SCHOOL OF THE ARTS (SOTA) STRUCTURAL REVIEW
MANDATE AND TERMS OF REFERENCE

Overall Mandate: To undertake a review of the School’s governance and reporting structure and overall operational processes and procedures, and to make recommendations to the Provost and Vice-President (Academic) regarding the optimal structure to enable the success of the School and any other revisions to current processes or procedures deemed necessary to advance the mission and support effectively the functioning of the School of the Arts.

Detailed Requirements: The Review Team is asked to:

- Assess the effectiveness of the current governance model and reporting structure in terms of the day-to-day operations of the School, as well as the ability to undertake longer-term planning, and engage effectively in longer-term strategic initiatives.
- Assess the effectiveness of current policies and processes within the School in terms of supporting the mission and vision of the School and enabling the School and the units within it to operate successfully, either as individual units, or as an integrated School.
- Undertake a scan of the governance models, reporting structure, and relevant operating policies and processes for comparable Schools in the Canadian context and identify possible alternative models, as well as best practices.
- Make recommendations to the Provost on any changes to the structure, operating model, or policies and processes that may be of benefit to the School, including suggesting potential alternative structural models if changes are suggested.
- In undertaking its work, the Review Team is required to consult broadly with faculty, staff, students and other relevant stakeholders, both within and outside the School, to familiarize itself with the current governance structure and operational landscape, and is also encouraged to consult with colleagues at other institutions with regard to alternative models and structures in order to determine those which might be most effective. The Review Team will be provided with access to all relevant documents held within the School that are needed to complete and inform its work.
- The Review Team is invited to make any other recommendations to the Provost that it feels may be beneficial to support or enhance the effective operations and long-term operations of the School.

Membership of the Review Team:

Dr. Gage Averill  Dean of Arts, University of British Columbia
Dr. Janice Deakin  Provost, Western University
Dr. Art Hiedebrecht  Professor Emeritus, Former Provost, Former Dean of Engineering, McMaster University

The work of the Review Team will be supported by the Provost’s Office and any requests for additional expertise and resources needed to support and inform its work should be made to the Provost and Vice-President (Academic).

Reporting Line: The Review Team reports directly to the Provost and Vice-President (Academic) and will keep the Provost updated on the progress of the review throughout
its work. The Provost will ensure that regular updates are provided to the members of the School.

**Deadlines:** The Review Team will begin its work early in February, 2018 and is asked to deliver a final report and recommendations to the Provost by no later than June 30, 2018.