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Rationale

The primary goal of implementing Faculty Hiring Guidelines across the Faculty of Education is to operationalize best practices during the faculty renewal process in support of the Faculty’s strategic goals and priorities. We aim to identify and recruit highly qualified, talented, and diverse faculty members, and to coordinate a faculty hiring process that is compliant with search procedures, university policies, and legal and regulatory requirements. We strive to have a consistent selection process for all positions, and minimize ad hoc procedures and a lack of transparency, both of which can contribute to systemic barriers to diversity, advancement, resource distribution, and other benefits of pursuing an academic career. We desire diversity because of our commitment to social justice in our teaching, learning, and scholarly activity. These guidelines are intended to:

1. Encourage a thoughtful and systematic approach to faculty renewal;
2. Support our strategic goals and priorities (e.g., to build research expertise in high priority and strong areas within or across borders);
3. Create consistency, continuity and community;
4. Build teams to support key activities with differentiated expertise;
5. Channel individuals’ time and energy in ways that best match the nature of their appointments and the expertise they bring to the Faculty; and
6. Integrate the principles of merit, equity, innovation and excellence with our hiring practices.

This document intends to provide guidance for hiring processes primarily for regular tenure stream (including without review) faculty and lecturer positions. It is important to note that this document is a guide; it does not constitute University policy or procedure in itself. University policies and procedures and the relevant collective agreements supersede the summaries of those policies and procedures found in this document.

Step 1: Seeking Approval to Fill a Position

1. In each summer, the Dean’s Office typically calls for tenure stream hiring proposals to be submitted by the Head/Director for the future academic years. Review of the proposals and confirmation of approvals will happen in the fall with the searches commencing in the spring.

2. Head/Director analyzes the unit’s immediate and longer-term faculty renewal and program development needs, enrolment and budget data and the Faculty of Education’s and the unit’s strategic plans. The Faculty Renewal Plan should include consideration of the diversity of faculty presently in the unit. Particular attention should be given to the representation of groups designated in UBC’s Employment Equity Statement – women, Indigenous people, visible minorities, persons with disabilities, and sexual and gender diverse people. Please see Policy HR10: Employment Equity.

3. Submit the unit’s updated Faculty Renewal Plan and a completed Faculty Hire Request Form (template available on the Faculty of Education website) to the Dean for review by deadline communicated by the DNSO. The plan should provide a rationale for each proposed hire. The following should be addressed:
   a. The rationale for the proposed stream (i.e. Professoriate Stream or Educational Leadership Stream).
   b. How will the proposed hire be designed so as to 1) contribute to the diversification of our faculty community and 2) the diversification and decolonization of the field or discipline that is the substantive focus of the hire?
c. How will the hire permit the unit to pursue new research priorities and new program funding opportunities, or how can the area be expanded or transformed by the hire, advance the faculty and the university’s standing, build on existing strengths, catalyze new inter-unity or campus wide initiatives.

d. How will this proposed hire contribute to achieving the unit’s, faculty’s and university’s strategic goals?

e. How would the new hire strengthen an already-existing inter-disciplinary cluster within the Faculty of Education, or more broadly, across the University and beyond?

f. What is the current faculty staffing level in this area and how do current workload and student demand and changes in the discipline and profession support the request for the hire? Please provide data that address:
   - total number of BEd course sections taught by faculty in this area annually,
   - total number of tenure stream faculty (both the professorial stream and the educational leadership stream) in this area
   - total number of graduate course sections taught by faculty in this area annually
   - graduate student/faculty ratio
   - total number of graduate students in this area and
   - evidence of demand for program at point of application to program

h. What is the revenue source and/or funding arrangement for this hire?

j. How does the hire link to known or projected retirements, resignations or other changes in the faculty complement?

k. What is the proposed workload for the hire, including specific courses likely to be assigned and other responsibilities?

l. Are there any other considerations including emerging evidence from the field/discipline that strengthen the rationale for the position?

k. The Request will include the academic unit’s assessment of the current state of EDI relative to the area in question, both in the unit and in the field-at-hand.

The Senior Leadership team will review the Faculty Renewal Plan and the Faculty Hire Proposal Form, and the Dean will notify the Head/Director in writing of whether the requested position(s) is approved, the desired start date, and how the position will be funded; or the Dean will request more information if required.

**Step 2: Requesting Authorization to Begin a Search**

1. The unit should develop a draft position description (job advertisement). Contact the Director, HR for a job description template, if necessary. A position description (job ad) typically includes:
   - A clear statement of the rank and type of appointment.
   - The desired start date of the appointment.
   - A general description of UBC, the Faculty, and the Department where the appointment will be located.
   - Objective, measurable criteria—such as education, experience, and focus of research interests— that will help determine a candidate’s suitability for the position. Consider criteria such as the ability to work with diverse students and colleagues or experience with a variety of teaching methods and curricular perspectives, including teacher education, if applicable. If your unit knows it will not consider
candidates for a position unless they have a certain number of years of experience, for example, that requirement should be spelled out in the advertisement. Use phrases such as “demonstrable excellence” in teaching or research to establish the qualifications for the position. Use inclusive language.

- Duties expected of the position.
- Materials that need to be included in a complete application package. Typically, it should include a cover letter speaking to the research/educational leadership interest/strengths, how the candidate can contribute to the Faculty/Department and advance our programs, an updated CV, evidence of teaching effectiveness/excellence, sample publications, at least three letters of reference, and a Diversity Statement.
  - Example text to request a Diversity Statement: “Please provide a Diversity Statement (max 1 page) that describes and documents how diversity figures into your past and present experience of teaching, research/educational leadership, community engagement, and your lived experience. Going forward, how would you imagine incorporating attention to creating/advancing a culture of equity and inclusion?”
  - For tenured appointments at the rank of Associate Professor, Professor, Associate Professor of Teaching, or Professor of Teaching that must be reviewed by the University’s Senior Appointments Committee for rank and tenure, at least two of the three letters of reference must be from academic colleagues located at institutions.
- The application deadline or date when you will begin reviewing applications.
- Where to send applications and what a complete application package should include.
- Must include the University Diversity Statement and the immigration statement:
  
  *Equity and diversity are essential to academic excellence. An open and diverse community fosters the inclusion of voices that have been underrepresented or discouraged. We encourage applications from members of groups that have been marginalized on any grounds enumerated under the B.C. Human Rights Code, including sex, sexual orientation, gender identity or expression, racialization, disability, political belief, religion, marital or family status, age, and/or status as a First Nation, Metis, Inuit, or Indigenous person. All qualified candidates are encouraged to apply; however, Canadians and permanent residents will be given priority.*

2. Submit the draft job description (job ad) to the Director, HR for review and approval by the Senior Associate Dean, Administration, Faculty Affairs & Innovation.

