsibilities.

- Are the perspectives of graduate and postdoctoral education adequately represented in decision-making at the College level and in other levels of the University administration?
 - Are the resources of the College (human, financial, infrastructure) adequate to accomplish the responsibilities of the College?
 - Are the College's policies and procedures for admissions, student management, and awards appropriate?
 - Is the current leadership structure within the Dean's office effective?
4. To review the status of the Interdisciplinary Graduate Studies (IGS) program.
- Given that the IGS Program is currently under revision, how effective has the Dean's office been in conducting the review and bringing forward proposed changes for future implementation? Is there a clear vision for an expected outcome at the conclusion of the process?
5. To consider the relationships and linkages between the College of Graduate Studies and a) other UBC Okanagan faculties, departments, schools and other academic units and b) the Vancouver campus, specifically the Faculty of Graduate and Postdoctoral Studies.
- Are the relationships between the College and other academic units demonstrably positive and effective?
6. To consider the relationships between the College of Graduate Studies and key stakeholders and administrative units such as: the Deputy Vice-Chancellor, Registrar, the Provost and Vice-Principal Academic, the Associate Vice-President Students, the Vice-Principal Research, the Office of Research Services, and Okanagan Library.
- Are the relationships between the College and these units positive and effective?
7. To consider how well the College of Graduate Studies represents the University's interests outside of the University.
- How is the College perceived by outside interests, such as granting agencies, donors, and other Faculties of Graduate Studies or comparable bodies?
 - What is the role of the College of Graduate Studies in fund- raising?
8. To assess the opportunities and challenges of the Dean's future short and long term vision for the College.
- Will the vision establish an exceptional learning environment for our students?
 - How will we measure success? What are the key milestones?



a place of mind
THE UNIVERSITY OF BRITISH COLUMBIA

Office of the Provost and
Vice-Principal Academic

MEMORANDUM

Date: January 13, 2016

To: All faculty, students, and staff

Cc: Dr. Kenneth Phillips, Review Coordinator

From: Dr. Cynthia Mathieson, Provost and Vice-Principal Academic

Re: External Review of the UBC Okanagan College of Graduate Studies

I am arranging for an external review of the UBC Okanagan College of Graduate Studies. The review is being carried out as part of normal UBC practice under Board of Governors Policy #23, to assist the University in its consideration of the reappointment of the current Dean, Dr. Miriam Grant. The purpose is: to review the current academic status of the College of Graduate Studies and its achievements relative to the Faculties it services and relative to its national/international peers, the strength and balance of the College's teaching and research activities, academic programs, and service; to evaluate the College's leadership and administration; to assess the College's standing nationally and internationally; to advise on the future development of the College. The Terms of Reference for the review are attached. The Review Team will ultimately submit a report to me whose findings should be of value to the College and its leadership, as well as to me and the committee advising on Dr. Grant's reappointment.

The members of the Review Team are:

- Dr. Anthony Clarke
Assistant Vice-President
Grad Studies and Program Quality Assurance
University of Guelph
- Dr. Marty Leonard
Dean, Graduate Studies
Dalhousie University
- Dr. Linda Miller
Vice-Provost, Graduate and Postdoctoral Studies
Western University

The Review Team will visit UBC Okanagan from February 24 – 26, 2016. Interviews will be held with Okanagan faculty members, staff, students, senior administrators, and other individuals and groups that may interact with the College. Dr. Kenneth Phillips, the Review Coordinator, will schedule the onsite meetings of the Review Team. Before the reviewers' arrival, they will receive documentation in the form of a self-study on all aspects of the College's operation, including its facilities and resources, scholarly and teaching activities, degree programs and academic units, administrative structure and organization, and internal and external linkages.

I invite and encourage written comments relevant to the matters under review from faculty, students and staff. These comments will be used by the Review Team and the President's Advisory Committee struck pursuant to Policy #23. Please forward your comments to the review coordinator, Dr. Kenneth Phillips, at kenneth.phillips@ubc.ca. Your comments will be held in strict confidence, and Dr. Phillips will arrange for them to be forwarded to the members of the Review Team. Please indicate if you wish your comments to be anonymous and Dr. Phillips will redact your name and any identifying information before providing them to the Review Team and President's Advisory Committee. **The deadline for receipt of comments is Friday, February 12, 2016.** Please ensure your comments are identified by name and affiliation.

