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**Faculty of Medicine Offer Letter Template**

**Tenure Stream Faculty Appointments – EDUCATIONAL LEADERSHIP STREAM**

**Updated May 2024**

**INSTRUCTIONS**

* **Changes** since the last round of revisions are highlighted in yellow. (All the links have also been updated).
* This template should only be used for the following tenure stream faculty recruitments in the UBC Faculty of Medicine:
	+ **Educational Leadership Stream:** Assistant Professor of Teaching, Associate Professor of Teaching, Professor of Teaching (tenure track/tenure).
* **On Page One** of the Offer Letter, list each type of appointment with a corresponding letter (A,B,C,D etc.). These letters should then correspond to the appropriate section in the Offer Letter where the details of the appointment are discussed.
* Please **maintain the structure** of this template, do not move sections.
* Please feel free to **modify the wording** to make the letter more personal and less formulaic, taking care not to make substantive changes to the language.
* Please remove **bolded font** as necessary.
* **Once reviewed by the Department,** please send the draft offer letter to the Faculty HR team, Faculty Affairs, Dean’s Office. The Assistant Manager will review the draft offer letter and suggest revisions. Upon agreement of the letter contents, the Assistant Manager will return the finalized version of the offer letter back to the Department for printing and circulation. Note: This instructional page is to be deleted prior to submission of the draft to the Faculty HR Team.
* **At the time of printing**, print on either Departmental or School letterhead. Circulate the letter to all signatories, with the Dean as the final signatory, prior to sending it to the Candidate for signature.

**OFFER LETTER**

The University of British Columbia

April 30, 2024

**PERSONAL AND CONFIDENTIAL**

**Dr./Mr./Ms. [name of incumbent]**

**[insert Address]**

Dear **Dr./Mr./Ms. [name of incumbent]**:

My colleagues and I are excited at the prospect of having you join the **[name of Department/School]** at The University of British Columbia (UBC). We believe we have a great deal to offer you in terms of collegiality and intellectual community and **[ACTION: insert comments i.e.:** that you will bring additional prestige**]** to our **Department/School**, UBC, and the larger community.

Further to our recent discussions, we are pleased to offer you the following appointment**(s)**:

1. a full-time (1.0 FTE) faculty appointment at UBC, in the **[name of Department/School]**;
2. **[ACTION: use if applicable]** the **[name of Chair/Professorship/Distinguished Scholar]** at UBC;
3. **[ACTION: use if applicable]** an administrative role as **[administrative role title]** in the **[name of Department/School/UBC Centre/UBC Institute],** UBC Faculty of Medicine;
4. **[ACTION: use if applicable]** membership within the **[name of UBC Centre/UBC Institute]** as **[name of role i.e. Investigator]**, UBC Faculty of Medicine.

We also wish to acknowledge the following at our affiliated institution:

1. **[ACTION: use if applicable]** an appointment as **[job title],** **[name of agency]**.

The terms and conditions are as follows:

# APPOINTMENT(S)

* + - * 1. **Faculty Appointment: UBC**
1. You will be recommended for a full-time (1.0 FTE) appointment at the rank of **[insert rank], tenure track/ with tenure**.
2. Your faculty appointment is contingent upon the approval of the Appointments, Reappointments, Promotion and Tenure Committee of your **Department/School**, **[ACTION: insert only if at the rank of Associate Professor of Teaching/ Professor of Teaching:** the Faculty of Medicine and UBC**]**, the approval of the UBC Board of Governors **[ACTION: insert if applicable:**,**(name of agency)]** **[ACTION: insert for foreign academics:**, and Immigration, Refugees, and Citizenship Canada (IRCC)**]**.
3. You will be an employee of UBC in your teaching, educational leadership and academic service capacities.
4. **[ACTION: insert PHO language if applicable:]** You are in an employment position located within a health-care facility. Therefore, this offer is conditional upon the successful verification of full vaccination against Covid-19 provided prior to your start date, as required by a provincial health mandate. Failure to provide successful verification within this time frame will result in the withdrawal of this conditional employment offer.
5. As with all UBC faculty members, your performance will be reviewed annually in order to set goals and expectations for the following year. You are required to submit an annual activity report to your **Department Head/School Director** by January 31st of every year for the previous calendar year’s activities.
6. The anticipated start date of your faculty appointment will be **[insert start date]** or upon a date to be mutually agreed.