3. The Senior Associate Dean, Administration, Faculty Affairs and Innovation will review the draft job description for each position, and will request further information or provide feedback for revision if necessary.

4. After the Senior Associate Dean, Administration, Faculty Affairs and Innovation approves the draft job description in writing, the DNSO will submit the job ad in Workday for approval by Faculty Relations and then by to the Office of the Provost, for final approval or amendment. The unit will be notified by the DNSO when final approval has been received from the Office of the Provost.

5. Units are encouraged to stagger the timelines (e.g. job advertisement start and end dates) of searches that may be happening simultaneously to ensure a well-supported process at the level of both the unit – for tracking the applicant pool, holding interviews, etc.
Step 3: Distributing the Advertisement

1. The DNSO will arrange to have the job ad placed in a minimum of three places in consultation with the unit.
   a. Refer to the Advertising Guidelines on the Faculty Relations website when preparing the advertisement. It is important to advertise as widely as possible in both print and online media. A minimum of three nation-wide outlets is recommended. There are a variety of publications and websites, including AUCC/University Affairs, CAUT Bulletin, the National Job Bank, and WorkBC.
   b. Vacancies must be advertised for at least one month.
   c. All job ads must be placed on the unit’s website.
2. Circulation of job advertisements to academic and professional networks in the relevant fields is encouraged. A final approved version of the job in the Faculty of Education template will be provided to the unit by the Dean’s Office, for external circulation. Draft versions of the job ad must not be circulated externally.
3. The Dean’s Office covers the cost of a 30-day ad in up to three external outlets. If the unit decides to post the ad in more than three paid outlets or to run the ad for more than 30 days, the additional costs will be the unit’s responsibility.
4. To reach the widest audience of qualified candidates, use not only conventional, but also alternative media of interest to the designated employment equity groups and scholars whose research is likely to diversity and decolonize a given field.
   a. Consider advertising positions with the Canadian Research Institute for the Advancement of Women or other specialized publications such as the Canadian Journal of Native Studies, Society for Canadian Women in Science and Technology Newsletter, or Senior Women Academic Administrators.
   b. Consider mailing lists and professional associations, websites, and/or conferences and workshops in the field for members of underrepresented groups where the position advertisement can be provided.
5. Although all vacancies should be advertised, additional means should be used to encourage qualified applicants, such as contacting colleagues at other universities and encouraging applications from promising students and colleagues attending research conferences. Consider sending personal emails to potential candidates that are recommended by colleagues.
6. Units should keep a good record of where, when, and for how long the job ad was posted or circulated especially when the postings are not arranged by DNSO.

Step 4: Formation of the Search Committee

1. The Search Committee is responsible to the Head/Director, with the Chair appointed by the Head/Director. The Head/Director, in consultation with the appropriate faculty in the Unit and the academic area, forms a full search committee, following the guidelines below.
2. A proposed composition of the Search Committee should include who will serve as chair and a brief commentary on the diversity of the proposed membership. The Committee should be as diverse as possible including people associated with the area of scholarship who have a broad perspective, those from designated equity groups, and others who have experience and wisdom drawn from well-run searches who can contribute to good practice. If the unit does not have members from designated equity groups, an invitation to someone from a related unit who could achieve such diversity should be considered.
Note that the incumbent of the position being filled (the faculty member that has resigned or is retiring) should not be on the Search Committee, but can be consulted. Include student representation and a member from another department or cognate discipline. Strategies to manage potential perceived or actual conflicts of interest should be described.

- **Search Committee Composition:**
  - For **Tenure Stream Hires**, the Search Committee typically needs to consist of 1 chair (who is a tenure stream faculty), 4 tenure stream faculty members, 1 student representative, 1 external member (who is a tenure stream faculty). Educational Leadership Search Committees normally will include at least one Educational Leadership faculty member.
  - For **Lecturer Hires**, the Search Committee typically needs to consist of 1 chair (who is a tenure stream faculty), 4 tenure stream faculty members, 1 student representative, (no external member required).

3. The Search Committee membership needs to be approved by the Snr. Associate Dean, Administration, Faculty Affairs & Innovation. The Head/Director should submit the Search Committee membership list with a rationale for the composition that speaks to how the proposed membership maps onto the equity, diversity, inclusion, and representation in the unit and enhance the likelihood that EDI goals for the search will be realized.

4. Search Committee members are largely responsible for the integrity and success of the search process. Deliberations of search committees are confidential and that confidentiality should be strictly maintained. Committee members must be able to express their opinions freely within the Committee and those who communicate their views to the Committee must be able to do so in confidence. Members are expected to offer candid and constructive comments about the applicants’ merits, taking care to be as objective as possible in identifying each applicant’s strengths and areas for further growth.

5. Information regarding the short-listed candidates should not be disclosed until after each of the short-listed applicants has agreed to an interview. Only then should information about the short-listed candidates be available for access by those outside the Committee. Search Committee members will maintain the confidentiality of all documents relating to the process and the work of the Committee, and will retain, dispose of, or return, any search-related documents and records to the Chair in a manner that protects confidentiality and privacy of information. After the search, Committee members are expected to maintain continued confidentiality about the proceedings and deliberations of the Search Committee.

6. The Head/Director should announce the membership of the Search Committee to the unit as soon as it is approved by the Senior Associate Dean, Administration, Faculty Affairs and Innovation. In some cases, the Search Committee may be involved in framing the job ad, but in all cases the Committee should be activated no later than when the job ad is approved for publication by the Office of the Provost.

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**Step 5: Search Committee Meetings and Search Criteria Development**

**Search Committee Meetings**

1. Once the search committee membership is approved by the Dean’s Office, the search process is managed by the hiring unit.

2. The support staff in the hiring unit will schedule multiple search committee meetings as the process requires. Normally, participation in search committee meetings will be face-to-face and not virtual. It is the Search Committee Chair’s responsibility to ensure the committee members’ attendance at the scheduled meetings and their participation in the search process.
3. There is no stand-alone “Orientation session” or “Orientation meeting”. Rather, please include a 45-min slot in the 1st Search Committee meeting for a Process Orientation session by the Sr. Assoc. Dean and Director, HR. We recommend that Hiring Units schedule the 1st Search Committee meeting for a time long enough so the committee can discuss the search criteria and many other aspects of the initial work of the Search Committee, following the Process Orientation session.