Attachment: Terms of Reference

Dean's Response to Recommendations from External Reviewers:

A. Faculty Member Promotion and Tenure

Recommendation: The senior leadership of UBC---O should clarify the role of graduate supervision in the promotion and tenure criteria.

Graduate supervision supports the research mission of the university and contributes to the scholarly culture of the university. However, interpretation of the role of graduate supervision in promotion and tenure must be in the context of the opportunities available for supervision. The need for a graduate supervisory record should not drive the admission of students to under---resourced or under---developed programs.

Dean's Response: I agree wholeheartedly with this recommendation. It appears that interpretation of the role of graduate supervision in the tenure and promotion process has led to some very difficult graduate experiences with respect to supervisory issues, feelings of isolation in the absence of adequate academic community engagement, and under-resourced graduate courses, to name a few issues. I look forward to working with the Faculty Deans on this.

B. Governance and Structure of Graduate Studies

To optimize the graduate student experience, provide the best possible graduate education, and effectively support the research mission, barriers to collaboration between the Okanagan and Vancouver campuses must be addressed. Moreover, in the current structure, the two graduate programs of UBC are, in effect, competing with each other. We recommend that the following sequence of changes be implemented to remove these barriers.

Recommendation: Membership in the College of Graduate Studies should be defined and such membership should require both approval and review/removal processes.

Although CoGS purports to require "membership", there is currently no mechanism in place to ensure quality graduate supervision. It is critical that CoGS establish criteria for membership in the College, as well as criteria for revoking membership, if required. Such processes are necessary to support future graduate growth and to promote excellence in graduate education.

Dean's Response: Although procedures around the administration of Membership in the College

of Graduate Studies (and thus supervisory privilege) were articulated in Senate Policy O-4, there is no evidence of adherence to these procedures since the inception of O-4 in 2010. Senate Policy O-4 is currently under revision and will be brought forward for discussion and approval to Graduate Council and Senate during Winter Term II, 2017 (note: parts have been discussed at Graduate Council to date). Drastically revised procedures and criteria around membership, review of membership, and revocation of membership will be a critical component of the overall revision. I agree wholeheartedly with the Reviewers' recommendation. We cannot aspire to excellence in graduate supervision and education without the establishment of, and adherence to, rigorous standards of Membership in the College.

Recommendation: CoGS should be renamed as the Faculty of Graduate Studies.

The difference in nomenclature of Graduate Studies between the Okanagan and Vancouver campuses implies a lack of equity between the two structures. This creates a barrier to effective collaboration and interaction across campuses.

The role of the Dean, in partnership with (one or more) Associate Dean(s), should (continue to) include, for example:

- overseeing the Office of Graduate Studies and all aspects of graduate education offered at the Okanagan campus
- overseeing the Interdisciplinary Graduate Studies Program
- providing the necessary leadership to enable the university to achieve the highest possible standards in graduate studies
- providing strategic leadership in the development of graduate programs and for ensuring implementation of the policies and directions determined by the Graduate Council
- managing and awarding of graduate scholarships and awards
- enhancement of support to faculty, staff and students, academic advising and counselling
- recommending degree candidates to Senate
- liaising with other academic institutions in British Columbia and Canada
- promotion of graduate programs, both nationally and internationally

Dean's Response: *My understanding is that the decision to create a College- rather than a Faculty- of Graduate Studies on our campus was made in order to avoid a situation where the Faculty of Graduate Studies would have the power to hire faculty members to deliver curriculum that was independent of, and possibly in conflict with, other faculties. However, I feel that it would send a positive, empowering message to change the name from 'College' to 'Faculty', on equal footing with all other faculties including the Faculty of Graduate and Postdoctoral Studies on the Vancouver Campus. Indeed, to my knowledge the other Colleges which exist within the UBC system (St. John's, Green, and Vantage) have very distinct mandates from our College of Graduate Studies.*

Recommendation: A common graduate studies membership across the two campuses should be developed as soon as possible.

Currently, faculty members at UBC---O with CoGS membership are required to obtain approval to engage in supervisory committees and/or thesis exams at UBC---V; this approval is required for each engagement. There is no reciprocal requirement for faculty members of UBC---V who engage in supervisory committees and/or thesis exams at UBC---O. This inequity infers a tiered structure with negative connotations and may inhibit collaboration across the campuses that could enrich the experience of graduate students.

