Faculty of Education
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Purpose of Faculty Hiring Guidelines

The primary goal of the Faculty Hiring Guidelines for 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, and resource distribution. 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;
6. Ensure the goals of equity, diversity, and inclusion are applied in the search process;
7. Diversify hiring practices at all stages of the recruitment process; and
8. Integrate the principles of merit, innovation and excellence with our hiring practices.

This document intends to provide guidance for hiring processes primarily for tenure stream 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.

This is a live document and will be updated from time to time to address issues that emerge during actual searches. Feedback from Heads and Directors, and members who support searches or serve at Search Committees is always welcome.

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, and prepares/updates a Faculty Renewal Plan for their unit. 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. The Head/Director should ensure that racialized and indigenous faculty members in the unit are included in the consultation stage of the hiring process.
3. The Head/Director should submit the unit’s updated Faculty Renewal Plan and completed Faculty Hire Request Forms (template available on the Faculty of Education website) for each position requested to the Dean for review by deadline communicated by the Dean’s Office. 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:
      i. total number of BEd course sections taught by faculty in this area annually,
      ii. total number of tenure stream faculty (both the professorial stream and the educational leadership stream) in this area
      iii. total number of graduate course sections taught by faculty in this area annually
      iv. graduate student/faculty ratio
      v. total number of graduate students in this area and
      vi. evidence of demand for program at point of application to program
   g. What is the revenue source and/or funding arrangement for this hire?
   h. How does the hire link to known or projected retirements, resignations or other changes in the faculty complement?
   i. What is the proposed workload for the hire, including specific courses likely to be assigned and other responsibilities?
   j. 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 equity, diversity, and inclusion (EDI) relative to the area in question, both in the unit and in the field-at-hand.

The Dean, Associate Dean, Faculty Affairs and Director, HR (in consultation with Associate Dean, Equity & Strategic Programs) will review the Faculty Renewal Plan and the Faculty Hire Proposal Forms and make recommendations to the Dean who may consult Heads and Directors before making their decision. 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). The Head/Director should contact the Director, HR for a job description template, if necessary. A position description (job ad) typically includes:
   a. A clear statement of the rank and type of appointment.
   b. The nature or focus area of the position (e.g. Economics of Higher Education, Indigenous Curriculum and Pedagogies, Inclusive Education in Teaching Education).
   c. The desired start date of the appointment.
   d. A general description of UBC, the Faculty, and the Department where the appointment will be located.
   e. 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 the 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.
   f. Duties expected of the position.
   g. Significance to diversification and decolonization of academic discipline and key institutional goals.
   h. 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/School and advance our programs, an updated CV, evidence of teaching effectiveness/excellence, sample publications (only required for Professoriate stream positions, optional for Educational Leadership stream positions and Lecturer positions), contact information for at least three external reviewers
   i. Request for a Diversity Statement and the requirement to complete an Equity Survey.
      • 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?”
   j. An application deadline for this round of search
      • Recommended language: “While the search remains open until the position is filled, in order to be considered in this round of adjudication, interested applicants are asked to submit their complete application package by xxx (date). Questions regarding this search and the submission of an application or its deadline should be directed to xxx (email for the Search Committee Chair or the Head/Director).”
   k. Where to send applications.
   l. Must include the University Diversity Statement and the immigration statement, as per UBC Policy HR11 (Employment Advertising):
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. The Head/Director (or their designate) submits the draft job description (job ad) to the Director, HR for review and approval by the Associate Dean, Faculty Affairs.

3. The Associate Dean, Faculty Affairs will consult the Associate Dean, Equity & Strategic Programs, review the draft job description for each position, and request further information or provide feedback for revisions, if necessary.

4. After the Associate Dean, Faculty Affairs approves the draft job description in writing, the Dean’s Office 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 Dean’s Office 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 levels of both the unit – for tracking the applicant pool, and holding interviews, and the Dean’s Office – for providing orientation, reviewing criteria/shortlist, preparing and negotiating offers.

**Step 3: Distributing the Advertisement**

1. The Dean’s Office will arrange to have the job ad placed in a minimum of three national and/or international venues in consultation with the unit.
   a. The Head/Director should 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. Positions must be advertised for at least one month. A longer time frame should be considered to encourage a diverse application pool.
   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 ad 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 normally covers the cost of job ads of a minimum of 30 days 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, unless otherwise approved by the Dean’s Office.