4. The 45-min Process Orientation session will focus on EDI metrics and EDI goals of the unit and Faculty and the various policy-related aspects of the search procedures governed by the Collective Agreement and/or BC Labour Code regarding hiring in BC, e.g., Educational Leadership interview options, Conflict of Interest, Immigration and Nationality in Academic searches and Equity. The briefing may also cover:
   a. Roles and responsibilities of the Chair and Committee members in the search process and as representatives of the University.
   b. Confidentiality both in terms of the selection process and decisions made.
   c. Conflicts of interest (see UBC Policy SC3: Conflict of Interest and Conflict of Commitment).
   d. The importance of all members being available to interview the short-listed candidates so that each candidate is given an equal opportunity to demonstrate his/her suitability for the position.
   e. Principles and practices of competency-based interviewing. In competency-based interviewing, candidates are encouraged to provide actual examples from work-related situations that demonstrate the required skills and core competencies.
   f. Implications of human rights legislation for the work of the Committee, including the questions that may be asked of candidates. Coverage/discussion of unconscious or implicit bias and timeliness of setting relevant selection criteria should occur before any review is undertaken of the applicants’ files. Consistency in the application of the section criteria is paramount.
   g. Review of the procedures to be followed by the Committee and mapping of timelines.
   
   Note: this 45-min session is NOT an additional committee meeting; rather, it is only a portion of the 1st Search Committee meeting.

**Search Criteria Development**

1. Based on the job ad, the Search Committee will need to determine the relevant criteria and their weights and develop a Search Criteria before reviewing the applicants’ files. A sample list of criteria is provided in the Appendices. An early and thorough discussion of criteria by the Committee will help to avoid “constructed criteria,” that is, criteria chosen to fit specific applicant files. The list should assist the Committee in thinking carefully about the full range of criteria. Consult the Head/Director as necessary.

2. The Dean’s Office provides draft criteria based on the job advertisement. The Search Committee reviews the advertisement, the draft criteria, and any related documents and creates a formal documented set of criteria that will be used at every step including long/short listing and interviewing.

3. The Search Criteria need to include criteria pertaining to equity as well as organizations of criteria that will advance our equity agenda and social justice goals.

4. The Chair should send the draft Criteria to the Director, HR for approval by the Senior Associate Dean.

5. Upon approval, the Chair provides the Department Head or School Director with a copy of the search criteria.

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Keeping a Record of the Recruitment and Selection Process

1. The Chair of the Search Committee is responsible for maintaining a factual record of the process as well as ensuring that no conflicts of interests can influence the outcome of the search.

2. Should human rights groups or government agencies inquire about the recruitment and selection procedures, the Chair may be required to produce evidence that the hiring process was fair.

3. These records should include:
   - The names of the Search Committee members and the Chair;
   - Copies of the position description and any additional forms, the position vacancy announcement, all advertisements and descriptions of special measures to recruit members of equity groups;
   - A list of professional organizations from which interest in the position was solicited;
   - A list of applicants; and
   - All considered applicants’ files (including their names, nationalities, letters of application, CVs, letters from references, evidence provided of teaching effectiveness, and examples of letters or emails sent to the applicants).

4. Records must be kept for a period of one year from the time of interview and should be filed in a secure place.

Step 6a: Tracking the Applicant Pool

1. As soon as applications are received, a confirmation email will be sent by the unit (usually by the administrative support staff) to each applicant, on behalf of the Search Chair. The confirmation to each applicant will copy (Cc:) the Executive Coordinator (assist.sradean@ubc.ca).

2. To understand and track the composition of the applicant pool, the Faculty of Education will collect data from all applicants for tenure-track positions using an on-line survey. This survey adheres to Canada’s Employment Equity Act, the Federal Contractors Program, and Freedom of Information and Protection of Privacy Act (FIPPA). The DNSO will receive the contact information of applicants from the unit and contact the applicants with the Employment Equity Survey. The DNSO will inform the support staff of the survey completion results by the application deadline. The Employment Equity Survey is anonymous (unless participants self-disclose) and confidential and is not linked to the application review process. The data collected through this survey is critically important in helping to evaluate the applicant pool. However, completion of the survey is required in order for the application to be fully accepted.

3. The Senior Associate Dean, Administration, Faculty Affairs and Innovation will monitor the results of the Equity Survey and share them with the Chair of the Search Committee and Head/Director, if there are concerns. The data permits comparison of the proportions of equity groups in the applicant pool with available workforce data provided by the Equity Office/Provost’s Office. Tracking the composition of applicant pools before application deadlines will reveal the degree of success of proactive recruitment strategies and any need to alter the recruitment strategy before submitted applications are reviewed.

4. Communication with applicants must occur at important steps through the process. We must acknowledge receipt of application and inform the unsuccessful applicants at appropriate times, including when they do not make the long list, the short list, or the interview list, and are not offered the position. Suggested templates of messages that should be communicated at each step are found in the Appendices. These steps are important opportunities to demonstrate our professionalism and grace. The support staff should be sending out communications at stages of the process ‘on behalf of the Search Chair or the Head/Director’.
Unsuccessful short-listed applicants are typically informed by the Head/Director. Our searches are conducted over a lengthy period of time. It is very appropriate and polite to inform applicants of their status and the progress of the search, from time to time. All unsuccessful applicants must be notified in writing once an offer has been accepted and offer letter signed but before a formal announcement of the search outcome is made.

**Step 6b: Finalizing the Membership of Search Committee: COI Management on Receipt of applications**

**Managing Perceived and Actual Conflicts of Interest**

1. UBC Policy No. SC3, *Conflict of Interest and Conflict of Commitment* states that “…conflicts of interest and perceived conflicts of interest that go unnoticed or are improperly managed threaten to impugn the reputation and integrity of the persons involved and, potentially, the University as a whole.” “…UBC Persons are expected to vigilantly guard against conflicts of commitment, actual and potential conflicts of interest, and perceived conflicts of interest.

2. Policy No. SC3 defines a conflict of interest as “a situation in which a UBC Person, or his or her Related Party(ies), has a personal interest that conflicts or could conflict with the UBC Person’s obligations to the University.” The University has not developed an exhaustive list of Conflicts of Interest; it offers the following as an example of a situation where a Conflict of Interest exists:
   a. “Where a UBC Person is in a position to influence human resource decisions (such as recruitment, offer of employment, evaluation of performance, promotion, granting of tenure, or termination of employment) or admission decisions with respect to a person with whom the UBC Person has a relationship that might reasonably be perceived as creating a Conflict of Interest.”
   b. Search Committee members who are or have been academic supervisors, trainees, relatives, or close friends of applicants must disclose to the Search Committee Chair and the Department/School Head/Director that they may have a conflict of interest. Other relationships that may be relevant include having collaborated, published, or shared funding with applicants or having plans to do so in the immediate future.
   c. Search Committee members should decline requests to provide letters of reference for applicants.
   d. A course of action should be undertaken to manage or avoid conflicts of interest, which may include having a member withdraw from the Search Committee.
   e. The Chair and Head/Director are responsible for ensuring that no declared conflict of interest can influence the outcome of the search and there be no reasonable perception that it might have done.

**COI Management Process**

1. The support staff of the search reviews applicant CVs in those cases where the MA or PhD was completed at UBC, determines who was the Supervisor, and determines if that UBC faculty member is on the Search Committee and provides that information to the Head/Director.