Dean's Response: Actually, the situation is more nuanced than suggested by this recommendation. UBCO faculty members in the School of Engineering may request supervisory privileges from FoGS for the record, but it is automatic (streamlined) because they have the same Dean. Other UBCO faculty members can apply for supervisory privileges (with the support of the graduate program) for either a single student or all students, with variations within that. For UBCV faculty members to supervise or take part on supervisory committees, at present this is approved by the UBCO Dean. Even though to our knowledge, neither Graduate Dean has declined a FoGS or COGS member, this certainly is not a seamless process.

Given that ALL UBC faculty members go through the same tenure and promotion process and must meet the same high academic standard, resolving this issue should be a priority. This has negative implications, in particular for faculty members on our campus. With fewer than 300 (tenure-stream) FTE faculty, as Graduate Dean I have encouraged our faculty members to invite FoGS members to participate where we may lack the necessary depth of expertise; obviously this enhances the graduate experience on both campuses and should facilitate stronger collaborative ties.

I agree with this recommendation and feel strongly that once CoGS membership has been completely revised within Senate Policy O-4 (and all procedures are in place), barriers should be removed and FoGS and CoGS members should participate seamlessly in graduate committees, supervision and defenses across the two campuses.

Recommendation: In the longer term, UBC---O and UBC---V should work toward a goal of eventual merger of their graduate and postdoctoral enterprises under the umbrella of a common Faculty for graduate and postdoctoral studies, with an Office of Graduate and Postdoctoral Studies and a Dean on each campus.

Dean's Response: I look upon this recommendation favorably but with some caution. We enjoy a close, positive working relationship between CoGS and FoGS and have done so for the past few years. Obviously one of the key differences between our two campuses is the fact that CoGS is only 11 years old and is in a much earlier stage of development than FoGS. Within this context, CoGS maintains a centralized role in quality control and oversight, and in the provision of graduate administrative services for graduate programs. If we were to form one Faculty for

graduate and postdoctoral studies, the Okanagan campus would need to maintain some independence around critical areas.

At present, CoGS and FoGS cooperate in: GRASP; some graduate supervision; a few Professional Development events; adjudication of some scholarships; sharing of policies and resource documents; and the sharing of some data. We are currently working on increased cooperation in other areas.

One pan-university FOGS, possibly with Co-Deans, could have some exciting advantages around shared graduate courses, increased research collaboration between the two campuses (including more graduate and postdoctoral fellow mobility), seamless FoGS supervisory privilege, and enhanced access to professional development opportunities for UBCO graduate students, to name a few.

While others will be responsible for negotiating details, some critical questions arise:

- (1) UBCO grad student eligibility to apply for scholarships presently only accessible to UBCV graduate students;*
- (2) The difference in the government grant for UBCV graduate students and UBCO graduate students and how this negatively impacts UBCO capacity to adequately fund our graduate students;*
- (3) The potential for UBCO graduate students to be members of the Graduate Student Society (there is currently no graduate student society on the Okanagan campus)*
- (4) The reporting relationship between the two campus Deans (ostensibly the Okanagan Dean could have a dual report to the Vancouver Vice Provost & Dean and to the Okanagan Provost)*

C. Policies and Procedures

Graduate Academic Calendar

Recommendation: A Graduate Academic Calendar that presents all policies and programming for Graduate Studies at UBC---O should be developed.

There is currently a lack of clarity regarding the policies for graduate studies. This is compounded by the fact that some graduate policies are located in handbooks, while others are in a section of the undergraduate calendar. The presence of two websites (Okanagan and Vancouver) further creates confusion and opacity.

There should be a single graduate calendar (available online) that is the definitive source of all policies, regulations, programming and graduate course descriptions on the UBC---O campus.

The roles and responsibilities of Program Coordinators, Supervisors and students should be embedded in the calendar.

Dean's Response: *I agree that we need a separate on-line graduate calendar. Indeed, most graduate students are unaware that there are graduate studies sections embedded in the current undergraduate calendar. Since we are currently revising our website such that all three handbooks (the Graduate Student Handbook, the Graduate Program Coordinators Handbook, and the Handbook of Supervision and Examination) will be rewritten into one searchable document, we would work with the Senate office to determine the parameters and linkages needed between a graduate calendar and the CoGS website.*

Admission Process

Recommendation: A restructuring of the admission process should be considered in which CoGS provides only final approval of admissions based on program recommendations.