4. To reach the widest audience of qualified candidates, the Head/Director and the hiring unit should 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, job fairs, community hubs, 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. Units should consider sending personal emails to potential candidates that are recommended by colleagues. Heads/Directors can encourage colleagues to design and carry out extensive shoulder-tapping so as to recruit eligible scholars whose research is likely to diversify and decolonize the given field, and to reach members of underrepresented, target equity groups.

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 Dean’s Office.

Step 4: Formation of the Search Committee

1. The Search Committee is responsible to the Head/Director, with the Search Committee 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. Because of the distinct roles of the Search Committee Chair and the Head/Director in the oversight of the search process and to avoid potential conflicts of interest, it is recommended that Heads/Directors not serve as Search Committee Chairs.

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 broad perspectives, 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 others from related units who could achieve such diversity should be considered.

   a. 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. Student representation and a member from another department or cognate discipline should be included. Strategies to manage potential perceived or actual conflicts of interest should be described.

3. Search Committee Composition:
   a. For Tenure Stream Hires, the Search Committee typically needs to consist of 1 Chair (who is a tenure stream faculty, typically at the Associate or Full level), 3-4 additional tenure stream faculty members from the hiring unit, 1-2 student representatives, 1 external member (who is a tenure stream faculty). Educational Leadership Search Committees normally will include at least one Educational Leadership faculty member.
   b. For Lecturer Hires, the Search Committee typically needs to consist of 1 Chair (who is a tenure stream faculty, typically at the Associate or Full level), 3-4 tenure stream faculty members and/or Lecturers, and 1 student representative. An external member is not required.
The Head/Director should carefully plan the composition of the search committee to include faculty members from underrepresented groups such as women, Indigenous people, racialized persons, visible minorities, persons with disabilities, and sexual and gender diverse people. Considerations should also be given to include faculty who are experts in minority or anti-colonial methods or fields or who actively engage in EDI related work. It is also important to note that such faculty members are often asked to be on multiple committees and take on significantly more service.

4. The Search Committee membership must be approved by the Associate Dean, Faculty Affairs, in consultation with the Associate Dean, Equity & Strategic Programs. 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 enhances the likelihood that equity, diversity, and inclusion goals for the search will be realized. See Appendix A: Sample Template for Search Committee Membership Rationale.

5. 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.

6. The Head/Director should announce the membership of the Search Committee to the unit as soon as it is approved by the Associate Dean, Faculty Affairs. 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.

Step 5: Search Committee Meetings and 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. It is the Search Committee Chair’s responsibility to determine the modes of search committee meetings, 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, the Search Committee Chair should include a 45-min slot in the 1st Search Committee meeting for a Process Orientation session by the Associate Dean, Faculty Affairs; Associate Dean, Equity & Strategic Programs; and Director, HR. It is recommended that the hiring unit schedules the first search committee meeting to allow time for both the Process Orientation and discussion of the search criteria among the committee members. The 1st meeting (including the Process Orientation) will take place after the application deadline in order to obtain the Equity Survey data for the application pool.

4. The 45-min Process Orientation session will focus on equity, diversity, and inclusion (EDI) metrics and goals of the unit and Faculty (including the distribution of the Rubric for Assessing Candidates’ Contributions to EDI) and the various policy-related aspects of the search procedures governed by the Collective Agreement and/or BC Labour Code, 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 Search Committee 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 their suitability for the position.
   e. 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.
   f. 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. 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. The Search Committee should 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 and any related documents and creates a formal documented set of Final Criteria (based on the Draft Criteria provided) that will be used at every step including long/short listing and interviewing. The criteria should also take into account equity and social justice goals of the Faculty and hiring unit.
3. The Search Committee Chair should send the Final Criteria to the Director, HR for approval by the Associate Dean, Faculty Affairs, who will consult with the Associate Dean, Equity & Strategic Programs, as needed.
4. Upon approval, the Search Committee Chair provides the Head/Director with a copy of the Final Criteria for the search.

Keeping a Record of the Process

1. The Search Committee Chair 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 Search Committee Chair may be required to produce evidence that the process was fair.
3. These records should include:
   a. The names of the Search Committee members and the Chair;
   b. Copies of the position description and any additional forms, all advertisements and descriptions of special measures to recruit members of equity groups;
   c. A list of professional organizations from which interest in the position was solicited;
   d. A list of applicants; and
e. All considered applicants’ files (including their names, nationalities, letters of application, CVs, letters from references for shortlisted candidates when received, 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.