2. If an applicant’s (current or previous) Supervisor is on the Search Committee, then the Head/Director will find a replacement for that faculty member on the Search Committee. Additionally, Search Committee members who write a letter of reference for a candidate in the search should recuse themselves from the search, for whom the Head/Director will find a replacement to sit on the Search Committee.
3. A revised Search Committee Membership should be provided to the DNSO for approval.

4. The Search Committee Chair will be briefed on Conflict of Interest management and will undertake to review all other conflicts in consultation with the Head/Director, following the Orientation to the Search Committee provided by the Dean’s Office. If necessary, the Dean’s Office can support the Search Committee Chair to manage any declared conflicts.

**Step 7: Reviewing Applications and Creation of Long & Short Lists**

**Minimizing Unconscious or Implicit Bias**

- According to [UBC Policy HR10](http://www.chairs-chaires.gc.ca/program-programme/equity-equite/best_practices-pratiques_examplaires-eng.aspx#d), Employment Equity, “upholds the principles of individual merit and achievement to ensure that selection, training, and promotion decisions are based on how well an individual’s skills, knowledge and experience match specific job performance criteria”.
  
  - The Canada Research Chairs Program (CRCP) defines equity as “the removal of systemic barriers and biases, and the practice of inclusivity, so that all individuals have equal access to and benefit from the program”.
  
  - In accordance with the CRCP “best practices for Recruitment, Hiring and Retention”, “institutions should embrace diversity in the form of differences in race, ethnicity, religion, immigrant status, place of origin, Aboriginal status, ethnic origin, ability, sex, sexual orientation, gender identity and age”.

- The determination of success within the University is based on the principle of merit; this is what underlies the peer review process, and tenure and promotion decisions. There is evidence, however, that unconscious or implicit bias or assumptions influence the evaluation of academic accomplishment. Both men and women have been shown to hold gender biases. As Raymond (2013) aptly argued, we must first recognize our bias with “deliberate practices... [if we are to] suppress its effect.” The Provost’s Office provides some resources through its equity and diversity initiative.

- The [Canada Research Chairs program](http://www.chairs-chaires.gc.ca/program-programme/equity-equite/best_practices-pratiques_examplaires-eng.aspx#d) recently addressed the issue of unconscious bias and provided recommendations about how to limit its influence in reference letters. They havennoted:

  “...implicit biases operate at an unconscious level, are influenced by our cultural environment and can impact our decision making. A study out of Wayne State University, which systematically compared letters of recommendation written for female applicants with those written for male applicants, found that, compared to the letters written for men, those written for women were more likely to:

  1) be shorter in length and incomplete;
  2) include gendered terms (e.g., woman, lady, mother, wife);
  3) include fewer ‘standout’ adjectives (e.g., excellent, outstanding etc.);
  4) include ‘doubt raisers’ (negative language, hedges, unexplained comments, faint praise and irrelevancies);

  


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5) focus on interpersonal attributes vs research skills/achievements (e.g., kindness, compassionate)
6) include personal information that was not relevant to the position”

Assessing the Diversity of the Applicant Pool

- Under UBC Policy HR 10, we are required to ensure fair and equitable practices for all groups including groups that are normally under-represented; Freedom of Information and Protection of Privacy Act (FIPPA) approved of direct collection of equity data, but not indirect collection.
  - We can assess the diversity of an applicant pool, long list, and/or short list by any of the approved methods of direct collection:
    - Survey respondents (information will be collected at the Dean’s Office and can be shared in aggregate form, and in more granular form only if the committee needs it to perform its role)
    - Disclosure in CV
    - Diversity Statement
    - In the applicant materials
    - Letters of Reference
    - Direct observation of the applicant being a member of an under-represented group in the interview
  - We CANNOT assess the diversity of an applicant pool, a long list, nor a short list by any of the following methods:
    - Indirect collection of information (e.g. from a 3rd party; hearsay)
    - Website of their current institution
    - Judging from names
    - Asking colleagues of the applicant
    - Social media

- To quantitatively assess the diversity of an applicant pool, long list, and/or short list, the Dean’s Office will provide analyses of under-represented groups in the Faculty of Education; information on the availability of under-represented groups in Post-doctoral pool is available online at:
  - AERA & CAUT
  - Sources for North American workforce availability (pool) data and peer comparisons can be found at: [link]

- To qualitatively assess the diversity of an applicant pool, long list, and/or short list, the committee will establish EDI evaluation criteria (see Appendix D for a sample table)
  - “Breaking Down Diversity Statements” by Colleen Flaherty: [link]

Developing a Long List (if required)

1. Applicant files should be stored in a password-protected location (Workspace, SharePoint, or Canvas).
2. Once the application deadline has passed and the applicant pool reflects sufficient diversity, a “long list” can be developed for applicants who, on paper, appear to satisfy the basic requirements of the position. A long list is not a necessary element in the Search process, and only needs to be used if deemed appropriate.

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3. Review and evaluate each application against the previously established and approved Search Criteria—
criteria that are relevant, objective, and measurable.

4. As a general principle, the Committee must ensure that applicants who have qualifications or experience
acquired in non-traditional ways are not unreasonably excluded; rather, the Committee should look for
diversity in background, experience, and research. If members of employment equity groups are not added to
the short list, review the applications to ensure that the list does not reflect a bias. For example, assumptions
about the importance of an uninterrupted work record may disadvantage women, persons with disabilities, or
recent immigrants.

5. If there is low representation of applicants from designated employment equity groups in the long list (or found
later in the short list), a review of the applicant pool should occur to ensure that the list does not reflect bias.
The Chair should provide an explanation of the approaches taken to recruit a diverse range of applicants.

6. Be aware that employers may legally discriminate among candidates on the basis of “bona fide occupational
requirements,” but these occupational requirements must be applied in good faith and relate objectively to
the candidates’ ability to perform essential aspects of a specific position. Bona fide occupational requirements
must be applied consistently to all candidates.

7. Applicants on the long list should be notified that their applications are being actively considered.

8. The Chair of the Search Committee should notify those who are not on the long list that their applications will
not be considered further. This can also be done by the support staff who send out the notification email on
behalf of the Search Chair.

Arriving at a Short List and Seeking Permission to Interview

1. The Search Committee should review the letters of reference and arrive at a short list. Consult the
Head/Director as necessary. The short list consists of those applicants considered strong enough to be
invited to campus for interviews. Normally, the short list will include no more than three candidates.

2. The process used by the Committee to arrive at the short list should be fully documented by the Chair and
the Head/Director should be always kept in the loop. The Search Committee Chair must include a rationale
concerning the diversity of the applicant pool and the shortlist, as well as relationships between the expertise
and experience of the shortlisted candidate’s vis a vis diversity and inclusion as well as decolonization of the
area of academic inquiry itself.