The current process requires CoGS to calculate GPAs for all applicants. The workload of CoGS staff could be greatly reduced by processing the files and calculating GPAs for only those applicants recommended by the programs for admission. This would retain the role of CoGS in granting the final approval of admissions, while increasing the timeliness (and competitiveness) of admission offers and reducing unnecessary work for CoGS staff.

Dean's Response: *I could not agree more. The past admission process has been unnecessarily labour intensive. The workflow analysis which was carried out by Dr. Jenny Phelps, Assistant Dean in FoGS, this past summer also made this recommendation. The CoGS office is currently working on a streamlined admissions process, which will be in place for the current admissions period for September 2017 admissions. We look forward to supporting graduate programs with respect to more competitive, timely admissions offers while at the same time reducing the CoGS office workload.*

Student Funding

Recommendation: Thesis/research---based students, particularly PhD students, should not be admitted without funding. Ideally, all PhD students should have a minimum level of funding for the expected duration of their program.

Students report the need to work an unrealistic number of hours in employment, both on and off campus; in some cases students are working full---time in employment. Others rely on savings and loans to fund their studies. The lack of commitment of funding from the programs contributes to heightened levels of stress for students and protracted times to completion. The lack of funding makes it challenging for programs to recruit outstanding applicants.

Dean's Response: *This recommendation has my strongest support. Currently only three graduate programs (Biology, Chemistry, and Biochemistry and Molecular Biology (BIMB)) support their PhD students at the Tri-Council level. Lack of commitment to funding increases times to completion and stress levels for graduate students and also erodes the graduate experience and the university's reputation. We need to have this conversation across campus. If we cannot 'afford' to support PhD students at the Tri-Council level (through packages which include TAs, RAships, AAships, Internal CoGS awards and external scholarships), then we*

should not admit as many PhD students. Graduate students are not here as sources of cheap labour nor are they here to facilitate tenure and promotion of faculty members at the expense of the integrity of graduate education, including adequate graduate student support. I will look forward to bringing this discussion forward to graduate programs.

Recommendation: While working toward guaranteed minimum funding, the requirement for annual applications for internal scholarships should be eliminated.

The current requirement for students to apply annually for a limited amount of internal scholarship funding contributes to an excessive burden on students (who are required to apply annually), faculty (who are required to write letters of recommendation annually), and CoGS staff (who are required to process the applications). The current process also contributes to significant stress among students due to the uncertainty of ongoing funding.

Dean's Response: *This is a wonderful recommendation and was just approved at our October Graduate Council. The assessment for consideration for on-going internal scholarship support will be based on satisfactory progress on the Annual Progress Reports.*

D. Academics

Interdisciplinary Graduate Studies Program

Recommendation: The IGS program should focus exclusively on interdisciplinary studies in defined, structured program areas, supported by appropriate governance.

The IGS program should not be used as a means of enabling disciplinary study in an area that currently lacks the capacity to support a disciplinary--based program. Reliance on the IGS program to enable disciplinary---based studies undermines the value and meaning of a true interdisciplinary program and misrepresents the student's graduate experience. Units that currently rely on the IGS program to serve the purpose of disciplinary---based graduate studies should be evaluated for their potential to offer their own graduate programs. Alternatively, members of these units should be encouraged to explore supervisory opportunities with appropriate programs at the Vancouver campus.

Dean's Response: *The new proposed IGS refit will not allow disciplinary study to hide under its umbrella. Dr. Thomas Heilke, Associate Dean in CoGS, and our IGS Transformation team have all worked tremendously hard to craft a well-defined IGS program which will be solely based on Interdisciplinary Themes. I support this and look forward to bringing it through the Senate consultation and approval process. CoGS will also work with any graduate programs which feel that they have the resources and depth and breadth of expertise to propose a stand-alone disciplinary graduate program.*

Provisional Admission

Recommendation: A process for Provisional Admission should be developed.

The practice of waiving admission criteria has resulted in the admission of a significant number of students whose GPA falls below the required minimum and who are not competitive for external scholarship funding. Programs appear to vary in their practices and expectations regarding admission of students who do not meet the minimum admission criteria. Provisional Admission would ensure quality and consistency across all programs for applicants who do not meet the minimum admission criteria, but are evaluated by the program as having potential for successful completion of graduate studies. Applicants would be granted provisional admission for a probationary term and recommended to CoGS for regular program status when they have demonstrated satisfactory performance in the probationary term. Provisional Admission should be used only in exceptional cases where evidence of potential has been demonstrated (e.g., through research, professional experience, letters of reference). If a strong case cannot be made, applicants below the minimum admission criteria should not be admitted to the program.