5. It is the responsibility of the Search Committee Chair to respond to all inquiries from potential applicants with the goal of encouraging a rich and diverse application pool.

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 Committee Chair. The confirmation to each applicant will copy (Cc:) the Dean’s Office (assist.sradean@ubc.ca).

2. Applicant files should be stored in a password-protected location (OneDrive, SharePoint, or Canvas).

3. To understand and track the composition of the applicant pool, the Faculty of Education will collect data from all applicants for all tenure stream 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 Dean’s Office will receive the contact information of applicants from the unit (through the receipt confirmation email) and contact the applicants asking them to complete the Employment Equity Survey. The Dean’s Office 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 are critically important in helping to evaluate the applicant pool. Completion of the survey is required in order for the application to be considered complete.

4. The Associate Dean, Faculty Affairs and Associate Dean, Equity & Strategic Programs will monitor the results of the Equity Survey and share them with the Search Committee Chair and Head/Director, if there are concerns. The data permit 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.

5. Communication with applicants must occur at important steps through the process. We must acknowledge receipt of the applications and inform the unsuccessful applicants at appropriate times, including when they do not make the long list (if applicable), the short list, or the interview list, and/or are not offered the position. Suggested templates of messages that should be communicated at each step are found in the Appendices B-G. 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 Committee 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, from time to time, of their status and the progress of the search. All unsuccessful applicants who were interviewed must be notified in writing once an offer has been accepted and the offer letter signed but before a formal announcement of the search outcome is made.
Step 6b: Finalizing the of Search Committee Membership

Managing Perceived and Actual Conflicts of Interest

1. UBC Policy 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. UBC Policy 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.” Although 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 Search Committee 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 Search Committee Chair (with the support staff) reviews applicant CVs in those cases where their last degree was completed at UBC, determines who was the Supervisor. If the supervisor is on the Search Committee, the Search Committee Chair must inform the Head/Director.

2. If an applicant’s (current or previous) Supervisor is on the Search Committee, they must recuse themselves from the Search Committee and may return at such a time when the applicant whom they supervised is no longer in the pool for consideration. The Head/Director will find a replacement for that faculty member on the Search Committee. The same approach applies to situations where a Search Committee member writes a letter of reference for a candidate in that search.

3. A revised Search Committee Membership must be provided to the Dean’s Office 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

1. According to UBC Policy HR10, 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”.
   a. The Tri-agency Institutional Programs Secretariat (TIPS) defines equity as “the removal of systemic barriers and biases to enact the practice of fair and equitable treatment so that all individuals have equal access to and can benefit from the programs”.
   b. In accordance with TIPS: “The institution must strive to put in place the right conditions for each individual, including those from underrepresented groups—women, racialized minorities, Indigenous Peoples, persons with disabilities and members of LGBTQ2+ (lesbian, gay, bisexual, transgender, queer, Two-Spirit, plus) communities—to reach their full potential, unimpeded by inequitable practices, including personal and systemic discrimination and racism, imposed by policies, processes and research environments.”

2. 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. The Office of the Provost provides some resources through its equity and diversity initiative.

3. The Canada Research Chairs program recently addressed the issue of unconscious bias and provided recommendations about how to limit its influence in reference letters. They have noted:

   “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:
   - be shorter in length and incomplete;
   - include gendered terms (e.g., woman, lady, mother, wife);
   - include fewer ‘standout’ adjectives (e.g., excellent, outstanding etc.);
   - include ‘doubt raisers’ (negative language, hedges, unexplained comments, faint praise and irrelevancies);
   - focus on interpersonal attributes vs research skills/achievements (e.g., kindness, compassionate)
   - include personal information that was not relevant to the position”

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2 What is Unconscious Bias? [https://leanin.org/education/what-is-unconscious-bias](https://leanin.org/education/what-is-unconscious-bias)
**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.

1. We can assess the diversity of an applicant pool or short list by any of the approved methods:
   - a. 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)
   - b. Disclosure in CV
   - c. Diversity Statement
   - d. In the applicant materials
   - e. Letters of Reference
   - f. Direct observation of the applicant being a member of an under-represented group in the interview

2. We CANNOT assess the diversity of an applicant pool, nor a short list by any of the following methods:
   - a. Indirect collection of information (e.g. from a 3rd party; hearsay)
   - b. Websites of their current institution or social media
   - c. Judging from names
   - d. Asking colleagues of the applicant

**Developing a Long List (if required)**

1. Once the application deadline has passed and the applicant pool reflects sufficient diversity, a “long list” may 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 (e.g. to get letters of reference in order to develop a short list).