3. Before submitting the shortlist to the Dean’s Office, the Head/Director should be consulted. The Search
Committee Chair provides a copy of the report of the recommendation of the Search Committee, and its
procedures/process, to the Head regarding the proposed Short List. The Head will review the
recommendation and account of the procedures/process. If the Head/Director approves the shortlist based
on the procedures/processes followed thus far, proceed to 4.

If the Head/Director disagrees with either the substance of the recommendation (academic qualifications
relative to search criteria) or the procedures/process, the Head/Director should ask for more information
from the Search Committee Chair and consult the Senior Associate Dean and Director, HR, who will review
the concerns with the Head/Director. Where the Head’s disagreement with the recommendation is on the
search committee’s decision about the relative value of “academic qualifications” alone and there are no
procedural issues, it is unlikely that the recommendation of the Short List would be in jeopardy. However,
where there are valid problems identified concerning the short-listing procedures/process, the Senior
Associate Dean will report to the Dean who will then decide about next steps, which could include a range of
outcomes, from clarification of procedures, to a re-do of a key process or processes, including a re-do of the
whole process back to the point of posting an advertisement or constituting a search committee. The Dean's
decision will be communicated to the Head/Director and no written rationale for the decision will be provided. The Head/Director will discuss the Dean’s decision with the Search Committee Chair or the full search committee if necessary.

4. The short list approved by the Search Committee and the Head/Director should be provided to the Director, HR and Executive Assistant to Snr. Assoc. Dean for review and approval by the Senior Associate Dean, Administration, Faculty Affairs and Innovation. This Dean’s Office Review must occur before approval will be granted to invite the short-listed applicants to campus for interviews.

5. The DNSO approval of the short list requires that the following documents be provided:
   a. The total number of applications and the breakdown of international and Canadian applicants;
   b. A general rationale concerning the diversity of the applicant pool and the shortlist, as well as relationships between the expertise and experience of the shortlisted candidate’s vis a vis diversity and inclusion as well as decolonization of the area of academic inquiry itself.
   c. For each shortlisted candidate, provide a half-page rationale speaking to how their application fits the approved Search Criteria and the job ad.
   d. Short-listed candidates’ application materials including: CV, Letter of Application, sample publications and the letters of reference received for the short-listed candidates.

6. The Senior Associate Dean, Administration, Faculty Affairs and Innovation will review the short list, the application materials and the rationale provided by the Search Committee, and will either approve bringing those on the short list to campus for interviews or will ask for additional information from the Search Committee or Head/Director of the unit.

7. The Senior Associate Dean, Administration, Faculty Affairs and Innovation may ask to see all the applications, and if serious concerns arise about the quality or diversity of the short list, may decide to halt or delay the search. Such a decision would only occur after a full discussion with the Head/Director and Chair of the Search Committee.

8. After the short list is approved for interviews, the Chair of the Search Committee should notify those applicants who will not be invited to interview that their applications will not be considered further. This can also be done by the support staff on behalf of the Search Chair. (See Appendices for suggested wording).

9. UBC is required to supply the number of Canadian/Permanent Resident applicants and the number of foreign applicants to Immigration Refugees and Citizenship Canada (IRCC) if an offer is made to a non-Canadian/PR candidate. Accordingly, you will need to pose the following question to applicants who have not identified their legal entitlement to work in Canada: “Because priority is given to Canadian citizens and Canadian permanent residents, could you advise whether you are legally entitled to work in Canada?”

**Steps 8 & 9: Identifying the Successful Candidate**

1. Plan the visit with time for presentations, separate meetings with the Search Committee, Head/Director, graduate students, faculty members and colleagues in cognate disciplines, the Senior Associate Dean, Administration, Faculty Affairs and Innovation, and other Associate/Assistant Deans, and other support units on campus as appropriate. Arrangements for interviews are made under the supervision of the Head/Director of the unit. (See the Appendix H for a suggested itinerary template.)

2. The Senior Associate Dean, Administration, Faculty Affairs and Innovation should meet with most candidates interviewed for faculty positions, except Lecturers. This gives candidates an opportunity to raise questions with the Dean’s Office about practical matters such as UBC’s compensation system, relocation assistance,
and tenure and promotion expectations. In addition, the interview will provide an opportunity to showcase the resources available at UBC to facilitate recruitment. Prior to scheduling any interviews with short-listed candidates, it is crucial that tentative scheduling checks be carried to ensure that the Senior Associate Dean is available on a given day, for the required interview with the applicant, and that a hold is placed in their calendar.

3. Depending on the focus of the position, the candidates may meet with other senior leadership team members including Associate Dean, Research, Associate Dean, Teacher Education, and Associate Dean, Indigenous Education.

4. Schedule the candidates’ presentations so that all members of the Search Committee can attend. Should Committee members miss meetings or presentations, ensure that there are notes, recordings or videos that enable them to stay informed.

5. The Search Chair provides the Head/Director and Department members with full information about interview schedule for on-campus visits, once finalized.

6. Prior to the interview, the Committee should develop a set of questions based on position-related criteria and must ask them of all the candidates. See the Appendix I for sample interview questions.

7. Ask questions that relate directly to the bona fide occupational requirements of the position and avoid questions relating to protected human rights grounds, such as ancestry (except for positions exclusively open to Aboriginal or Indigenous applicants), disability, or sexual orientation. For guidelines on questions employers may ask to gather information that relates to the ability to fulfill the role, review:

8. Ensure that the questions posed assess criteria that can be evaluated objectively.

9. Be aware that Human Resources Development Canada (HRDC) allows selection committees to consider “fit” when evaluating applicants. “Fit” refers to a candidate's ability to make a positive contribution to the unit’s environment. Committees must ensure that “fit” is not used inappropriately to indulge personal biases or to discriminate against candidates from groups protected by human rights legislation.

10. Develop an evaluation form to be completed by faculty members, students, and others who have had the opportunity to interact with the candidates (see Appendix J for a suggested template).

11. Remember that the short-listed candidates are also assessing and making decisions about UBC. Be prepared to arrange meetings between the candidates and campus resources that may be of interest, such as the First Nations House of Learning, the Disability Resource Centre, and Faculty Housing and Relocation Services, etc.

12. Be aware that UBC has an Equipment Accommodation Fund to provide adaptive equipment for employees with disabilities.

13. Ensure conversations and written communications with applicants are consistent with UBC’s policies and the Collective Agreement.

14. Provide all candidates with information about opportunities available to new faculty, such as research support, housing assistance, and mentoring programs.

15. Human rights legislation prohibits both intentional and unintentional discrimination. Keep in mind that the legality of the selection process does not rest upon your intentions, but rather upon the consistency with which you treat the candidates and the types of questions you ask.