While we hope and currently anticipate that you will commence employment with the University on the “Anticipated Start Date”. If you are not able to commence your employment in-person at the University on the Anticipated Start Date, we can discuss a mutually agreeable arrangement. Therefore, the University reserves the right to extend and re-extend your Anticipated Start Date to a future date (the “Revised Start Date”) should the circumstances warrant.

For clarity, what this means is that you will not become an employee of the University until you commence employment with the University on the Anticipated Start Date or on a Revised Start Date. If you do not actually commence employment with the University, you will not be entitled to any compensation from the University for any reason whatsoever.

**[ACTION: The next three paragraphs are only applicable if the candidate is a foreign national]**

1. As a foreign academic, it is your responsibility to obtain a temporary work permit prior to your start date of appointment at UBC. If your temporary work permit is not valid prior to your start date, then your start date will be changed to reflect the issuance date of your temporary work permit. As a temporary foreign worker you are entitled to the same employment rights and workplace protections as Canadians and permanent residents[[1]](#endnote-1). Please visit the Human Resources website for general immigration information. If you have questions about immigration, please contact the **Department Head/School Director’s Administrator** or Housing & Relocation Services (UBCV).
2. For non-residents, continued employment is contingent on you being able to obtain a further temporary work permit (or series of work permits) in order to retain your position and remain legally working in Canada. To avoid uncertainty and the possibility that regulations might change, we recommend that you initiate an application for Canadian Permanent Resident status as soon as possible after taking up your appointment.
3. **[ACTION: use if applicable]** As you also hold an appointment at **[insert name of hospital/agency]**, you will be required to obtain either a dual work permit or a secondary work permit with both “UBC” and “**[insert name of agency]**” listed under the “employer” section of the work permit application form.
4. Your initial appointment **[ACTION: The “Anticipated Start Date” of your appointment will be)** is for a period of **[ACTION: choose which is applicable: xxxx (#)** years **[OR] xxxx (#)** years and **xxxx (#)** months**]**,extending to June 30, **20XX**.
5. **[ACTION: use if rank is BELOW Professor of Teaching]** You will be considered for reappointment, promotion and tenure (i.e., appointment without term) as outlined in *Part 4: Conditions of Appointment for Faculty*[[2]](#endnote-2)*.* UBC has established reviews to assess your progress towards tenure (see the attached schedule in “Appendix A”). You should become familiar with all **Departmental/School** and UBC criteria and procedures relating to the tenure and promotion process[[3]](#endnote-3).
6. **[ACTION: use if rank is Assistant Professor of Teaching, TT]** As your appointment is **tenure track**, your initial appointment will end on June 30, **20XX.** You will be reviewed for reappointment in your third year for another three (3) year term. Your mandatory promotion and tenure review would occur no later than **20XX/20XX** (i.e., year five of your appointment). The schedule “Appendix A” attached to this letter outlines these dates for you. Please note that UBC can bring you forward for promotion in any year, with your agreement. If the promotion review is successful, **tenure** is awarded automatically.
7. **[ACTION: use if rank is Associate Professor of Teaching, T]** Your appointment is a tenured appointment. UBC has established reviews to assess your progress towards promotion. Please note that UBC can bring you forward for promotion in any year, with your agreement.
