



External Review of the Irving K. Barber Faculty of Arts and Social Sciences: Terms of Reference

Purpose of the Review

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

Background Materials

- [UBC's Strategic Plan](#)
- [UBC Okanagan Outlook 2040](#)
- [UBC's Indigenous Strategic Plan](#)
- [UBC's StEAR Framework](#)
- The unit's self-study report

Mandate

Without limiting its overall mandate, the External Review Committee should address the following:

1. **Undergraduate Education and Student Learning:** Review and evaluate the quality, extent, format, organization, and enrolment of the unit's academic programs, the quality of teaching, and to compare its performance in these areas to that of its national and international peers.
2. **Graduate Education (and Post-Doctoral Training):** Review and evaluate the quality, extent, format, organization, and enrolment of the unit's graduate programs, and compare its performance to that of its national and international peers.
3. **Continuing and Professional Education:** Review the current and future opportunities for continuing and professional education (CPE) provided by the unit, including non-credit micro credentials and professional programs.

4. **Student Academic Experience and Support:** Assess the satisfaction and quality of the students' academic experience from first contact upon admission, through to alumni status. How is the unit supporting the academic success of historically, persistently or systematically marginalized students?
 - a. Are undergraduate students well advised and supported? Consider student morale, strength of student retention, experiential learning opportunities, co-curricular opportunities, and career preparation. Are graduates demonstrating the outcomes set out by the unit?
 - b. Are graduate students well advised and supported by their supervisor(s)? Consider student morale, strength of student retention, and opportunities for professional and career development, networking, and assistance with publications.

5. **Research, Scholarly, (Creative) and Professional Activity:** Review and evaluate the quality, extent, range, and balance of the scholarly and teaching activities of the unit, with particular attention to the impact of these activities in academic and non-academic venues, including innovation and knowledge translation. Assess the overall leadership of the faculty members within their communities-of-praxis, their granting/funding success, and the quality and impact of their scholarly contributions.

6. **Leadership and administration:** Review and evaluate the governance, organizational structure, leadership, planning, and administration of the unit, including:
 - a. Is the unit's leadership inclusive, responsive, transparent and representative of the diversity of the faculty members?
 - b. Is the unit's governance inclusive, response, and transparent?
 - c. How is the unit supporting succession planning through the development of future leaders?

7. **People, environment and culture:** Consider and assess the working and educational environment, morale, and institutional culture of the unit, as reflected in the experiences and perceptions of faculty members, sessional instructors and staff. The review should take into account support for career advancement, professional development, advising, and balanced workloads and give special attention to the unit's performance relative to the University's employment and equity policies.

8. **Community Engagement:** Assess the nature, scope, and effectiveness of the unit's outreach activities and the communities' levels of satisfaction with them.
 - a. How is the unit engaging with schools, Indigenous communities, professional organizations, alumni, government agencies, other post-secondary institutions, and the overall external and UBC community to inform its educational programming?

- b. How is the unit engaging with schools, Indigenous communities, professional organizations, alumni, government agencies, other post-secondary institutions, and the overall external and UBC community through its research activities?

9. **Support for the University's and Campus Strategic Plans:** Determine the extent to which the unit reinforces through its programs and activities, the key commitments of UBC and UBC Okanagan strategic plans, notably UBC's commitments to [People and Places, Research Excellence, Transformative Learning, and Local and Global Engagement](#).

10. **Physical Infrastructure:** Assess the range and quality of the teaching and research facilities at the unit's disposal, and to determine whether the unit is appropriately housed and equipped to meet its teaching and research goals.

11. **Financial Planning and Resources:** Review and evaluate the financial resources of the unit, 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.

12. **Future development:** Review and comment on the unit's strategic and academic plans for the next five years and identify its challenges and opportunities, including the unit's breadth of programing. To make recommendations about possible directions for its future growth and development.