Dean's Response: I agree completely. In the past, some graduate programs have requested 'exceptions' on too regular a basis. While many may have felt that this was necessary during the first few years of graduate education on this campus, we can no longer afford to admit any graduate students below first class standing. They are noncompetitive for Tri-Council funding and ineligible for internal scholarships. Since the burden of any potential financial support would rest with TAs and RAs, there is a danger of creating a two-tiered system. The CoGS office is currently working on a stringent Provisional Admission process.

Graduate Course Offerings

Recommendation: A consistent set of graduate course offerings should be available for all graduate programs.

There is a reliance on cross-listed undergraduate courses and directed studies courses in many graduate programs including the IGS program, due, at least in part, to a lack of sufficient, consistently available graduate course offerings. This places too much emphasis on students to develop their own program and may raise concerns regarding the extent to which courses meet the expectations of a graduate level experience. There may be opportunity to access graduate course offerings on the Vancouver campus (e.g., using video-conferencing). Alternatively, UBC-O faculty could be given incentives to develop graduate courses by, for instance, recognizing graduate teaching as a normal part of faculty teaching loads.

Dean's Response: These are excellent suggestions. The new IGS addresses these issues and will encompass a core graduate course and other graduate courses developed within themes and supported by faculty Deans. The new IGS also eliminates past heavy over-reliance on directed studies courses offered off the 'sides of desks', with the supervisor sometimes delivering two or three courses to the same student.

Overall across campus, some would argue that cross-listed courses can be rigorous and work

well for both undergraduates and graduates. However, one needs to consider the experience of any graduate students who took the same courses as UBCO undergraduates.

While offering stand-alone graduate courses may tax resources, core courses should involve a cohort of graduate students, with the aim of stimulating academic discourse and critical thinking while also building a community. Graduate education, done properly, is expensive and takes a great deal of effort and commitment on the part of many faculty members. With a proportion (60%) of graduate tuition flowing to faculties, investment in graduate courses is essential, including recognition for both graduate teaching and supervision. The potential to share some graduate courses between our two campuses needs further exploration.

Part---Time Enrolment

Recommendation: Consideration should be given to allowing part---time enrolment in at least some graduate programs.

There is currently a prohibition against any part---time enrolment. Given that the target population for some programs is working professionals (e.g., Nursing), part---time enrolment would facilitate recruitment and acknowledge the reality of students in these programs.

If/when students exceed their funding period (and must seek employment), transfer to part---time studies should also be available for a period of time to enable completion.

Dean's Response: We will be discussing the issue of introducing a part-time PhD in the upcoming months and we could extend this discussion to include some of the professional programs. I look forward to coordinating with Dean Porter and FoGS on the complexities around this issue, since this would need to be considered system-wide.

E. Support Structures and Staffing

Program Supports

Recommendation: All programs should have a Program Coordinator and a formalized program committee.

Currently, supervisors are mandated with the responsibility of arranging the entire thesis defense, including approval of thesis examination committees and communicating with the external examiner. This should be the responsibility of the Program Coordinator and/or Committee to eliminate conflict of interest. Final approval of the examination committee should rest with the Dean of Graduate Studies. Program Coordinators and Committees should also have responsibility for admissions, monitoring student progress (times to completion), and program management.

Dean's Response: Every graduate program does have a Graduate Program Coordinator, but unfortunately some do not attend our monthly Graduate Council meetings, which means that

communication between CoGS and the graduate program can be compromised. I totally agree that every graduate program should have a graduate program committee in order to support the Graduate Program Coordinator in all of the areas mentioned above. Such a committee also shares responsibility in making strategic decisions around rank ordered applicants, ability to fund, supervisory load, and graduate program capacity.

Final approval of External Examiners and of the examination committee does rest with the Dean.

Recommendation: All programs should have dedicated administrative/secretarial support.