8. **[ACTION: use if appointment is NOT JOINT]** You will be a member of the **[name of Department/School]**. This means that your salary, promotion, tenure, space allocations, technical support, secretarial support, and assigned tasks undertaken in fulfillment of your academic responsibilities in the areas of teaching, scholarly activity and service to UBC and the community will be the responsibility of your **Department Head/School Director.** The **Department Head/School Director** shall assign workload to members in accordance with Article 13 of the Collective Agreement between UBC and the UBC Faculty Association, the unit’s general approach to workload, and other factors relevant to the individual member.
9. **[ACTION: use the following if appointment is JOINT]** You will hold a joint appointment in the **[name of Department/School]**, Faculty of Medicine **([insert FTE %])** and the **[name of Department/School]**, **[name of Faculty] ([insert FTE %]).** For administrative purposes and to take the lead on salary, promotion, tenure, space allocations, technical support, secretarial support, and assigned tasks undertaken in fulfillment of your academic responsibilities in the areas of teaching, scholarly activity and service to UBC and the community, the **[name of Department/School]** is designated as your home **Department/School** and these matters will be the responsibility of your **Department Head/School Director** to manage. The **Department Head/School Director** shall assign workload to members in accordance with Article 13 of the Collective Agreement between UBC and the UBC Faculty Association, the unit’s general approach to workload, and other factors relevant to the individual member.
10. **[ACTION: Choose one of the following options if appointment is JOINT] [Option 1 (Recommended): Home Department Develops the Dossier]** For purposes of promotion **[ACTION: insert if applicable:** and tenure,and/or reappointment**]**, your Home **Department/School** will be responsible for developing your dossier in consultation with the collaborating academic units, requesting letters from external referees, analyzing your scholarly contributions, and assessing your teaching. The Standing Committees and **Department Heads/School Directors** of both units will then consider the case independently, based on the same dossier. **[OR Option 2: Joint Advisory Committee Develops the Dossier]** For purposes of promotion **[ACTION: insert if applicable:**and tenure,and/or reappointment**]**, your Home **Department/School** will establish a joint advisory committee made up of **[insert number]** members, of which **[insert number]** will be elected from your Home **Department/School** and **[insert number]** from the collaborating academic units. This committee will be responsible for developing the dossier, requesting letters from external referees, analyzing your scholarly contributions, and assessing your teaching. With this evidence in hand, the committee will prepare a written report. The Standing Committees and the **Head/Director** of both units will then consider the case independently, based on the same dossier.
11. **[ACTION: Choose one of the following options if appointment is JOINT]** [Option 1 (Recommended): Promotion and tenure, and/or reappointment Consideration by the Faculty Committees and Deans] Both Faculty Advisory Committees on Appointments, Reappointment, Promotion and Tenure (ARPT) will review the entire file along with the recommendation from the respective **Department Heads/School Directors** and will make their own independent recommendation. Each relevant Dean uses the recommendation of the **Departmental/School** Committee, **Department Head/School Director,** as well as the recommendation of their own Faculty Advisory Committee on ARPT, along with the dossier to make an independent recommendation. The Dean of the Faculty of Medicine will forward these recommendations, along with their own recommendation, and the entire file to the President. [Option 2: Promotion and tenure, and/or reappointment consideration by the Faculty Committee and Dean (Home Faculty and Home Dean)] The Home Faculty Committee will review the entire file based upon the recommendations from the respective Department Heads/School Directors and will make their own independent recommendation. The Home Dean uses the recommendation of their Departmental Committee and Department Head/School Director along with the dossier to make an independent recommendation. The Home Dean will forward these recommendations, along with their own recommendation, and the entire file to the President.

