

UBC Department of Medicine Division Head Onboarding Document

Division Administrator role:

Division admin support is provided based on the funding formula. The minimum funding provided by the Division for this role is \$10,000 per annum.

Additional funding beyond the \$10,000 floor is determined based on a variety of factors including the total research dollars held in UBC research accounts, the total number of GFT faculty, Partner faculty, and Clinical faculty in the Division, the total number of Undergraduate teaching hours performed by Division members, the number of faculty promotion files for the year, and other incentives such as the creation of an Alternate Funding Plan or Revenue Generation program.

This funding formula is reviewed on an annual basis and the amounts are adjusted based on changes in the Division.

In exchange for this financial support, it is expected that each Division will allocate these funds to support the salary of an individual who will provide the following administrative support for the UBC Division:

- Overseeing divisional general purpose operating (GPO) account(s) and potentially UBC research, fee for service, and billback accounts per divisional needs within the UBC Department of Medicine.
- Explaining Division revenue and expenses to the Faculty of Medicine's Finance Team on a quarterly basis including detailing revenue carry forward spending plans.
- Completing Division driven financial documents, including endowment reporting, per UBC policies before submitting to UBC Central Finance and/or Faculty of Medicine Finance per divisional needs.
- Completing or overseeing the completion of the quarterly scheduled teaching payment forms for clinical faculty in the Division.
- Maintaining the Division's UBC website, UBC directory for division members, divisional mailing lists, requesting UBC emails and ID cards as needed, setting up and provisioning IT requests, and disseminating UBC information to division members.
- Completing the Division's section of the annual report and other divisional portions of required UBC reporting, usually on an annual basis.
- Assisting with divisional review documentation and the review event as needed and applicable.
- Ensuring UBC space, if applicable, is used per the terms of the Faculty of Medicine's space policy.
- Following-up with full-time faculty to ensure they submit the mandatory Annual Academic Reporting Forms by the January deadline.
- Coordinating documents for annual divisional promotion files including following up on documents and coordinating divisional signatures.
- Coordinating and/or completing documents for new hires/appointments, reappointments including offer letters, support letters, and ads, and divisional recruitment committees on behalf of division members as needed.
- Responds to front line HR and operational queries from division members such as vacation and sick entitlements and reimbursement policies.
- Attends quarterly DOM Administrators Meeting.
- Completes ad hoc University, Faculty of Medicine, and/or Department of Medicine requests as needed.

External review at the end of the term:

All divisions in the UBC Department of Medicine are reviewed regularly at the end of the UBC Division Head's first and second terms.

Division reviews are done to evaluate the UBC Division Head for potential reappointment or to make recommendations regarding a new division head, and to identify the strengths and challenges of the division and make recommendations as required. Division review reports are also very useful to incoming UBC Division Heads.

The review team consists of an internal reviewer and an external reviewer (larger divisions may have two external reviewers). External reviewers will normally be individuals in the same discipline as the division under review. They are selected by the UBC Department Head from a list of individuals suggested by the UBC Division Head under review. The list ensures gender balance and represents individuals from across Canada. The persons nominated will be relatively senior; ideally they will have had some experience as a Division Head. The internal reviewer is normally another Division Head in the DOM and is selected by the UBC Department Head. The internal reviewer acts as chair of the review committee and is responsible for submitting the written report to the UBC Department Head.

Prior to the review the UBC Division Head will prepare a self-study document covering divisional activities during the time period since the last review. Areas to be reviewed normally include teaching, research, leadership and administration. The self-study document must be received by the UBC Department Head for distribution to the review team at least two (2) weeks prior to the review date. Meetings with the review team normally take one (1) full day (larger divisions may require two (2) full days). The reviewers will meet with the UBC Department Head, the UBC Division Head, the division's faculty members, senior administrative staff, and trainees, and senior leadership from the Faculty of Medicine and Health Authorities.

The review team will submit its written report to the UBC Department Head within one (1) month of the site visit. The report will then be provided to the UBC Division Head and division members for review. The UBC Division Head will prepare a response to the UBC Department Head and will be expected to periodically report on progress of the implementation of the recommendations approved by the UBC Department Head.

- The current version of the external review documents are attached at the end of this document.

Annual Report:

Contact: [Office and Communications Manager](#)

Divisions are responsible for submitting annual reports for each calendar year (January – December) to the Department of Medicine Office and Communications Manager. This work is typically done by the Division Administrator.