16. Refer to equity materials provided during the orientation of the Search Committee.
Step 10: Making the Recommendation of the Hire

1. Positions must be offered to qualified citizens and permanent residents of Canada before offering them to foreign candidates. In the event you recommend hiring a foreign academic, the Chair must provide a full list of the names of all applicants and their nationalities, accompanied by an explanation of why all Canadian and permanent resident applicants did not meet the advertised qualifications. Please direct questions to the Director, HR.

2. The Search Committee Chair will provide an EDI rationale for the top-ranked candidate, that makes an evidence-informed argument about the relationship between characteristics of the short-list, EDI goals for the search, and the relationship between the short list, the pool, and the unit in relation to EDI benchmarks.

3. The Search Committee Chair should report to the Head/Director in writing with the Committee’s recommendation of appointment. The Search Committee Chair must include a rationale concerning the diversity of the applicant pool and the recommended hire, as well as relationships between the expertise and experience of the shortlisted candidate’s vis a vis diversity and inclusion as well as decolonization of the area of academic inquiry itself. The Head will review the recommendation and procedures/process.
   - If the Head/Director approves the recommendation based on the procedures/processes followed thus far, proceed to 3.
   - If the Head/Director disagrees with either the substance of the recommendation (academic qualifications relative to search criteria) or the procedures/process, the Head/Director should ask for more information from the Search Committee Chair and consult the Senior Associate Dean and Director, HR, who will review the concerns with the Head/Director. Where the Head’s disagreement with the recommendation is on the search committee’s decision about the relative value of “academic qualifications” alone and there are no procedural issues, it is unlikely that the recommendation of appointment would be in jeopardy. However, where there are valid problems identified concerning the faculty hire decision-making procedures/process, the Senior Associate Dean will report to the Dean who will then make a decision about next steps, which could include a range of outcomes, from clarification of procedures, re-do of a key process or processes, or decision that the search has produced no clear outcome, which may then trigger a re-do of the whole search process back to the point of posting an advertisement and/or constituting a new or modified search committee. The Dean’s decision will be communicated to the Head/Director and no written rationale for the decision will be provided. The Head/Director will discuss the Dean’s decision with the Search Committee Chair or the full search committee if necessary, and report on the outcome to the Department. In the case of a decision that a search has “produced no clear outcome” the Head/Director will communicate to all short-listed applicants that the search remains open.

4. A - i) In cases where the appointment is recommended at the rank of Assistant Professor or Assistant Professor of Teaching (tenure track) where the appointment file does not go to SAC for review, the Head/Director should convene a meeting with eligible members of the unit (or the Department/School Standing Personnel Committee) to consult formally in order to ascertain their views and to obtain their recommendation concerning the appointment (see Part 4, Article 5.04, Departmental Consultation: Committees of the Collective Agreement). Note that all tenured and tenure-track members of the unit are eligible to be consulted for the decision on an initial appointment.
   A - ii) The Head/Director makes a recommendation to the Senior Associate Dean, Administration, Faculty Affairs and Innovation (as the Dean’s designate) on the appointment based on the DSPC vote.
   B - i) In cases where the appointment is recommended at the rank of Associate Professor, Professor, Associate Professor of Teaching, or Professor of Teaching (with or without tenure) where the appointment file needs to go
to SAC for approval, the Head/Director should convene an initial meeting with eligible members of the unit (or the Department/School Standing Personnel Committee) to obtain their views concerning the appointment but DO NOT call for a vote yet. Note that all tenured and tenure-track members of the unit are eligible to be consulted for the decision on an initial appointment.

B - ii) If DSPC’s general feedback is supportive of the hire, the Head/Director will make a conditional recommendation to the Dean on this appointment (with a copy to the Senior Associate Dean and Director, HR), subject to a successful review of the file following the University’s established appointment processes.

B - iii) Once the conditional recommendation is approved by the Dean and the conditional offer is accepted by the candidate, the Head/Director will start the formal appointment and tenure review process (including re-formatting the CV using a UBC template, developing a list of external reviewers, etc.). This process, like all promotion and tenure files in the University, involves a review of the file at the Department, Faculty and University levels. Please contact Director, HR with any questions.

5. The Head/Director’s recommendation should provide an overview of the search/interview process and a significant rationale for the recommendation of the preferred candidate that makes clear links their file with the Search Criteria and position advertisement and how they distinguish themselves from the other shortlisted candidates. It should also provide a clear recommendation of what the next step should be if the preferred candidate declines the offer. If there are other shortlisted candidates who could be offered the position, a ranked order of the candidates should be provided.

6. The Head/Director should send the recommendation and all supporting documents/materials to Director, HR with a copy to the Executive Assistant to Senior Associate Dean.

7. Units and Search Committees must be willing to extend a search process if an excellent candidate is not identified or recruited.

**Step 11: Making the Offer**

1. Note that offers of faculty appointments are made by the Dean’s Office in consultation with Head/Director on workload.

2. Upon receipt of the recommendation of appointment sent by the Head/Director, the Senior Associate Dean, Administration, Faculty Affairs and Innovation (as the Dean’s designate), will review the recommendation and determine the offer details, including the starting salary, start-up funds, and relocation allowance, and consult with the Head/Director regarding course releases, if any. A draft offer will be shared with the Head/Director for feedback or suggestions before the offer is presented to the preferred candidate. The Chair of the Search Committee will be kept apprised of the status of the offer negotiations (but not the offer content) and may provide assistance and information on recruitment efforts pertinent to the successful recruitment of the preferred candidate.

3. In the cases of appointment at the rank of Associate Professor, Professor, Associate Professor of Teaching or Professor of Teaching (see Step 8, 3B), the offer will be conditional, subject to a successful review of the file following the University’s established appointment processes.

4. The Senior Associate Dean, Administration, Faculty Affairs and Innovation will communicate via email with the preferred candidate presenting the main offer items for an initial acceptance and, if necessary, negotiate the offer items with the candidate. Once an email acceptance is received from the candidate, a formal detailed offer letter will be prepared and sent to the candidate for signature. A signed offer letter must be received by the Dean’s Office before the appointment can be officially announced.
5. When the signed offer letter has been received, the Director, HR will notify the Head/Director who will then notify the unsuccessful applicants that the position has been filled. This can be done by the support staff on behalf of the Head/Director. These tasks should be carried out as quickly and appropriately as possible.

6. Whether interviewed or not, all unsuccessful applicants must be informed in writing that they were unsuccessful prior to the public announcement of the hire (see Step 6a, 5.).