**Academic Deliverables**

1. All UBC faculty members are expected to contribute to the UBC community according to established responsibilities in teaching, educational leadership and academic service, depending on the appointed rank. You will be expected to participate fully and with distinction in **undergraduate/graduate/postgraduate** education, curriculum development and innovation, other teaching and learning activities, to demonstrate educational leadership, and to carry out your share of advising duties and committee assignments. All duties and responsibilities shall be carried out under the direction of your **Department Head/School Director** and are subject to evaluation by your **Department Head/School Director**. Your initial responsibilities and accountabilities in this position will be:
	1. Teaching: Teaching responsibilities for the **Department/School** may change over time and will be assigned by your **Department Head/School Director** as the needs of the Department or Faculty dictate. As discussed, next year you will be responsible for **[ACTION: insert specific assignment as appropriate to this position]**.
	2. Educational Leadership:It is expected that you will take on multiple educational leadership duties and/or projects, including but not limited to contributions to curriculum renewal; programs, initiatives or research to advance pedagogical innovation; excellence in teaching; scholarly teaching with impact at UBC and beyond; scholarship of teaching contributions and applications, including publications of innovative pedagogical techniques. **[ACTION: insert specific duties if applicable: i.e., a particular program or particular curriculum renewal responsibilities.]**
2. Academic Service: Participation in service activities at all levels within UBC and in scholarly/professional communities is important and we encourage you to be fully engaged in service. **[ACTION: provide specific description i.e. sitting on UBC committees].** You are also encouraged to attend Full Faculty Meetings. **[ACTION: amend to reflect expectations for the rank:** Initially though your involvement with such activities will be of a lesser degree with the understanding of a more gradual involvement over time. Increased levels of academic service are expected of more senior faculty, with Professors of Teaching showing the greatest involvement.**]**
3. You will be expected to meet the academic deliverables and guidelines for full-time faculty members to a level consistent with Department/School norms and needs.
4. In accordance with UBC Policy HR1[[4]](#endnote-4), you are responsible for maintaining a current record of your academic and administrative activities in the form of a CV[[5]](#endnote-5) prepared in UBC CV format. A Teaching Dossier[[6]](#endnote-6) should also be prepared and kept up-to-date. These career records may include other documents, which UBC considers relevant to your academic career. You agree to make such documents available to the **Department Head/School Director [ACTION: insert if applicable:**, DivisionHead**]** and to other duly authorized representatives of UBC upon request.
5. In accordance with UBC Policy SC3[[7]](#endnote-7), you must maintain up-to-date Conflict of Interest and Conflict of Commitment declarations[[8]](#endnote-8).
6. You will be expected to acknowledge your UBC appointment in all public announcements, publications and presentations.

**B. [ACTION: use if applicable] [Name of Chair/Professorship/Distinguished Scholar]: UBC**

1. You will be the holder of the Chair/Professorship/Distinguished Scholar in [name of Chair/Professorship/Distinguished Scholar]**[[9]](#endnote-9)**.
2. The initial term of the **Chair/Professorship/Distinguished Scholar** is for **xxxx (#)** years, from **[insert start date]** to **[insert end date],** renewable subject to **[ACTION: insert if applicable:** continued funding and the**]** successful review of the holder’s research and performance relative to the objectives of the **Chair/Professorship/Distinguished Scholar**.
3. As the holder of the **Chair/Professorship/Distinguished Scholar** in **[name of Chair/Professorship/Distinguished Scholar]**, you will be responsible for ensuring that all expenses charged against that portion of the endowment income **[ACTION: insert if applicable:** if not endowed, see agreement in place such as guideline, terms of reference, etc.**]** for which you are responsible are in line with the donor's intent and with the purpose of the endowment as outlined in the Endowment Fund letter agreement and other endowment agreements supporting this Chair (“Endowment Agreements”).
4. You will acknowledge the donors to the **Chair/Professorship/Distinguished Scholar** in all public announcements, publications and presentations.
5. You will provide reports in accordance with the terms of the Endowment Agreements. Such reports will be provided to the Dean of the Faculty of Medicine (or delegate) by January 31st of each year **[ACTION: insert if donor involved:** and will include a brief summary of the highlights of your accomplishments as it relates to the **Chair/Professorship/Distinguished Scholar**.**]**
6. These and other terms related to this **Chair/Professorship/Distinguished Scholar** are specified in the Endowment Agreements which will be provided under separate cover.

**C. [ACTION: use if applicable] Administrative role as [insert administrative title] in the [name of Department/School/UBC Centre/UBC Institute], UBC Faculty of Medicine**

1. Your administrative role as **[insert administrative title]** will be for a **[insert term length]** year term commencing **[insert start date]** (or mutually agreed upon date), extending to **[insert end date].**
2. The **[insert administrative title]** role will require a time commitment of approximately **[insert #]** days per week **([insert FTE %]).**
3. Your responsibilities and accountabilities for this position are outlined in the job description provided in “Appendix C”.
4. You will report to the **[name of Direct Report]** in the Faculty of Medicine at UBC.
5. This appointment may be terminated at any time upon provision of three (3) months’ written notice (or pay in lieu of notice) by either party.