Division reports will include:

- Division Overview: A brief overview of the history of the division
- Division Head bio (include a recent photo)
- Key Successes: what is the division doing well (3-4 bullet points)

- Key Challenges: what could the division be doing better (3-4 bullet points)
- List of Awards: please ensure that the award is for the calendar year only
- Major achievements: What else is happening with division members?
- Please provide 2-3 major highlights from the division written as a short-form story (i.e. member awarded Michael Smith HPI award, research chair, an appointed academic role, in memoriam, distinguished achievement award, top 40 under 40, etc.).
- Education: List UBC Program Directors and Administrators
- PGME Program Summary (max 1-2 paragraphs)
- If there is no PGME program, please provide a brief overall education/teaching summary for the division
- Research: Brief Research summary for division (max 1 paragraph)
- Highlight 2-3 research projects from the division (1 paragraph each)
- Clinical Highlights: 2-3 highlights from the division showcasing impactful clinical innovation or programs written as a short-form story

Please note that we will obtain the following information directly from the UBC DOM Admin Office's Education, HR, and Research Teams:

- Number of division members and distribution of ranks (via Workday)
- Number of residents from CaRMS
- Number of publications (from SciVal)
- Research funding (via RISE)

Divisions are responsible for the accuracy of the information submitted to the Department for inclusion in the Annual Report.

Human Resources:

Contacts:

- [HR Manager](#), (staff performance management, staff notice, general HR inquiries)
- [Faculty Hires and Promotions Manager](#), (faculty recruitment, promotion, and tenure)
- [HR Assistant](#) (new hires and posting, reappointments, offer letters)

Staff Appointment Types: ([salary scales](#) for each group depending on classification, governed by collective agreement/agreement/handbook – linked below)

[M&P \(Management and Professional\):](#)

- Job Description required.
- Posting required for all positions longer than 12 months.
- Most employees hired between the minimum and midpoint of salary scale.
- Eligible for probation increase after 1 year in position if meeting expectations of the role (guideline is 4%). We do not waive initial 12 month probationary period.
- Must hit midpoint of salary scale by year 4 of appointment. After reaching midpoint, eligible for merit (up to 3%) each year.

[Non-union Tech \(research technicians\):](#)

- Job Description required.
- Posting required for all positions longer than 12 months.

- Most employees hired between the minimum and midpoint of salary scale.
- Eligible for probation increase after 1 year in position if meeting expectations of the role (guideline is 4%). We do not waive initial 12 month probationary period.
- Must hit midpoint of salary scale by year 2 of appointment. After reaching midpoint, eligible for merit (up to 3%) each year.

CUPE 2950 (clerical staff – unionized):

- Job Description required.
- Posting required for all positions longer than 3 months.
- Recall candidates and internal unionized staff have priority when applying.
- Will begin at step 1 of pay scale (unless internal and already higher on the pay scale).
- Will automatically be moved up 1 step each year on anniversary date (no changes to salary outside of this).

Students:

No salary scales for most. Recommended salaries for work-learn students and minimums for some grad programs. Must meet [BC minimum wage requirements](#) if work is not related to studies.

- No Job Description required (except for WorkLearn as this is required to submit for funding competition).
- Must be full time student for the duration of the appointment.

Faculty Appointment Types:

Postdoctoral Research Fellow:

- Must be within 5 years of completing PhD or 10 years of completing MD.
- No minimum salary/salary scales other than meeting BC minimum wage. However, salary offered should be comparable to appointment type.
- No posting required.
- Offer letter required (drafted by DOM HR team).
- May be eligible for benefits (and must be offered benefits if eligible).

Research Associate:

- Must hold PhD or equivalent (obtained at any time).
- Minimum salary per [UBC guidelines](#)
- Mandated increases by Board of Governors (BOG) and no other changes to salary outside of this. Posting required for all positions more than 1 year in duration.
- Offer letter required (drafted by DOM HR team).
- May be eligible for benefits (and must be offered benefits if eligible).

Clinical Fellows:

- Must have application signed by Faculty of Medicine (FOM) Postgrad Office (and pay \$500 application fee).
- No posting required.
- Offer letter required (drafted by DOM HR team).
- No minimum salary/salary scales other than meeting BC minimum wage. However, salary offered should be comparable to appointment type.

- May be eligible for benefits (and must be offered benefits if eligible).

Visiting Faculty:

- Must hold a full-time faculty position at another institution and be planning to return to this institution at the end of the term with UBC.
- 1-2 years in duration.
- Paid or unpaid.

Clinical Faculty:

- Contact [Faculty Hires and Promotions Manager](#)
- Must meet criteria outlined in the [Clinical Faculty Appointment Policy](#).
- Requires support letter from the UBC Division Head to be appointed or promoted and approval from the DOM AARPT Committee.
- Must hold appointment prior to commencing teaching or other UBC related work.
- Requires confirmation from Division Head to be reappointed (annual batch process).
- For more information on appointment and promotion requirements and processes. Refer to <https://medicine.med.ubc.ca/faculty/faculty-appointments-2/>

Tenure stream/Partner Faculty:

- Contact [Faculty Hires and Promotions Manager](#)
- Governed by the [Faculty Association Collective Agreement](#) or [FOM Policy on Partner Appointments](#)
- Must submit annual activity report each January, which will then be reviewed by the Division Head who will make recommendation to the Department Head on Merit, Performance Salary Adjustment (PSA) and Outstanding Academic Performance (OAP) based on the DoM criteria each February/March.
- Eligible for merit and other mandated increases but no salary changes outside of the collective agreement.
- New Recruitment requires review and approval from Department Head, Recruitment and Resources Committee and AARPT Committee.
- For information on new recruitment requirements and processes. Refer to <https://medicine.med.ubc.ca/faculty/recruitment/>
- For promotion and tenure guidelines including appointment, reappointment, promotion and tenure schedules, refer to FoM: <https://mednet.med.ubc.ca/hr/managing-faculty/promotion-tenure/>
- Reappointment and promotion/tenure require review and approval from the UBC Department Head and DOM AARPT Committee. Promotion and tenure also require review and approval from FoM ARPT Committee and SAC (Senior Appointments Committee) (not applicable to partner stream) beyond the department level.
- Assistant Professors are reviewed by the Recruitment and Resources Committee at Year 1 and Year 2 to ensure academically on track for future reappointment and promotion.
- Annual meetings with Department Head or delegate for academic faculty members.

Other Honorary Faculty - Adjunct, Affiliate, Honorary and Associate Member:

- Contact [Faculty Hires and Promotions Manager](#)

General HR Notes:

- All staff, students, and faculty must have either Canadian Citizenship/PR or a valid work permit that names UBC or is open for the duration of their appointment. We can assist with processing of online offer of employment or LMIA application for faculty who require a work permit as applicable.
- There are notice entitlements for most faculty and staff employee groups. If appointments (even term appointments) will be ending early or not renewed, please check with [the HR Manager](#) regarding scheduling notice well in advance of the desired end date. Notice entitlements can be up to 24 months.

Research:

Contacts: www.medicine.ubc.ca/research; email: dom.research@ubc.ca

Overview:

The Research Office provides supports DOM members engaging in research at UBC and enhances the culture of research within our department through education, guidance, facilitation, and administrative oversight.

The Research Office:

- Works closely with the Experimental Medicine Graduate Program, the Faculty of Medicine Dean's Office, the UBC Office of Research Services, UBC SPARC, UILO, and Faculty of Medicine Finance on all issues related to research projects within our Department, across all affiliated Vancouver sites (VCHRI, PHCRI, UBC Campus).
- Can connect you with [resources for all stages of your research project](#) and provide advice on navigating administrative processes across the local research landscape.
- Oversees departmental approvals for all grants submitted by DOM faculty and vets all signature requests for research (RPIFs, request for Dean's Approvals, VCH Operational Approvals, PI change forms, SRA forms, etc.) with a 48-hour turnaround policy.
- Coordinates salary award applications (MSFHR Scholar and Health Professional Investigator, VCHRI Investigator Awards) and works in collaboration with applicants and Division Heads to develop letters of support.
- Compiles individual faculty, division, and department level metrics summarizing research funding and publication data for inclusion in funding applications, communications materials, and annual reports.
- Provides grant development support, and works with UBC SPARC to provide grant editorial review.
- Provides Faculty-wide one-on-one consultations for the MSFHR Scholar and Health Professional Investigator Awards, and VCHRI funding competitions including the Investigator Award, Team Grant, and Innovation & Translational Research Award.
- Creates and disseminates the biweekly DOM research newsletter and maintains the departmental website (<https://medicine.med.ubc.ca/research/>) including information on current funding opportunities, internal deadlines, and special events.
- Supports the Department Head in reviewing UBC REB submissions and updating faculty COI lists in RISE.
- Coordinates quarterly Department of Medicine Research Advisory Committee (RAC) meetings. The RAC advises the Departmental Executive on research priorities that support and advance research, scholarship, and innovation within the Department.

- Hosts the annual Medicine Research Expo with the Experimental Medicine Graduate Program.
- Manages internal competitions (e.g., Killam Postdoctoral Fellowship)

Education:

Office of Education Contacts:

- [Associate Head Education](#)
 - Undergraduate and Postgraduate education integrated delivery and development.
- [Senior Education Manager](#)
 - Undergraduate Education Manager and support for Postgraduate Program and Education Office Initiatives.

Undergraduate Education- Year 3 Clerkship Contacts:

- Program Director
 - All educational programming and assessment
- Associate Program
 - Year 4 Electives/assist the Program Director as needed
- Senior Program Assistants
 - CTU assessment and all Scheduled teaching at associated hospital sites. Teaching Tracking and Payment System Activity Tracking
 - IM Rotation student site placement, student awards, Teaching Evaluation summary reports, Experimental Medicine Course Schedules
 -

Undergraduate Education- Year 3 Ambulatory Contacts:

- Site Lead – various hospital sites
 - Oversees program and student assessment
- Senior Program Assistants
 - Ambulatory clinic scheduling and assessment at relevant hospital sites.

Undergraduate Education- Year 4 Electives Contacts:

- Senior Program Assistant
 - Elective scheduling and assessment Lower Mainland

- [Postgraduate Education – Internal Medicine Core Program Contacts:](https://medicine.med.ubc.ca/education/postgraduate-education/)

Education Program Overviews:

Undergraduate Year 3 & 4 Clerkship/Electives:

- Year 3 Clerkship is a 6 week CTU rotation with student placement on CTU teams at SPH, VGH and RCH. There is a 2 week break during the last week of May/first week of June when there are no students on CTU. Year 4 Electives are offered from July to November and then again for 4 weeks early March to early April. FLEX, TIPP and CaRMS interviews are scheduled December to March and for the last part of April. No Year 4 UBC students on clinical service from May to early July.