7. After the formal offer letter is signed and returned by the candidate, the Director, HR will provide a summary of the offer items to the unit’s Administrative Manager for the record and a checklist for the unit to assemble the necessary paperwork to process the appointment.
Appendices

Appendix A - Sample List of Criteria

Below is a list of possible criteria for faculty searches. Different types and levels of searches will emphasize different criteria. Search committees need to determine the relevant criteria and their weights before serious review of the applicants' files. An early and thorough discussion of criteria by the committee will help to avoid “constructed criteria;” that is, criteria chosen to fit specific applicant files. The list below should assist the committee in thinking carefully about the full range of criteria. It is not intended to be comprehensive, and suggestions or additions are welcome.

Level of the position
- Minimum degree required
- Experience required (e.g. postdoctoral experience, previous faculty or teaching experience)
- Level of appointment (tenure track, tenured, other)

Research
- Research area(s)
- Quality of research publications - identify journals or other media of high quality
- Quantity of research publications - appropriate to the field and seniority of the candidate
- Invited papers, talks at high profile conferences or other institutions
- Books, book chapters
- Other (peer-recognized) scholarly contributions: lecture series, expository work, influential online materials
- Ability to attract substantial funding (define appropriate range according to area)
- Service or leadership in the research community
- Recognition in the research community
- Inter- or cross- disciplinary work: ensure appropriate evaluation
- Leading a research group

Teaching
- Successful or high-quality teaching (depending on level)
- Evidence of strong engagement/interest from students in courses
- Ability to lead curriculum reform, develop new curriculum
- Supervision of junior researchers
- Inter- or cross-disciplinary teaching
- Experience/interest in online or flexible learning
- Other creative contributions to teaching/learning
- Connection with various areas of UBC or Faculty strategic initiatives: Aboriginal education, international students, professional programs, etc.

Diversity
- Diversifying demographics of the Department/School or Faculty
- Ability to interact productively with diverse communities
- Contributing to diverse perspectives, diverse recruitment of students, staff, and faculty
- Ability to bring diverse groups together, connect with diverse groups
- Scholarly expertise in areas related to diversity, equity, inclusion

Leadership/Service
- Service or leadership in the Department/School or University
- Running large research group or large team-teaching efforts
- Administration or coordination of projects
- Development/leadership of centre, institute, network, etc.
- Contributions to broader efforts, teamwork or team player
Other strategic areas (varying with the type of position)
- Industrial, private, or public sector experience or connections
- Community based research or educational programs
- Specific type of leadership experience
- Scholarship of teaching/learning
- Supporting or complementing existing strengths in the Department/School
- Successful graduate/postdoctoral recruitment (internationally)
- Other Department/School/Faculty specified priorities
- Alignment with the Faculty Strategic Plan
Appendix B – Sample Rationale for Search Committee Composition

This appendix is forthcoming. Please contact the Dean’s Office (Executive Coordinator – assist.srdean@ubc.ca) if you have any immediate questions or concerns about the rationale for Search Committee composition, to be redirected to the Director, HR and/or Senior Associate Dean.
Appendix C - Sample message to applicants acknowledging receipt of applications

Dear (applicant)

Thank you for your application for the XX position in XX department/school, Faculty of Education at the University of British Columbia. We very much appreciate your interest and will keep you updated as our search proceeds. If you have questions about the process, please do not hesitate to contact me.

The University of British Columbia hires on the basis of merit and is committed to employment equity. As part of our strategy to recruit diversely from the broadest possible talent pools, we collect information to assist us in determining if we are achieving these goals.

You will receive an email from the Faculty of Education Dean’s Office in due course regarding our Employment Equity Survey, which we will require you to complete to finalize your application.

If you have any immediate questions or concerns, please do not hesitate to let us know.

Sincerely,

Xxx

Chair of the Search Committee
Appendix D - Sample message to applicants not on the “Long List”

Dear (candidate),

Thank you very much for applying for our Assistant Professor position in XXX, Department of XXXX. We received many strong applications from highly qualified candidates. The Search Committee worked hard to identify those whose academic preparation, professional experience, and teaching skills that best correspond with the needs of our programs and Department.

I regret to inform you that the Committee has decided not to proceed further with your application. I know how much work it takes to prepare an application for an academic position, so, on behalf of the Committee, I want to thank you for your interest in the position and for supplying us with the materials we requested.

I wish you the best in your search for a rewarding position.

Sincerely,

Professor and Chair, XXXX Search Committee
Appendix E - Sample message to short-listed applicants inviting them for an interview

Dear Dr. XXXX

I am very pleased to inform you that you have been short listed for the **XXX position in the Department of XXXX**, University of British Columbia. We thank you for your application and invite you to visit our Department on **XXXX x-x, 2014**. The purpose of the visit is to assess your suitability for our position, and to give you the opportunity to ask questions about the position and the Department.

We will send a detailed schedule of your visit, shortly. The visit will include an opportunity for you to provide a presentation of your scholarship/research/teaching program. The search committee will conduct a 90-minute interview, and you will have an opportunity to meet with the Senior Associate Dean, Administration and Innovation, with students, and with me as the Head of [department name]. The detailed schedule will provide more complete information about the people with whom you will meet.

For your interview, you should be prepared to answer questions about your scholarship, teaching, graduate student supervision, and service in relation to the diverse contexts of the University of British Columbia. For your presentation, you should plan on delivering about 40-45 minutes of content. We ask that about 80% of the presentation focus on your scholarly activity and trajectory and that about 20% be dedicated to addressing how your research and teaching interests link with the mandate of the UBC Faculty of Education and our Department’s programs. We will be interested to learn how you see yourself contributing to graduate education and teacher education in the Faculty of Education. Our website [XXX.educ.ubc.ca](http://XXX.educ.ubc.ca) will be helpful in orienting you to our Department. We are seeking your permission to video record your presentation so that faculty members, students, and staff who are unable to attend your session may view it at a later date. An email to my assistant, XXX XXX, stating that we have your permission will suffice ([contact email](mailto:XXX.XXX@ubc.ca)). If you require any technical equipment, please let us know. We ask that you forward a brief biography and a title for your presentation, in advance of the visit. We also would like to know if you are a Canadian citizen or permanent resident. A brief note in your email to my assistant will suffice.

Please make your travel arrangements with UBC’s travel agent *North South Travel*. You may email your request for flights to [name and contact information](mailto:XXXX@ubc.ca). Please provide him with your preferred flights, frequent flyer number, the spelling of your name as it appears on your identification/passport, and contact information. He will make the arrangements and bill our Department directly. My assistant will book accommodation for you for one or two nights, as needed, arriving the day before the interview. We will book your accommodation at [St. John’s College](http://www.ubc.ca), located on campus (2111 Lower Mall); the College offers quiet, comfortable and well-appointed guest rooms for academic visitors to UBC. If you require other arrangements, please contact XXX at [email address of Head’s Assistant](mailto:XXXX@ubc.ca). It would be helpful if you would share your travel plans with my assistant. Also, if you have any dietary considerations, please let my assistant know. We will reimburse you for any additional expenses including taxi fares, meals not provided during the visit and so forth. All claims must be accompanied by itemized, original receipts. UBC’s maximum rates for meals, including tax and gratuities are: breakfast ($14), lunch ($16) and dinner ($30).