**D. [ACTION: use if applicable] Membership within the [name of UBC Centre/UBC Institute] as [insert role i.e. Investigator]: UBC Faculty of Medicine**

1. You will be a member of **[name of UBC Centre/UBC Institute]** as **[insert role].** The intention of this membership is to encourage collaboration between the members of the **[name of UBC Centre/UBC Institute]** and the **[name of Department/School]**. As **[insert role]**, you will lead a vigorous research program related to **[area of research]** and participate in activities that support the academic mission of the **Centre/Institute**.

**E.** **[ACTION: use if applicable] [insert role]: [name of agency]**

1. We acknowledge that you will be responsible for clinical deliverables as **[insert role]** at **[name of agency]**. The details of which will be provided **[ACTION: insert as applicable:** under a separate cover **[OR]** in a separate service contract, etc.**]**

# COMMITMENTS

* + - * 1. **Academic salary for Faculty Appointment: [name of Department/School]**
1. Your initial remuneration will be $**[insert salary]** per annum (attracts pension and benefits).
2. As with salaries for all UBC faculty members, your salary in subsequent years will be determined in accordance with the UBC Faculty Association's *Collective Agreement*[[10]](#endnote-10) regarding faculty salary. Based on your performance of your professorial responsibilities, you will be eligible for salary increases including (1) Career Progress, (2) Merit and (3) Performance Salary Adjustments. As detailed under Part 2: Salaries and Economic Benefits section 2.04 e), all members eligible for consideration for merit shall submit to the **Department Head/School Director** a summary of their relevant scholarly, teaching and service activities. **[ACTION: insert if appointment is JOINT]** The two **Departments/Schools** agree that the award of merit will be based upon the same report submitted to each **Department Head/School Director** each year, and that the **Department Head/School Director** of both **Departments/Schools** will confer and agree on the merit recommendation. For the purpose of addressing PSA, **both Department Heads/School Directors** will review the PSA request as per their usual review process independently and then both **Department Heads/School Directors** will confer and agree on the recommendation to the Dean.
3. You will be eligible for all standard benefits for full-time UBC faculty members. For information on how to enroll in your benefit plan and other orientation information, see the attached “Appendix D”.
4. It is the practice of UBC that years in an equivalent rank at another institution be counted in determining where a new faculty member should begin on the Career Progress Increment Scale[[11]](#endnote-11). **[ACTION: choose which is applicable:** From your Curriculum Vitae, we have determined that you have accumulated **xxxx (#)** years in your current rank of **[insert rank]** at **[previous University]**. Please note that your prior service does not affect your tenure clock or count towards study leaves. **[OR]** From your Curriculum Vitae, we have determined that you have not accumulated any years in the rank of **[insert anticipated rank] ].** Therefore, according to the Scale, you will start at "Year **xxxx (#)**" on the Career Progress Increment Scale for **a/an** **[insert****anticipated UBC academic rank]**. You will receive **[#: Check and insert the year as per** [**CPI Schedule**](https://hr.ubc.ca/sites/default/files/2020-09/CP%20Entitlement%20Schedule.pdf)**]** units of CPI for “Year **xxx (#)”**  on July 1, 20XX **[insert upcoming academic year following start date]**, provided that your performance is satisfactory.

**[For non-Faculty or Academic Renewal Hires]**

1. Should you be awarded a peer-reviewed salary award(s) or external research funds (i.e.: research contracts or operating grants) that have an explicit provision for a salary component, you may receive an honorarium under the following policies and practices:
2. In accordance with UBC Board of Governors Policy LR2 on Research[[12]](#endnote-12), should you be awarded external research funds.
3. In accordance with UBC Faculty of Medicine and Departmental guidelines[[13]](#endnote-13), should you be awarded a peer-reviewed salary award(s).

**[For Faculty or Academic Renewal Hires only]**

1. Should you be awarded a peer-reviewed salary award(s) or external research funds (i.e.: research contracts or operating grants) that have an explicit provision for a salary component, you may choose one of the following options under the following policies and practices:

	1. Honorarium: 15% of the salary award or $15,000 per annum, whichever is lower, and in accordance with UBC Board of Governors Policy LR2 on Research, should you be awarded external research funds.
	2. Research Support: 20% of the salary award or $30,000 per annum, whichever is lower.
	3. A combination of 50% of the honorarium and 50% of the research support, as noted above.