Internal Medicine Core Postgraduate Program:

- A 4 Year program with most residents matched to a subspecialty program after Year 3. CaRMS entry programs in Vancouver and Victoria with a current total of 176 residents in the Core program (13 in Victoria) 2019-2020. CBD launched July 2019 for the PGY 1 cohort with subsequent years rolling out from 2020 to 2023.

Eligibility to Teach: Faculty Appointment Requirement:

- Health care education requires the active participation of learners in clinical settings. The health care professionals who supervise and educate FOM learners in these clinical settings require faculty appointments (either full time academic or clinical) for several reasons including:
 - Faculty appointments for those who teach and assess UBC learners are required to meet accreditation requirements.
 - Individuals with faculty appointments are clearly covered by UBC insurance, thereby avoiding potential liability issues for both the individual and UBC.
- For clinical faculty members teaching in the MD programs, the UBC FOM Clinical Faculty Compensation Terms for Teaching in the MD Undergraduate and Postgraduate Programs establish a contractual relationship for teaching.
- Clinical Faculty members are assigned a UBC ID number. This number is required for individuals to have teaching in the MD Undergraduate Medical Education Program tracked in the Teaching Tracking Payment System (TTPS) and, if eligible, to receive compensation.
- [Policy on Clinical Faculty Appointments](#) (Approved May 16, 2017)
- Each department and school has its own Clinical Faculty Appointment and Promotion Committee, and follows a set of recommended guidelines in making decisions.

Full time Academic Faculty Members- Educational Activity Guidelines:

- Full time academic faculty members have formal requirements for the quantity and type of teaching they perform.
- Please see the attached or go to the DOM website for current guidelines on annual teaching requirements <https://medicine.med.ubc.ca/education/resources/>
- For more information or questions please contact [Associate Head Education](#).

Teaching Opportunities- Undergraduate Education:

- Please see the attached or go to the DOM website for a complete listing of qualifying Scheduled and Unscheduled Undergraduate teaching courses/activities <https://mdprogram.med.ubc.ca/about/teaching-opportunities/>

Teaching Dossier:

- The Department of Medicine has created a teaching dossier instruction manual, teaching dossier template, and supplemental evaluation form for use. In order to have consistency, the Department requires that only this teaching dossier template be used, <https://medicine.med.ubc.ca/faculty/faculty-appointments-2/>
- All faculty in the Department who are being considered for promotion are expected to submit a completed Department of Medicine Teaching Dossier and include teaching evaluations. Please note that the details of your teaching history must also be listed in your UBC format CV, <https://medicine.med.ubc.ca/faculty/faculty-appointments-2/>
- Questions about your UBC Department of Medicine Teaching Dossier can be submitted to [Faculty Hires and Promotions Manager](#).

Teaching Evaluations:

Undergraduate Student Evaluations of Teachers:

- <https://mednet.med.ubc.ca/teaching/preparing-a-teaching-session/student-learning-materials/>
- All teaching evaluations are prepared by a centralized resource (the teacher assessment support analyst) located within the Undergraduate Faculty of Medical Education office. This individual, after review by the Program Director, releases the individual reports semi- annually (January and July) via One45 for those teachers with an n=4 or greater to maintain anonymity.
- If an individual does not have sufficient numbers of evaluations, special requests may be made directly to this office for the compilation of several years' evaluations to meet the minimum number.
- The Undergraduate team within the Department of Medicine will prepare annually (released in August) summary reports for distribution to the respective Division Heads and elective Supervisors for Year 4 elective teaching and to the appropriate supervisors of CTU , Ambulatory and Sessions for Year 3 teaching. <https://mednet.med.ubc.ca/teaching/>

Postgraduate Resident Evaluations of Teachers:

- All teaching and service evaluations are prepared by the IM Core Education Manager in January for the period covering the previous calendar year.
- Individual evaluations are released via One45 if n= 4 or greater with summary reports distributed to their respective supervisors and Division Heads.

Summative Peer Review of Teaching (SPROT):

- <https://mednet.med.ubc.ca/hr/managing-faculty/promotion-tenure/sprot-summative-peer-review-teaching/>
- This comprehensive guide outlines the process of generating a Summative Peer Review of Teaching (SPROT) and is intended to facilitate the provision of necessary teaching evidence required for promotion and tenure of academic faculty.

Teaching Payments- Clinical Faculty

Undergraduate Education:

- <https://mednet.med.ubc.ca/teaching/teaching-tracking-payment/>
- The Teaching Tracking and Payment (TTP) Project has delivered standard processes and tools for accurate and consistent tracking and reporting of all clinical faculty teaching activities for the MD Undergraduate Program (MDUP).
- Undergraduate teaching across all years is tracked and reimbursed on a quarterly basis providing faculty with detailed teaching activity and payment statements to assist with the completion of teaching dossiers etc.