2. The Search Committee should review and evaluate each application against the previously established and approved Final Criteria for the search – criteria that are relevant, objective, and measurable. Additionally, the Rubric for Assessing Candidates’ Contributions to Equity, Diversity, and Inclusion (EDI) – provided to the search committee in the Orientation – can support the committee in reviewing the EDI criteria.

3. As a general principle, the Search Committee must ensure that applicants who have qualifications or experience acquired in non-traditional ways are not unreasonably excluded; rather, the Search Committee should look for diversity in background, experience, and research. If members of employment equity groups are not added to the short list, the Search Committee Chair should 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.

4. 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 Search Committee Chair should provide an explanation of the approaches taken to recruit a diverse range of applicants.

5. The Search Committee should 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

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good faith and relate objectively to the abilities of candidates to perform essential aspects of a specific position. Bona fide occupational requirements must be applied consistently to all candidates.

6. Applicants on the long list should be notified that their applications are being actively considered.
7. At this point, the Search Committee may ask applicants on the long list to arrange for three letters of reference to be sent to the Search Committee Chair.
8. The Search Committee Chair should notify those who are not on the long list that their applications will not be considered further, in line with UBC Policy HR 11. This can also be done by the support staff who send out the notification email on behalf of the Search Committee Chair.

Arriving at a Short List and Seeking Permission to Interview

1. The Search Committee should review the applications, and arrive at a short list. Consult the Head/Director as necessary. The short list consists of those applicants considered strong enough to be asked for three letters of reference and to be invited to campus for interviews. Normally, the short list will include no more than three candidates. If the Search Committee is unable to reach a shortlist of three or less, the above “Long List” process should be followed.
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 a description of the relationships between the expertise and experience of the shortlisted candidate’s vis-à-vis equity, diversity and inclusion as well as decolonization of the area of academic inquiry itself.
3. On behalf of the Search Committee, the Search Committee Chair provides a report on the recommendation of shortlisted candidates and its procedures/process, to the Head/Director. The Head/Director will review the recommendation and 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 has concerns about the procedures/process through which the shortlist is developed, the Head/Director should ask for more information from the Search Committee Chair and consult the Associate Dean, Faculty Affairs and Director, HR, who will review the concerns with the Head/Director and consult with the Associate Dean, Equity & Strategic Programs. If there are valid problems identified concerning the short-listing procedures/process (including how the criteria were applied to various candidates), the Associate Dean, Faculty Affairs will report to the Dean who will then decide about next steps, which could include a range of outcomes, from clarification of procedures, to revisiting 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 with a rationale. The Head/Director will discuss the Dean’s decision with the Search Committee Chair or the full Search Committee if necessary. The Dean’s decision on the search process is not subject to appeal.
4. The short list approved by the Search Committee and the Head/Director should be provided to the Director, HR for review and approval by the Associate Dean, Faculty Affairs, in consultation with the Associate Dean, Equity & Strategic Programs. This Dean’s Office review must occur before approval will be granted to invite the short-listed applicants to campus for interviews.
5. The Dean’s Office approval of the short list requires that the following 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-à-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, including their potential contributions to fulfilling the Faculty/unit’s the equity, diversity and inclusion goals.

d. Short-listed candidates’ application materials including: complete application file and the letters of reference.

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

7. The Associate Dean, Faculty Affairs 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 and the applicants on the short list have accepted the invitation for interviews, the Chair of the Search Committee will 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 B-G for suggested templates).

9. 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.

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

1. The Search Committee Chair should plan the visit with time for a presentation (a research talk or a teaching demonstration depending on the position), separate meetings with the Search Committee; Head/Director; graduate students, faculty members and colleagues in cognate disciplines; the Associate Dean, Faculty Affairs; and other Associate/Assistant Deans; and other support units on campus as appropriate. (See the Appendix H: Sample schedule for campus visits.)

2. The Associate Dean, Faculty Affairs and Director, HR will meet with candidates interviewed for tenure stream 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 review processes. 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 Associate Dean, Faculty Affairs 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; Associate Dean, Indigenous Education; Associate Dean, Academic & Innovation; Associate Dean, Equity & Strategic Programs.