**B. [ACTION: use if applicable] [Honorarium: Name of Chair/Professorship/Distinguished Scholar]: Department/School/UBC Faculty of Medicine**

1. You will be paid an honorarium in the amount of $**[insert amount]** per annum (does not attract pension and benefits) for the term that you are named the holder of the **Chair/Professorship/Distinguished Scholar**.

**C. [ACTION: use if applicable] Honorarium: Administrative Role as [insert administrative title]: [name of Department/School/UBC Centre/UBC Institute], UBC Faculty of Medicine**

1. You will be paid an honorarium for your role as **[insert administrative title]**, effective **[date]** until **[date],** in the amount of $**[insert honorarium]** per annum for a time commitment equivalent to **[insert #]** days per week **([insert FTE %])**.This payment is taxable as salary and does not attract pension and benefits; however, compulsory deductions include Canada Pension Plan (CPP) and Employment Insurance (EI).
2. When you step down as the **[insert administrative title]** the remuneration and any other benefits associated with this administrative position will cease.

**ACTION: use if applicable] Start-up Funds/Equipment: [name of Department/School/UBC Centre/UBC Institute providing funds]**

1. You will be provided with the following start-up funds:

	* 1. **[name of Department/School]**: **[ACTION: insert description of funds and equipment, if applicable.]**
		2. **[name of UBC Centre/UBC Institute]**: **[ACTION: insert description of funds and equipment, if applicable.]**
2. **[ACTION: use if applicable]** The **[name of Department/School]** will also support an infrastructure funding application submitted to the Canadian Foundation for Innovation (CFI) John R. Evans Leaders Fund (JELF). You are encouraged to apply for a maximum budget of $**[insert amount]** for the purchase of equipment. This will be contingent on both internal UBC and CFI approvals, as well as successful application to the BC Knowledge Development Fund (BCKDF). If successful, within this amount, the CFI will provide 40% (**[insert amount]**) of the funding, the BCKDF will provide 40% (**[insert amount]**), and the remaining 20% (**[insert amount]**) will be covered from other sources including vendor discounts.
3. **[ACTION: use if applicable]** If the CFI application is unsuccessful, the **Department/School** will provide an additional **[insert amount]** to your start-up package. Furthermore, you will be eligible to apply for other grants in the larger scale CFI competitions for additional resources as the competitions become available.
4. **[ACTION: use if applicable]** To ensure that your application will be competitive for funding, we encourage you to work with the UBC CFI Program Officer, Richa Anand-Wong, on your application. She can be reached at richa.anand@ubc.ca.
5. Your start-up funds are to be used within the first five (5) years of your appointment.
6. You acknowledge and agree that should you cease to be an employee of UBC for whatever reason, any unused start-up funds will be returned to the funder.
7. UBC will maintain ownership of all equipment you acquire with UBC or grant funding administered by UBC; however, you are able to use such equipment throughout your employment with UBC.

**Office Space**: **[name of agency providing space]**

1. The following space will be allocated to you upon your appointment:
	* 1. Office Space: **[ACTION: insert description:** i.e., building name, location address, square footage etc.**]**
2. This will be an initial allocation, which will be reviewed to ensure it remains consistent with UBC **[insert if applicable:** and hospital**]** space policies. Following discussion with you, changes in space allocation may be made.