Postgraduate Education:

- Scheduled Teaching- Academic Half Day and other small group session teaching activity is collected by program administrators from program schedules and preceptor submissions on a quarterly basis and calculated for payment at \$90 per hour.
- Each subspecialty program is responsible for the spreadsheet submission to Monica Carrasco who then creates corporate invoices if necessary along with the requisition for Division Head approval.

- Joint signatures from the Department Head are required if the Division Head is receiving payment for teaching.

Teaching with Patient Care:

- An annual report from One45 generates the number of resident weeks of teaching a program delivers on its owned rotations.
- The PGME office then takes the pool of funding from the MOH divided by the FOM number of resident weeks to calculate a weekly rate.
- The number of resident weeks x the weekly rate generates the dollar budget for each program to pay out across its teaching faculty.
- Program teaching schedules for the fiscal year are then referenced to identify the faculty on service by week and paid out at the program weekly rate.
- This rate may differ from the PGME allocated rate due to group versus one -n-one teaching.
- Each subspecialty program is responsible for the spreadsheet submission to Monica Carrasco in March who then creates corporate invoices, if necessary, along with the requisition for Division Head approval.
- Joint signatures from the Department Head are required if the Division Head is receiving payment for teaching.

Finance:

[FOM Finance Contacts](#)

- <https://mednet.med.ubc.ca/resources/finance/team/>

As a Division Head, you have managerial responsibility and authority over financial planning, budgets, activities and expenditures within your Division. The Faculty of Medicine's Finance team supports this through provision of services, oversight, additional strategic thinking and technical expertise. The activities below outline the main areas of financial management.

Purchasing:

[Procurement Team Contacts](#)

- <https://mednet.med.ubc.ca/resources/purchasing/>

The FOM procurement team is here to ensure that acquisitions and contracts are executed professionally, correctly, ethically, efficiently and transparently. The Buyer and Procurement Partner roles at the Faculty of Medicine will facilitate the buying and paying for goods and services, improve process standardization and customer focus.

Thresholds:

- Purchases & Services under \$3,500 do not require a Purchase Order and can be paid via requisition or UBC credit card.
- Purchases & Services above \$3,500 a Purchase Order is required. Contact a Buyer for assistance.
- Purchases & Services above \$75,000 – a competitive tender process is required. Contact the Purchasing Partner for assistance.

Payments/Reimbursements:

- Workday is used for all accounts payable requests.
- Depending on the type of expense being paid, the Faculty of Medicine has developed policies and procedures consistent with UBC's standards to guide payments.
- Departments are expected to adhere to these policies and procedures.
- Policies can be found in the following link, <https://mednet.med.ubc.ca/resources/finance/accounts-payable/>

Accounts Receivable:

The Faculty of Medicine Accounts Receivable assists with external invoicing for Sales, Services and Recoverables as well as guidance for cash handling and deposits. For more information, please see the following link, <https://mednet.med.ubc.ca/resources/finance/accounts-receivable/>

Budgeting & Forecasting:

- Centrally-funded operating funds, housed in general-purpose operating (GPO) funds, are annually allocated to different Department/Schools under the Faculty.
- While the bulk of the operating funds are placed in the Department's main GPO account, the Department may elect to transfer these funds to other GPO accounts within the Department or to the Divisions.
- Other funds that augment the Departments/Divisions operating funds include:
 - fee-for-service accounts
 - continuing studies
 - unrestricted specific-purpose
 - endowment accounts
 - and departmental research overhead accounts

The University requires the Faculty to put forward an annual budget on expected operating revenues and expenses. These plans are prepared at Department /Division level and roll up to the Faculty level. Departments/Divisions are required to submit annual budget plans to the Dean's Office. This process is facilitated by the Finance team.

In conjunction with the annual budgeting process, the University also requires quarterly forecast reporting. This process helps assess if divisions and departments on track to meet financial goals and provides the opportunity to make modifications to the existing plan. This process is also facilitated by the Finance team.

Financial Reports:

- Financial reports like month-end reports, over-under reports, endowment reports, and Tri-Council reports are available on Workday.
- Please see the following link for more information, <https://mednet.med.ubc.ca/resources/finance/>

Accounting Journals and Accounting Adjustments In Workday:

- The purchase, or sale, of goods and/or services to another UBC department should be completed through an Internal Service Delivery.

- For more information, please see the following link,
<https://mednet.med.ubc.ca/resources/finance/journal-vouchers/>

Signing Authority:

- Contract Authority: Employees of the University (including Directors, Department Heads, Division Heads and Deans) are not authorized to bind the University to contracts unless they have been delegated that authority by the Board of Governors pursuant to a Board of Governors' resolution, or one of the University's Signing Resolutions. If you are establishing an agreement or entering into a contract with a vendor please contact FoM Finance Team for further direction.
- Budget Authority: Budget authority does not authorize a person to sign a contract. Only UBC employees can authorize budgets. Auditors refer to the list of signing authority in Workday as an internal control.
- For employee reimbursements, one over one signing authority overrides any delegated signing authority. One over one signing authority refers to one organizational level higher than the individual being reimbursed.