4. The Search Committee Chair, with assistance from the support staff, should schedule the candidates’ presentations so that all members of the Search Committee can attend.
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 will develop a set of questions based on position-related criteria and must ask the same set of questions to all the candidates. The interview questions should be based upon the Final Criteria as established by the search committee.

7. The Search Committee must 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 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. If an applicant does not disclose their immigration status in Canada, it is recommended that the Chair of the Search Committee pose the following question: “Because priority is given to Canadian citizens and Canadian permanent residents, could you advise whether you are legally entitled to work in Canada?”

9. The Search Committee must 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. The Search Committee Chair (with assistance from support staff) will 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: Sample feedback form for Short List applicants).

11. The Search Committee should 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.

12. The Search Committee must be aware that UBC has an Equipment Accommodation Fund to provide adaptive equipment for employees with disabilities.

13. The Search Committee Chair must ensure conversations and written communications with applicants are consistent with UBC’s policies and the Collective Agreement.

14. The Dean’s Office will provide all shortlisted candidates with information about opportunities available to new faculty, such as research support, housing assistance, and mentoring programs.

15. The Search Committee must keep in mind that the legality of the selection process does not rest upon its intentions, but rather upon the consistency with which the Committee treats the candidates and the types of questions asked during the interview process. Human rights legislation prohibits both intentional and unintentional discrimination.

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

1. Our ultimate goal is to recruit the best available candidate in the pool. Following UBC Policy HR11, citizens and permanent residents of Canada should be given priority when all other qualifications and experience are relatively equal. In the event that the Search Committee recommends 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 will report to the Head/Director in writing with the Committee’s recommendation of appointment, which should include 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. If there are other shortlisted candidates who could be offered the position, a ranked order of the candidates must be provided. 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-à-vis diversity and inclusion as well as decolonization of the area of academic inquiry itself. It will also provide a clear recommendation of what the next step should be if the preferred candidate declines the offer.

4. The Head/Director will review the recommendation and procedures/process.
   a. If the Head/Director approves the recommendation based on the procedures/processes followed thus far, the Head/Director can proceed to step 5.
   b. If the Head/Director has concerns about the procedures/process the Search Committee followed to arrive at the recommendation, the Head/Director should ask for more information from the Search Committee Chair and consult the Associate Dean, Faculty Affairs and Director, HR, who will review the concerns with the Head/Director. If there are valid problems identified concerning the faculty hire decision-making procedures/process, the Associate Dean, Faculty Affairs will report to the Dean who will then make a decision about next steps. These steps could include a range of outcomes, from clarification of procedures, revisiting of a key process or processes, or decision that the search has produced no clear outcome, which may then trigger revisiting the whole search process back to the point of posting a new advertisement and/or constituting a new or modified Search Committee. The Dean’s decision and accompanying rationale will be communicated to the Head/Director. The Dean’s decision on the search process is not subject to appeal. The Head/Director will discuss the Dean’s decision with the Search Committee Chair or the full Search Committee if necessary, and report 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.
5. In cases where the appointment is recommended at the rank of...
   a. Assistant Professor or Assistant Professor of Teaching (tenure track) where the appointment file does not go to SAC for review, the Head/Director will convene a DSPC to obtain their views on this appointment (i.e. do we want this person in our unit or not?). This vote serves as the formal consultation of an initial appointment as required by Article 5.04, b) i) in Part 4 of the Collective Agreement. Note that all tenure stream faculty members of the unit are eligible to be consulted for the decision on an initial appointment, regardless of their ranks. The discussion at this meeting should only be around the candidate recommended by the search committee, not a review of other candidates.

   If this vote is positive, the Head/Director communicates the DSPC vote and the Head/Director’s own opinion on the appointment to the Associate Dean, Faculty Affairs (as the Dean’s designate for faculty affairs matters), and forwards along the Search Committee’s report and recommendation. If the recommendation is approved, the Associate Dean, Faculty Affairs, will make an offer to the candidate.

   If the vote is negative, the Head/Director is encouraged to contact the Dean’s Office for advice before making a formal recommendation to the Dean.

   b. Associate Professor, Professor, Associate Professor of Teaching, or Professor of Teaching (with or without tenure) where the appointment file must go to SAC for review and the President’s approval, the Head/Director will convene a DSPC to obtain their views on this appointment (i.e. do we want this person in our unit or not?). This vote DOES NOT serve as the formal consultation of an initial appointment as required by Article 5.04, b) i) in Part 4 of the Collective Agreement, which will be carried out separately [see below]. Note that all tenure stream faculty members of the unit are eligible to be consulted for the decision on an initial appointment, regardless of their ranks. The discussion at this meeting should only be around the candidate recommended by the search committee, not a review of other candidates.

