



TERMS OF REFERENCE

A. REASON FOR REVIEW

The UBC Okanagan campus was created by the Province in 2005 to increase access to excellent higher education in the Okanagan region of British Columbia. Formerly the north campus of Okanagan University College, it became UBC's second campus and was given a mandate to increase enrolment from 2,800 to 7,500, add graduate studies and Faculties of Management and Engineering. Focusing on providing a small campus undergraduate experience within the globally influential research intensive university system that is UBC, the Okanagan campus has reached a pivotal point in its history. At five years old, it is coming out of its intense growth phase reaching a stable operating budget of approximately \$100 million, close to achieving its student enrolment targets, and with the Phase 1 capital expansion to accommodate 7,500 students nearing completion.

The Deputy Vice-Chancellor (DVC) and Principal has served since July 1, 2006 and a recommendation has been made to reappoint him to a second term limited to one year's duration at his request, to expire June 30, 2012. The President is requesting a review of the Okanagan campus to assess progress on the UBCO mission before striking a search committee.

The review should focus specifically on strengths and weaknesses produced by the scope and scale of the campus, its structure, and relationship with the Vancouver campus and within the UBC system. UBCO should be assessed in the light of commitments made in the Okanagan's Academic Plan and in *Place and Promise: The UBC Plan*. Particular attention should be paid to the position of DVC in relation to the system, as well as the reporting relationships of senior staff. UBC is a provincial university with two campuses and several sites and particular attention should be paid to issues of "system" versus "local" authority.

The reviewers must consider, in advance of the site visit, all unit reports, a high level self-study, unit reviews, the UBCO Academic Plan and Research Plan, and feedback from the 2010 Deputy Vice Chancellor and Principal's renewal process.

B. BACKGROUND INFORMATION

Information on the Okanagan campus can be found at <http://web.ubc.ca/okanagan/welcome.html>. Milestones are available at <http://web.ubc.ca/okanagan/about/milestones.html>.



C. SCOPE AND FOCUS

- Review current organizational structures and reporting relationships, including Senate
- Review two (or more) multi-campus systems from other leading research intensive universities, paying close attention to innovative structures
- Analyze the effectiveness of the Okanagan campus' development to date
- Prepare a candid assessment of the gaps, challenges, capacity, performance and effectiveness of the Okanagan campus
- Recommend the next steps for the Okanagan campus that would allow for effective use of resources to achieve the goals of *Place and Promise: The UBC Plan*.

D. PARTICIPANTS

External Reviewers will meet with university members at the Okanagan and Vancouver campuses.

E. DELIVERABLES AND MILESTONES

Time frame of review	January to June 2011
Submission of draft report	15 May 2011
Submission of final report	15 June 2011