It seems some programs do not have dedicated administrative support at present, leaving Program Coordinators to assume the administrative responsibilities. This creates an unreasonable workload for the Program Coordinators. Administrative/secretarial positions also play a pivotal role in providing students with information on policy, procedures and programming in addition to maintaining “student files” and coordinating thesis examinations. Recognizing limited resources, these positions may be staffed at the Faculty level (i.e., one position could support multiple graduate programs in the Faculty).

Dean’s Response: *Having dedicated administrative support for graduate programs would make a significant positive difference for Graduate Program Coordinators, graduate students and for CoGS as well. Larger programs should have a dedicated administrator, while smaller programs could share positions. Graduate administrators often are the difference between well run graduate programs with (largely!) satisfied graduate students and graduate programs which struggle without adequate assistance.*

Recommendation: CoGS should offer regular orientation and ongoing training workshops for Program Coordinators and support staff.

There appears to be lack of clarity regarding the roles and responsibilities of Program Coordinators, staff in CoGS, and administrative staff. This is compounded by the lack of orientation or training for Program Coordinators and staff who support graduate studies within the programs. To develop and maintain consistent knowledge and expertise regarding graduate regulations and programming, adequate training is essential.

Dean’s Response: *Actually, we do offer an annual workshop for new Graduate Program Coordinators and new Unit Heads every fall but we would be willing to do this more often if requested. We also would be willing to hold a much longer workshop if newer Graduate Program Coordinators requested this. I suspect that some of the communication issues/ lack of consistency might arise if Graduate Program Coordinators do not attend Graduate Council or read the materials provided there or on our website.*

Our CoGS Office Manager, Kim Partanen will organize meetings between program administrative staff and CoGS staff at least once a term in order to provide support and improve communication.

Office of Graduate Studies Staffing

Recommendation: A workflow analysis should be conducted on the CoGS office aimed at identifying efficiencies and needs, and reviewing job descriptions.

It is widely recognized that the staff in CoGS are highly dedicated and carry heavy workloads. At present, there is little or no opportunity to support special projects or to develop new initiatives as directed by the Dean or Associate Dean, and little opportunity for cross---training. Given limited financial resources, it is essential that a workflow analysis be completed prior to any consideration of staffing increases.

Dean's Response: A workflow analysis was conducted by Dr. Jenny Phelps (Assistant Dean, FoGS) in July of 2016. Dr. Phelps consulted widely and executed a comprehensive, well-informed and sensitive workflow analysis. The report was received in August and the suggestions made there were incredibly helpful with respect to CoGS staffing, potential workflow efficiencies, cross-training and team building as key areas. We have initiated some recommendations and others are in progress. We are incredibly grateful to Dr. Phelps and all others who provided feedback and suggestions.

Recommendation: Regular meetings involving all members of the CoGS office should be held to ensure effective communication.

For the staff to be effective and efficient in their roles, it is essential that there be regular communication and information exchange within the office. Regular communication also enhances team---building and cross---training. Regular meetings (at least monthly, if not bi---weekly) would also provide staff with the opportunity to share achievements, challenges and ideas.

Dean's Response: We have instituted this change. We held a successful all-day staff retreat in August and we now have regular staff meetings every two weeks. We will plan future retreats and Kim Partanen is working on a plan to develop cross-training, which will be activated once our staff positions are approved and some measure of staff position stability is realized.

F. Student Services

Recommendation: Ongoing planning to provide appropriate space for all graduate students should be encouraged.

It is an expectation at competing universities that dedicated workspace is provided to graduate students. Space on campus not only supports productivity, but also fosters a sense of scholarly community.

Dean's Response: It would be ideal if all graduate students on campus had dedicated workspace/ collaboration/study space and some graduate programs are able to provide this space, although in some cases this comes in the form of large rooms with multiple desks as 'touch down' space, with available adjacent lockers. The new Teaching and Learning Centre will provide some dedicated graduate space, which will be greatly appreciated. Many graduate

students in the Professional Masters programs use the Graduate Collegium as a quiet workspace, especially those who work during the day and attend classes later in the afternoon or evening.

The recommendation for appropriate space for all graduate students was actually highlighted in the UBC Okanagan Facilities Study of 2012. Under the BC University Space Standards (BCUSS), only TA's warrant a space allocation. In that Study, Facilities Planning noted that this item required ongoing discussion with the Province and the BCUSS. I will follow-up with Rob Einarson, our Associate VP Finance and Operations as to the status of those discussions, as well as any changes to space allocation for graduate students on campus.

Recommendation: CoGS should enhance and improve communication of services to graduate students and postdocs.