   If this vote is positive, the Head/Director communicates the DSPC vote and the Head/Director’s own opinion on the appointment to the Associate Dean, Faculty Affairs (as the Dean’s designate for faculty affairs matters), and forwards along the Search Committee’s report and recommendation. (If this vote is negative, the Head/Director is encouraged to contact the Dean’s Office for advice before making a formal recommendation to the Dean.) If the recommendation is approved, the Associate Dean, Faculty Affairs, will make a conditional offer to the candidate, subject to a successful review of the file following the University’s established appointment processes.

   If the conditional offer is accepted by the candidate, the Head/Director will start the formal appointment and tenure review process (including, for example, having the candidate re-format the CV using a UBC template, developing a list of external reviewers and preparing a Summative Assessment of Teaching). The DSPC must cast two SEPARATE votes: one on the appointment and its rank (all tenure stream faculty members on DSPC can vote), and the other on the tenure decision (only eligible members as per the Appendix A of Part 4 of the Collective Agreement can vote). This process, like any promotion and tenure files in the University, involves a review of the file at the Department, Faculty and University levels.

6. 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. Offers of tenure stream faculty and Lecturer 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 Associate Dean, Faculty Affairs (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 10, Item 3B), the offer will be conditional, subject to a successful review of the file following the University’s established appointment processes.

4. The Associate Dean, Faculty Affairs 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. All unsuccessful applicants throughout the search process must be informed in writing (at different stages of the process) that they were unsuccessful prior to the public announcement of the hire (see Appendix K: Sample message to unsuccessful Short List applicants).

7. After the formal offer letter is signed and returned by the candidate, the Dean’s Office 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 in Workday.
APPENDICES

Appendix A – Sample template for search committee composition rationale

The rationale should include the Search Committee membership list with names of the committee chair, the members, their ranks, areas of scholarship vis-à-vis the position, and gender with additional details as outlined below:

a) A brief commentary on how the proposed membership reflects the diversity of the unit and enhances the equity, diversity, and inclusion goals of the unit and Faculty.

b) Indicate whether the Search Committee has members:

   i. from different areas, and divisions with the department/unit,
   ii. from underrepresented groups such as women, Indigenous people, racialized persons, visible minorities, persons with disabilities, and sexual and gender diverse people. (If the unit does not have members from designated equity or underrepresented groups, an invitation to others from a related unit who could achieve such diversity should be considered)

c) Briefly explain whether members of the Search Committee:

   i. Have a prior record of creating and/or advancing EDI through teaching, research, leadership, or community engagement,
   ii. Have prior engagement with work or projects on anti-racism, decolonization, and indigenous knowledges,
   iii. Have experience working with people from different backgrounds and experiences.
Appendix B - 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,

Chair of the Search Committee
Appendix C – Sample message to applicants (Long or Short List) with intention to request references

Dear (applicant),

Thank you very much for applying for the X position in X department/school, Faculty of Education at the University of British Columbia. We received many strong applications from highly qualified candidates. I am pleased to inform you that your application is still being actively considered.

At this stage, we will be contacting the three referees that you listed in your application. Please contact me immediately if you have concerns about our doing so.

Sincerely,

Chair of the Search Committee
Appendix D – Sample message to referees for letters of reference

Dear (referee),

(Candidate) has applied for the X position in X department/school, Faculty of Education at the University of British Columbia. Please find attached the advertisement for the position, which describes the criteria.

We are now seeking letters of reference for candidates advancing in the search process. (Candidate) has listed you as someone who is willing to provide a letter of reference. I would appreciate it very much if you could provide a letter in which you comment candidly on (candidate)'s suitability for this position. Specifically, please address the following:

- (Primary criteria for the position)
- 
- 

We are requesting that you send your letter of reference by (date) to X (name, position) via email to X@ubc.ca. Thank you very much for assisting us in the search for our new colleague.

Sincerely,

Chair of the Search Committee
Appendix E - Sample message to applicants not on the Long or Short List

Dear (candidate),

Thank you very much for applying for the X position in X department/school, Faculty of Education at the University of British Columbia. We received many strong applications from highly qualified candidates. The Search Committee has endeavoured to identify those whose academic preparation, professional experience, and teaching skills 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. On behalf of the Committee, I want to thank you for your interest in the position and to acknowledge your time and effort in preparing materials for this application.