UBC Forms:

- Accounts Receivable invoice request form:
<https://mednet.med.ubc.ca/ServicesAndResources/Finance/AccountsReceivable/Pages/Invoicing-Requests-and-Accounts-Receivable-Management.aspx>
- For UBC Finance information, tools, credit card and eprocurement forms, please see UBC Finance [Procure to Pay](#). CWL Login required.
- To access all other forms, go to <https://finance.ubc.ca/forms>

UBC Policies:

- All UBC Policies - <https://universitycounsel.ubc.ca/board-of-governors-policies-procedures-rules-and-guidelines/policies/>
- Business Expenses Policy – <https://universitycounsel.ubc.ca/policies/business-expenses-policy/>
- Hospitality, Entertainment and Meetings guidelines - <https://finance.ubc.ca/expenditure-guidelines-0/hospitality-entertainment-meetings>

While it is UBC's preference not to incur alcohol costs, a reasonable amount of alcohol when conducting University business is permissible (e.g. one glass per person). Bottles of wine ordered should be chosen from the lower end of the price range and alcohol ordered should be reasonable in relation to the food component of the bill, generally not exceeding 30% of the total bill. Total expenses in excess of the maximum expense per person must be pre-approved by the Department Head before moving forward with the commitment.

- Travel and Related Expenses Policy - <https://finance.ubc.ca/expenditure-guidelines-0/travel-expenditures>
- Research Policy - <https://universitycounsel.ubc.ca/policies/research-policy/>
- Over-Expenditure on Research and Specific Purpose Trust Project/Grants Policy
<https://universitycounsel.ubc.ca/policies/research-over-expenditure-policy/>

TERMS OF REFERENCE

UBC Department of Medicine Division Reviews

These terms of reference provide for regular reviews of all academic divisions within the UBC Department of Medicine.

Division reviews have two purposes:

1. To evaluate the UBC division head for potential reappointment or to make recommendations regarding a new division head.
2. To identify the strengths and weaknesses of the division and make recommendations as required.

Administrative Support

Division reviews are conducted by the office of the Head, UBC Department of Medicine, which will make all of the necessary organizational arrangements.

Review Team

The review team will consist of at least two members, an external reviewer and an internal reviewer.

External reviewers will normally be individuals in the same discipline as the division or program under review. They shall be selected by the head from a list of individuals suggested by the division head under review. The list ensures gender balance and represents individuals from across Canada. The persons nominated will be relatively senior; ideally they will have had some experience as a division head.

The internal reviewer is normally another division head in the DOM and is selected by the department head. The internal reviewer acts as chair of the review committee and is responsible for submitting the written report to the department head.

Invitees

Invitees include but are not limited to:

- Department Head, UBC
- Department Head, VGH
- Department Head, SPH
- Division Head, UBC
- Division Head, VGH
- Division Head, SPH
- Senior Medical Director, Vancouver Acute
- VP, Medical Affairs, PHC
- Executive Associate Dean, Research
- VP Research & Academic Affairs and President, Providence Health Care Research Institute
- Vice-President, Research, VCH and Executive Director VCHRI
- Division Faculty Members

- Division Fellows
- Division Residents
- Division Administrator
- Other invitees as indicated by the Department Head and Division Head

*Not mandatory that they attend, but they must be invited to every review

After the Review

The review team will write a report to the Head, UBC Department of Medicine. The Head will forward the report to the division head, and they will meet to discuss the document. The division head will circulate the report to the division members and prepare a response to the Department Head.

A copy of the self-study document, review report and division's response to the Department Head will be filed as a permanent record in the UBC Department of Medicine.

Division self-study report

The self-study document will be prepared by the division prior to the review and should cover the time period since the last review. The areas to be reviewed will normally include teaching, research, clinical care, leadership and administration. The self-study report must be received by the Department Head for distribution to the review committee at least 2 weeks prior to the review date.

The self-study document will contain:

1. A copy of the last division review report and the response
2. Overview - description of the division strengths, weaknesses, and future directions/goals; progress of the division since the last external review.
3. Organizational chart: operational structure of the division
4. Membership: include a complete list of current faculty; identify new recruits (in the last 2 years); briefly describe future recruitment plans
5. Teaching: report on all teaching programs of the division; include copies of any Training Program reviews (ie Royal College)
6. Research: report on the research activities of the division; include a list of all grants held
7. Description of clinical services
8. Space – a brief description of current space allocations and requirements
9. Practice plan – provide a brief description of the division practice plan, if any
10. Resources/budget allocations available
11. Other relevant documents as indicated by the Department Head and Division Head

Site Visit

- Before the site visit, the review team will receive the division's self-study document. The review team may request further material through the Department Head.
- The site visit will normally last one day (two days for larger divisions)
- During the site visit, the review team may request additional information and may request to meet with any member of the academic community.
- The review team shall provide opportunity for input (including meetings) from faculty, staff, students, university officials, and appropriate external groups.

