



Date: Feb 22, 2011

**Re: Portfolio Review – Students
Keeling Report Implementation**

To: VPS Portfolio, Deans, Executive, AMS, GSS, UBCSUO

You will recall that I had asked Keeling & Associates to undertake a review of the Vice President, Students portfolio in preparation for setting up a Selection Committee for Brian Sullivan's replacement. The excellent report has been received and can be found at <http://president2.sites.olt.ubc.ca/files/2011/02/keeling2011feb.pdf>.

In the context of our strategic plan, *Place and Promise: The UBC Plan*, it was crucial that we take the time to have an independent assessment of the Vice President, Students portfolio in order to strengthen the essential connections between the academic, and the student development and experience, dimensions of student learning that are prominent in our plan. The Keeling & Associates study offers compelling and constructive recommendations, and I believe they ought to be implemented immediately to ensure swift progress on the *Place and Promise* commitments.

Given the significant nature of these recommendations, Brian Sullivan and I have agreed that it does not make sense for him to co-manage these impending changes and shape the portfolio for his successor. Accordingly, he is advancing his planned summer 2012 term end and will now step out of the VP role on March 18th. Until then, he will work to facilitate some of the changes recommended in the Keeling & Associates report.

I am delighted that Brian's passion and commitment will continue to serve UBC as he takes on an exciting assignment in alumni engagement. Brian will become Portfolio Advisor for strategic projects to promote alumni engagement and the work of the Alumni Association, especially in support of *Place and Promise: The UBC Plan* and a potential UBC fundraising and alumni engagement campaign. In this role, Brian will report directly to Barbara Miles, VPDAE, and will work closely with Jeff Todd, the AVP Alumni and Executive Director, Alumni Association. Brian has a deep appreciation for our alumni engagement commitment in *Place and Promise*, and I am grateful for his willingness to work with the VPDAE portfolio to help build a more dynamic alumni experience.

Brian's contribution has been remarkable since becoming UBC's first Vice President, Students in 1999. He has elevated the student experience at UBC, helping place it as a key factor in our strategic planning. The launch and growth of our Okanagan campus owes much to his championing and effective efforts. His influence has shaped our commitment and conversations at all levels of the University. I know that he has earned the trust and respect of student leaders and university colleagues alike. An event to recognize his many contributions will be held and further details on this will be circulated shortly.

Given the options presented in the Keeling & Associates report, I want to be clear that I will be asking the Board of Governors to appoint a new VP Students. Nevertheless, effective immediately the Registrar and AVP Enrollment Services, and ISI will move to the portfolios of the Provost and VP Academic David



Farrar and Deputy Vice Chancellor and Principal Douglas Owram. There will be other adjustments to the reporting relationships for the Okanagan campus and there are likely to be other unit shifts which will be announced in the first week of March. Any functions currently shared between Student Development and Enrolment Services will be sorted out as quickly as possible.

I will soon be appointing a Vice President Students, *pro tem*, who will serve from March 19th until a new Vice President is appointed, a process likely to take up to six months as we search broadly. The Vice President Students *pro tem* will help me implement the organizational changes necessary to ready the portfolio for its new incumbent.

Stephen J. Toope
President and Vice-Chancellor