I wish you the best for the future.

Sincerely,

Chair of the Search Committee
Appendix F - Sample message to Short List applicants inviting them for an interview

Dear (candidate),

I am very pleased to inform you that you have been short listed for the X position in the X Department/School, Faculty of Education at the University of British Columbia. We thank you for your application and invite you to visit our Department on [date]. 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 to the Department/School/Unit of your scholarship/research/teaching program. The search committee will conduct a 60-minute interview, and you will have an opportunity to meet with the Associate Dean, Faculty Affairs, with students, with the Department Head/School Director, and with me as Search Committee Chair. 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 X.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 our staff support, X, stating that we have your permission will suffice (email). 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 need to know if you are eligible to work in Canada. A brief note in your email to X will suffice.

Please make your travel arrangements with X, providing your preferred flights, frequent flyer number, the spelling of your name as it appears on your identification/passport, and contact information. X 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, 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 X. We will reimburse you for any additional expenses including taxi fares and meals not provided during the visit. 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 and the Department/School. This is a link to a map and information about the location of our building: [Link to appropriate UBC map].

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 604-82X-XXXX.

Sincerely,

Chair of the Search Committee
Appendix G - Sample message to Short List candidates to confirm schedule for campus visits

Dear (candidate),

We are looking forward to your upcoming visit to the Faculty of Education at UBC. Below are a few items related to your visit:

- I have attached the itinerary for your visit. We have made arrangements or 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 X department and faculty and a focused interview with the Search Committee. Your presentation should be no longer than 40-45 minutes and should include an overview of your scholarship and teaching, to be then followed by Q & A.
- We have a full schedule planned for you. 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 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:
  - X
  - X
- 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.

Sincerely,

Chair of the Search Committee
### Appendix H - Sample schedule for campus visits

#### One Day Schedule

<table>
<thead>
<tr>
<th>Time</th>
<th>Meeting Details</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:15 – 9:15</td>
<td>Breakfast with X, Chair of the Search Committee</td>
<td>X</td>
</tr>
<tr>
<td>9:15 – 9:30</td>
<td>Travel to X</td>
<td></td>
</tr>
<tr>
<td>9:30 – 10:00</td>
<td>Meet with X, Head/Director, Department/School of X</td>
<td>X</td>
</tr>
<tr>
<td>10:00 – 10:30</td>
<td>Preparation time for presentation</td>
<td>X</td>
</tr>
<tr>
<td>10:30 – 12:00</td>
<td>Presentation and Questions</td>
<td>X</td>
</tr>
<tr>
<td>12:00 – 12:30</td>
<td>Break</td>
<td></td>
</tr>
<tr>
<td>12:30 – 2:00</td>
<td>Search Committee interview (with lunch)</td>
<td>X</td>
</tr>
<tr>
<td>2:00 – 2:15</td>
<td>Travel to X</td>
<td></td>
</tr>
<tr>
<td>2:15 – 3:15</td>
<td>Meet with Associate Dean, Faculty Affairs and Director, HR</td>
<td>X</td>
</tr>
<tr>
<td>3:15 – 3:45</td>
<td>Break</td>
<td></td>
</tr>
<tr>
<td>3:45 – 4:30</td>
<td>Meet with individual departmental faculty members</td>
<td>X</td>
</tr>
<tr>
<td>4:30 – 5:15</td>
<td>Meet with students</td>
<td>X</td>
</tr>
<tr>
<td>6:00</td>
<td>Dinner with members of the Search Committee</td>
<td>X</td>
</tr>
</tbody>
</table>
Appendix J - Sample feedback form for Short List 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. X ☐ Dr. X ☐ Dr. X ☐

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)

Comments:

Conflict of Interest Statement:

Please check the appropriate response:

☐ I have not had an association with Dr. X
☐ I have had an association with Dr. X. Please explain:

Signature (optional) __________________________________________________________________________

Please return by email to X@ubc.ca no later than X.
Appendix K - Sample message to unsuccessful Short List applicants

Dear [applicant],

Thank you for visiting the University of British Columbia to interview for X position in X department/school, Faculty of Education at the University of British Columbia. 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. We have now completed our search and after careful deliberation, 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 meet you and learn about your work.

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

Sincerely,

[Chair of the Search Committee]