- As a result of the site visit, the review team will be expected to prepare a written report.
- The department head's assistant will act as the liaison for the review team. The assistant will prepare the site visit timetable and make arrangements for catering and room bookings.

The review team will submit its written report to the department head within one month of the site visit. The report will then be provided to the division head and division members for review.

The division head will prepare a response to the department head and will be expected to periodically report on progress of the implementation of the recommendations approved by the Department Head.

UBC DEPARTMENT OF MEDICINE- TEMPLATE FOR REVIEWER'S REPORT

Date

External Review

Division Name

Reviewers:

- External reviewer:
- Internal reviewer:

1. Introduction/background
2. Progress since the last divisional review
3. Leadership
4. Organizational structure
5. General Issues
6. Education
 - a. Undergraduate Education
 - b. Postgraduate Education
 - c. Continuing Medical Education
7. Research
8. Divisional Strengths
9. Divisional Challenges
10. Recommendations

UBC Department of Medicine
Division Reviews
Self-Study Document

Name of Division:	Date of Last Review (Month/dates/Year):
Current Head:	Current Term of Head (1st/2nd):

Introduction

The major goal of an academic review of a unit is to provide the unit with an opportunity to reflect on its programs, operations and performance and obtain external advice to guide continuing improvement of academic and operational quality. External reviews are generally conducted every five years for divisions. Reviews also contribute to the public accountability of the university. Reflective self-study documents prompt a process to appraise, as appropriate to the particular academic unit, the scholarly, pedagogical, professional activities, academic programs, and other activities, in order to provide guidance to the academic unit, responsible administrators and the Senate and to communicate the quality of the unit’s operations to all interested parties. It allows for assessment of an academic unit’s performance relative to peers, and enables effective planning and resource allocation. The process itself offers the academic unit an opportunity for periodic in-depth analysis of its programs and goals and its achievement of objectives and priorities identified in the university, the Department of Medicine, and the unit’s own strategic plan.

The specific review process may vary between academic units, but will adhere to common principles and procedures. Chief among these are the following: the engagement of all appropriate members of the academic unit associated with the activities undergoing review; the assembly of comprehensive documentation and data appropriate to the review; a site visit by the appointed review team; and the opportunity for all interested faculty, students, postdoctoral fellows and staff to provide confidential feedback to the review team. The site visit should include meetings with faculty, students, staff, relevant university administrators, and other relevant stakeholders. Once the reviewers’ report is received, the unit should respond in writing to the review’s recommendations.

The following is intended to provide guidance to an academic unit in preparing documentation for the review process. *The metrics indicated in italics may be provided by Planning & Institutional Research (PAIR-contact Ashley Lambert-Maberly) and/or the Faculty of Graduate Studies (FoGS-contact Lisa Pountney).* For each section, it is expected that the documentation will focus on self-assessment and critical analysis of the relevant issues. This could include, but would not be limited to: discussions of strengths, areas for improvement, opportunities and threats, benchmarks used to assess the program/activities, comparison with appropriate peer academic units, reflections from the academic unit on the progress achieved since the last review, current priorities, best practices, plans for the future, and ways in which unit’s attainment of their goals and objectives will be assessed. **Due to the complexity and diversity**

of the Department of Medicine, not all sections will be relevant to your unit. Please delete or modify them as appropriate.

1. Executive Summary

Provide a brief, critical, high-level overview of the unit, summarizing strengths, challenges and opportunities related to the delivery of the academic programs, research and service activities for which the unit is responsible. (1 page max)

2. Response/follow-up on previous review

Outline key recommendations of the previous review and how they have been responded to/ followed up on. Include any existing plans for the future follow up. (1 page max)

3. Overview of the Unit

3.1 Mission and Goals

3.2 Strategic Plans and Priorities of the Unit (half page max)

3.3 Summary of Academic Programs (half page max)

3.4 Organizational Structure and Governance

- Provide a description and critical analysis of the organizational structure, leadership, governance and administration of the academic unit. (1 page max)

3.5 Relationships internal and external to UBC (half page max)

3.6 Space Overview and Geographic Complexities (half page max)

3.7 Role in Research Centres and Institutes (half page max)

4. People and Work Environment

4.1 Faculty Members:

- Summary of current faculty appointments in your division and the sources of funding.
- Outline the division's strategic recruitment plans for the next five years.

4.2 Staff Members:

- Provide data on head counts and FTE, in M&P, CUPE, research staff.

- Describe how decisions are made with regards to organizational structure and hiring. (half-page max)

4.3 Awards and Honours:

- Summary of significant faculty, staff, and learner awards since the last review.

4.4 Morale and Reputation:

- Assess the working and educational environment, morale and institutional culture of the unit as reflected in the experiences and perceptions of faculty members, staff and students. Units should evaluate the reputation of the faculty nationally and internationally. (half-page max)

4.5 Support Programs:

- Provide brief descriptions of any practices, policies and programs that support advancement and working environment, including the associated communication plan. (max 5 sentences each)
 - Mentoring programs;
 - Performance reviews;
 - Merit reviews;
 - Distribution of workloads;
 - Distribution of resources;
 - Awards and nominations;
 - Leadership development; and or
 - Succession planning.