The role of CoGS in supporting graduate studies is not clear to students. CoGS should make every effort to advertise their services, as well as communicating the services provided by other units on campus. They should also play a role in advocating for services to support graduate students and postdocs (e.g., advocacy for better services during the summer months).

CoGS offers orientation for graduate students for September intake; however, students admitted in January and May are not provided with orientation at the time of entry to their program. Orientation sessions at each intake should improve knowledge of existing services.

Dean's Response: *Agreed. CoGS has worked diligently to emphasize the services that we provide at orientation, but we recognize that incoming students are deluged with information at the start of their programs. CoGS is currently in the process of redesigning our website and this should greatly enhance our communication and will include linkages to other relevant services on campus. Once completely rewritten and reorganized to make the site much more user-friendly, we will encourage graduate students to visit our website on a more regular basis to stay up-to-date on workshops and other special events, as well as any changes in procedures. We do make use of email and twitter to remind students of events and will continue to work on improving our communication frequency and methods.*

Actually CoGS did provide an orientation for incoming international graduate students in January 2016, in partnership with the International Student Initiative. We certainly would be willing to host a more robust orientation for incoming students in January. Our May intake, however, is so small that some type of open house in the Graduate Collegium or the CoGS office could be arranged. Graduate students from both January and May intakes are always invited to the larger September orientation and would be welcome to attend both events.

Recommendation: Efforts to establish a graduate student society should be supported.

Graduate enrolment on campus has achieved a critical mass that would benefit from a formal graduate student society. The society would serve as a conduit for partnership with CoGS to improve the graduate experience and advance the interests of graduate students.

Dean's Response: *Approximately three years ago, a small group of graduate students did pursue this goal. CoGS supported them in this endeavor, including resources to travel to consult with the Graduate Student Society on the Vancouver campus. Unfortunately, this group of interested UBCO graduate students disbanded after a couple of months. I will discuss this matter with our Graduate Student Advisory Committee and will ask them to canvass graduate students in their program to determine interest in pursuing this issue. CoGS would work on providing support if this is a priority and we would also seek other support across campus for the endeavor.*

G. Postdocs

Recommendation: Establish and communicate the role and responsibility of CoGS in support of postdoctoral scholars.

Postdocs receive regular email communication from the Vancouver campus detailing opportunities and support available to postdocs on the Vancouver campus. They are unaware of opportunities offered on the Okanagan campus. The role of CoGS could include exploring opportunities to collaborate with the Vancouver campus on such initiatives.

There are relatively few postdocs on campus and they have little or no opportunity to meet one another. CoGS could play a role in helping to build a sense of community.

Dean's Response: *CoGS did host a workshop and reception for postdoctoral scholars in 2015 and we are presently organizing another event for this academic year. We found uptake low, but hopefully this will change. We do collaborate with the Postdoctoral Fellows Office (PDFO) on the Vancouver campus, although many of their workshops and seminars are offered in person. This is also an opportunity for collaboration with our Vice Principal Research, Dr. Phil Barker, as well as with the Office of Research Services, and Associate Deans Research. Presently, CoGS is not resourced to provide support for postdoctoral fellows, but they play a critical role in the research mandate and we look forward to discussing this with our partners.*

Recommendation: Communicate opportunities for professional development (e.g., those offered to graduate students) and teaching workshops offered to faculty members.

There are numerous events and opportunities offered on campus for graduate students and faculty. Postdocs would benefit from communication about these events.

Dean's Response: *Once our website is redesigned this will strengthen communication about professional development workshops, but the CoGS office does send out emails and tweets to inform students of opportunities. Teaching workshops for faculty members, graduate students and postdoctoral fellows is under the purview of the Centre for Teaching and Learning, and CoGS would be pleased to provide a link for these opportunities on our website.*

Recommendation: Encourage better linkages to opportunities provided on the Vancouver campus.

Video---conferencing may be an effective mechanism to connect postdocs with some opportunities in Vancouver. In addition, modest travel grants would enable postdocs to attend periodic workshops in person.

Dean's Response: *The Office of Research Services has enabled access to travel grants for postdoctoral fellows recently and this is of course a positive step. I look forward to discussing other means to strengthen linkages between our campuses with the VP Research, Associate Deans Research, with postdoctoral fellows, and with the Faculty of Graduate and Postdoctoral Studies.*