The interview and other activities will be held at the University of British Columbia, **Department of XXXX, ADDRESS**. This is a link to a map and information about the location of our building: [Link to appropriate UBC map](http://www.ubc.ca). I would appreciate confirmation of your ability to visit us on the date proposed. If you could confirm within the next 48 hours, it would be much appreciated. If you prefer to communicate by telephone, my assistant can be reached at 604-822-XXXX.
Appendix F - Sample message to short-listed candidates to confirm itinerary/schedule for campus visits

Dear [candidate],

I hope this note finds you well.

We are looking forward to your upcoming visit to the Faculty of Education at UBC. A few items to help everything run smoothly:

- I have attached the itinerary for your visit. We have made arrangements for you to meet individually with members of the senior leadership team, students, and staff over the course of your time here, including a presentation by you to members of XXX department and faculty and a focused interview with the Search Committee. Your presentation should be no longer than 45 minutes and should include an overview of your scholarship and teaching, to be then followed by Q & A, as outlined in my letter of invitation.

- We have a full schedule for you planned. A graduate student or a staff member will escort you to each meeting and presentation location during the time you are here with us on campus.

- At the end of the first day the Search Committee will accompany you to a dinner at one of the local restaurants.

- Please retain all receipts for your expenses such as breakfast, taxis or other incidental costs so that our finance department can reimburse you for any expenses you may incur. If you would prefer reimbursement in a currency other than Canadian dollars, please let us know. Send all of your original receipts, in one envelope, to:

  Dean’s Office Reception
  2616 - 2125 Main Mall
  Vancouver, BC   V6T 1Z4

- In case of an emergency or major issue, please contact one of the following people:
  a. XXXX
  b. XXXXX

- Please provide me with your PowerPoint presentation in advance so that we can load it in advance of your presentation. Let me know of anything you require for your presentation.

If you have any questions, please let me know.

On behalf of the Faculty of Education and UBC, I hope you enjoy your time in Vancouver and we look forward to your arrival.

Regards,
### Appendix G - Sample Itinerary/Schedule for Campus Visits

One Day Schedule (recommended to extend to the next morning)

<table>
<thead>
<tr>
<th>Date</th>
<th>Meeting Details</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:15 - 9:15</td>
<td>Breakfast with XXX, Chair of the Search Committee</td>
<td>XXX</td>
</tr>
<tr>
<td>9:15 - 9:30</td>
<td>Walk to XXX</td>
<td>XXX</td>
</tr>
<tr>
<td>9:30 - 10:00</td>
<td>Meet with XXX, Head, Department of XXXX</td>
<td>XXX</td>
</tr>
<tr>
<td>10:00 - 10:30</td>
<td>Preparation time for presentation</td>
<td>XXX</td>
</tr>
<tr>
<td>10:30 - 12:00</td>
<td>Presentation and Questions</td>
<td>XXX</td>
</tr>
<tr>
<td>12:00 - 12:30</td>
<td>Break</td>
<td>XXX</td>
</tr>
<tr>
<td>12:30 - 2:00</td>
<td>Search Committee interview (with lunch)</td>
<td>XXX</td>
</tr>
<tr>
<td>2:00 - 2:15</td>
<td>Walk to Scarfe Building</td>
<td>XXX</td>
</tr>
<tr>
<td>2:15 - 3:15</td>
<td>Meet with Senior Associate Dean</td>
<td>Scarfe 2608</td>
</tr>
<tr>
<td>3:15 - 3:45</td>
<td>Break</td>
<td>XXX</td>
</tr>
<tr>
<td>3:45 - 4:30</td>
<td>Meet with individual departmental faculty members</td>
<td>XXX</td>
</tr>
<tr>
<td>4:30 - 5:15</td>
<td>Meet with students</td>
<td>XXX</td>
</tr>
<tr>
<td>6:00</td>
<td>Dinner with members of the Search Committee</td>
<td>XXX</td>
</tr>
</tbody>
</table>
Appendix H - Sample Interview Questions for a Professoriate Stream Position

Teaching

- Describe your style of teaching and interacting with students.
- How do you utilize technology in the classroom?
- How do you engage students?
- Share your ideas about professional development.
- What innovations have you brought to the teaching of <insert area of research or discipline>?
- Describe your favorite courses taught or proposed in the past five years.
- How do you define excellence in teaching?
- Describe your philosophy and experiences regarding the importance of diversity in teaching, research and society and how you foster multicultural skills in the classroom—particularly as it pertains to your syllabus. How have your life’s experiences supported the development of these skills?

Research

- What do you think are your greatest strengths as a researcher and scholar? In which areas do you feel you can use some further development?
- In what professional development activities have you been involved over the past few years?
- Describe your current research project.
- How would your research background and experiences strengthen this academic department?
- What roles have your students played in your research program to date?
- Describe the books and articles that you read recently that are influencing your current research most.

Service and General

- How would you rank the following areas of faculty workload in terms of value: teaching, research or service? Why?
- How would you describe the best division of these areas in terms of dedicated time and effort?
- What do you know about the University of British Columbia, Faculty of Education that encourages your interest in this position? What do you see as a disadvantage or a challenge?

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Appendix I - Sample feedback form for short-listed applicants

FEEDBACK ON CANDIDATES

TITLE OF POSTION

Your name: (optional) ____________________________________________

Your position: Tenure/Tenure-track Faculty ☐  Lecturer/Sessional Instructor ☐  Staff ☐  Student ☐

Candidate presentation(s) attended/viewed: Dr. XXXXXX ☐  Dr. XXXXX ☐

Candidate:

Basis for comments on assessment (check one or more of the following):

☐ Attended or viewed presentation by the candidate
☐ Met with candidate
☐ Reviewed candidate’s CV
☐ Other (please specify)
☐ In my opinion, Dr. XXXXXX is a viable candidate for XXXX. Comments:

Conflict of Interest Statement:

Please check the appropriate response:

☐ I have not had an association with Dr. XXXXX

Signature (optional) ____________________________________________

Please return by email to XXXX no later than XXXX.
Appendix J - Sample message to unsuccessful short-list applicants

Date

Dear (applicant),

Thank you for visiting the University of British Columbia to interview for the assistant professor position in XXX, in the Department of XXXX. We were impressed with a very fine group of short-listed applicants; each presented a unique and attractive set of skills, abilities, and research interests. The strength of your candidacy was noted by many. After careful deliberation about the candidate who best fits our current needs, we have completed our search. While we have made the difficult decision to select another candidate, we would like to express our appreciation for your interest and for giving our department the opportunity to know you and your work.

On behalf of my colleagues, I wish you well in your future academic endeavors.