

# New Academic Structure Design Working Group

## Terms of Reference

### Background

UBC Okanagan's academic priorities provide a strong foundation for academic units to work collectively toward a unified vision. To realize this vision, campus leadership is updating the current academic structure to ensure it aligns with and supports these priorities. A design working group has been established to advise on the viability of the proposed academic structure options.

### Objective

To apply specialized expertise to evaluate structure options and develop recommendations during Stage 1 of the new academic structure process.

### Scope

- Analyze academic structure options provided by Steering Committee, focusing on academic opportunity in service of academic priorities, financial impact, human resources, academic policy, and student experience/relevance
- Prioritize options based on analysis

### Membership

- **Jackie Denison**, Associate Provost, Teaching and Learning ([Co-chair](#))
- **Ed Hornibrook**, Associate Vice-Principal, Research and Innovation ([Co-chair](#))
- **Nikki Reiter**, Continuous Improvement Program Manager ([Project manager](#))
- **Diana Carter**, FCCS, Associate Dean, Undergraduate Studies
- **Michael Deyholos**, FOS, Professor, Biology
- **Scott Douglas**, OSE, Professor, Faculty of Education
- **Sandy Hilton**, FOM, Associate Dean, Teaching and Learning; Associate Professor of Teaching
- **Lindsay Kennedy**, FHSD, Associate Professor of Teaching, School of Nursing
- **Lesley Lutes**, FASS, Professor, Psychology
- **Loïc Markley**, SOE, Associate Director, Undergraduate Students
- **Michelle Lowton**, Director, Office of the AVP Students ([Student portfolio representative](#))
- **Fiona Stirling**, Associate Director, Finance ([Finance representative](#))
- **Leah Terai**, Senior Manager, Faculty and Employee Relations ([HR representative](#))
- **Lindsey Kovacevic**, Academic Governance Officer (ad-hoc)
- **Stephanie McKeown**, Chief Institutional Research Officer ([PAIR representative - ad-hoc](#))
- **Alice Miller**, Deputy Registrar ([Enrolment Services representative - ad-hoc](#))

### Meeting Frequency

- Once every two weeks between Jan 2026 – Apr 2026, plus a kick-off meeting in December
- Report progress/issues to project team bi-weekly
- Attendance is mandatory but tasks are assigned as needed based on relevant expertise

### Confidentiality

All discussions, materials, and exploratory work undertaken by the Design Working Group are confidential.