5. Resources, Administration and Governance

5.1 Finance

- Provide an assessment of the financial and operational sustainability of undergraduate, graduate and professional programs. Provide a description of learning resources and equipment, library, space and any external resources in terms of adequacy in pursuing the educational/ professional/scholarly/service mandates of the division.

5.2 Administrative Structures: (one page max)

- Describe how administrative and policy decisions are made within the unit with respect to communications, IT, facilities, health & safety.
- Identify the name, chair and key function of key administrative committees.

- Include a critical analysis on how well these systems and resources are supporting the needs of the unit.
- Provide a critical analysis on whether the staffing complement supports the unit's needs.

5.3 Space: (half-page max)

- Provide breakdown of space that reflects the building, program/function, location and size.
- Describe how the unit adheres to the Faculty of Medicine Academic Administrative and Research Space Policies
- Provide an assessment of the current physical infrastructure of the unit addressing the adequacy of teaching, research, administrative space, computing facilities and the availability and quality of undergraduate and graduate student informal learning space.
- Identify any future space requirements based on planned program expansion, and/or new faculty recruitment.

5.4 Fundraising:

- Provide a critical assessment of the division's fundraising strategies and activities (3-5 sentences);
- Endowments; and
- Chairs and Professorships.

6. Undergraduate Education

6.1 MD Undergraduate Program (one page max)

- Contributions to the MD Undergraduate Program.
- Scholarship and funding support.
- Model for distributed education.
- Curriculum renewal.

6.2 Post-doctoral fellows:

- Provide an overview of the current number of postdoctoral fellows, demographics, sources of funding, scholarly activity, and general support and oversight of their development. (5 sentences max)

7. Postgraduate Education

- Royal College Residency Program(s); College of Family Physicians Canada

- Fellowship Program(s);
- Postdoctoral Fellows (numbers, degrees, awards & career status); and
- Royal College/ College of Family Physicians Canada examination results. (one-page max)

8. Evaluation of Teaching

- Discussion of how teaching is evaluated;
- Data on the quality and effectiveness of teaching and learning
- Program evaluation strategies;
- Discussion of how evaluation data are used for teaching and learning improvement; and
- List faculty teaching awards and participation in relevant professional development programs. (half-page max)

9. Research

9.1 Overview:

Provide a brief description of the research strategic plan for the unit (half page max), including:

- Collaborative research done with departments, schools, and externally;
- Changes since the last review; and
- Alignment with the strategic plans.

9.2 Research intensiveness and dissemination:

Units should review and evaluate the quality strength, range, interdisciplinarity and balance of scholarly activity. The assessment should include a brief description of existing and emerging areas of excellence. Units should identify metrics appropriate for the discipline that could be used to assess the unit's research intensiveness relative to peer comparator units. For example, research funding, action research, dissemination, knowledge translation, contributions to the profession, research infrastructure, numbers of research trainees, postdoctoral fellows, research associates are metrics that might be appropriate. (one page max)

- Funding support for scholarly activity received by the academic unit by agency.
- Include the number of faculty with active research grants.
- Dissemination and contributions to research and professional activity, including, but not limited to, refereed publications, presentations, proceedings, creative performance/works/exhibitions, patents, invention disclosures.
- Involvement in collaborative/interdisciplinary inquiry or external research teams.

9.3 Publications, Editorships and Reviewers:

- Provide a list of publications, editorships and reviewers since the last unit review.

10. Health Care Delivery

- Describe the interaction with the Health Authorities.
- Describe how clinical faculty members are paid.
- Describe any Alternative Funding Plans(s) applicable to your unit including:
 - Clinical service contracts
 - Ministry of Health Sessional Contracts
 - Divisional Practice Plans
 - Salaried employees (and employer)
- Describe the clinical activities of the division as a whole, noting current affiliations and the level of service commitment of each affiliation. Please indicate the relative role of full-time/part-time faculty and clinical faculty in each of the affiliates.
(one-page max)

11. Service and Community Partnerships

Units should provide examples of activities undertaken by the academic unit that serve the wider community, such as public lectures, community service learning programs, involvement in community health, social and learning initiatives. Units should provide an assessment of their community engagement activities by providing examples of outreach initiatives, including alumni engagement, industry partnerships, and where applicable, an overview of cultural venues. (half-page max)

12. Indigenous People Engagement

Units discuss and provide examples of the attainment of the Indigenous Strategic Plan. Discuss educational opportunities for Indigenous people and opportunities for all students to learn about health issues in your specialty that Indigenous people face. Provide examples of courses and community service learning and research opportunities that have an Aboriginal component. (half-page max)

13. Unit-specific topics

If the unit would like the review committee to address any topics that have not been touched upon earlier in the self-study template, unit-specific questions and information the review committee will need to answer them may be added to this section. When considering topics, the unit should draw upon the expertise and capabilities of the reviewers.