**Administrative Support:** **[name of agency providing support]**

1. **[ACTION: insert description of administrative support]**

**Relocation & Travel Information:** **UBC [insert if applicable: and (name of other agencies providing support)]**

1. UBC shall provide you with an allowance (depends on family status, see table in the policy’s procedures) for the relocation of your household and personal effects and tools of the trade as well as your travel expenses in traveling from the home where you reside on the date you accept this offer to your new residence for UBC employment.
2. This UBC relocation allowance can be applied to a broad range of expenses related to your relocation to Vancouver. The exact sum of this allowance will be determined in accordance with provisions of *UBC’s Policy HR6 on* Relocation of Faculty Members and Senior Management Staff.[[14]](#endnote-14) Before incurring expenses, please review the Relocation Policy for Faculty Members and Senior Staff[[15]](#endnote-15) for information regarding eligibility guidelines and the name of an approved mover.
3. **[ACTION: use if applicable:]** For amounts in excess of Policy HR6, (the **[name of Department/School/UBC Centre/UBC Institute/Agency]** will reimburse you for the cost of reasonable expenses incurred that exceed the reimbursable amounts available through UBC up to $**[insert amount]**. This is inclusive of costs for both your personal and research moves. Any additional reasonable expenses should be discussed and approved in advance. Original receipts for these expenses should be submitted to **[insert contact name and title]**. **[ACTION: insert any specific instructions if applicable.]**
4. **[ACTION: use if applicable:]** The **[name of Department/School/UBC Centre/UBC Institute/Agency]** will cover three (3) months’ rent to a maximum of $**[insert amount]**, if you choose not to purchase a home before your arrival.
5. The Medical Services Plan (MSP) is the BC provincial government’s medical insurance plan administered by Health Insurance BC. All eligible BC residents and their dependents must enroll in MSP, which pays for the medically required services of physicians and surgeons, hospital services, as well as dental and oral surgery when it is medically required to be performed in a hospital. If you are coming to UBC from outside of BC (and within Canada) or outside Canada, you and your [eligible dependents](http://www.hr.ubc.ca/wellbeing-benefits/benefits/getting-started/eligibility/eligibility-of-dependents/)[[16]](#endnote-16) must complete a three (3) month waiting period for MSP.
6. If you are coming to BC from another Canadian province or territory you should maintain coverage with your former provincial medical plan during the MSP wait period. This will ensure you are covered for any medically necessary physician and hospital services by your former province as you wait for your MSP coverage to start.
7. If you are coming to BC from outside of Canada, you should arrange for private coverage during the MSP waiting period. Faculty and staff employed or appointed by UBC from outside Canada can purchase private coverage during the waiting period through David Cummings Insurance Services (DCIS)[[17]](#endnote-17) or Sun Life’s Inpatriate Health Plan[[18]](#endnote-18) so that you will be reimbursed for medical claims. **[For LMIA, insert:** The **Department/School** is responsible for the cost and purchasing of your private insurance from the date of arrival in Canada and through the waiting period for MSP.**] [For Canadians or non-LMIA TFW, insert:** You are responsible for the cost and purchasing of your own private insurance. You may be eligible for reimbursement under Policy HR6.**]**

**Employee Housing Assistance Program: UBC, [name of Department/School [insert if applicable: and (name of other agencies providing support)]**

1. As a new full-time tenure stream faculty member at UBC - Vancouver Campus, you are eligible to apply for the following programs to assist with home ownership. These are available towards the purchase of a principal, and only, residence within the Metro Vancouver area.

	1. **Down Payment Assistance Program (DPA):**

The DPA is a one-time loan that is forgiven over five (5) years and is a taxable employment benefit during that period as per CRA guidelines. Access to this program is not limited to a pre-determined number of spots and there is no academic or strategic merit review or competition required. However, faculty members must elect to access the program within the ten (10) year period following the start date of their initial UBC appointment in an eligible rank, or six (6) months prior to their start date. **[ACTION: consider inserting if incumbent is not local to Vancouver:** There is also the possibility of on-campus faculty and staff rental housing and you can put your name on the wait list if interested. For further assistance, please contact UBC Housing and Relocation.**]**

* 1. **[Action: use if applicable] Prescribed Interest Rate Loan Program (PIRL):**

The PIRL provides approved faculty a one-time repayable fifteen (15) year loan at the CRA prescribed interest rate. This is a limited access program where a limited number of applicants are evaluated and approved based on strategic merit. There is no time limit within which an eligible faculty member may apply; however, individuals must have been in an eligible position for at least one full year before they can apply.

1. Details regarding assistance with home ownership, including eligibility requirements, terms and conditions, as well as links to applications forms are available from [UBC Housing and Relocation](http://www.hr.ubc.ca/housing-relocation/fhop/) [[19]](#endnote-19).
2. You acknowledge and agree that should you cease to be an employee of UBC within five (5) years for whatever reasons, you shall repay UBC the pro rata portion of the housing assistance funding amount representing the part of the five (5) year period for which you cease to be an employee of UBC.

**[ACTION: use if applicable] Provost’s Priority Childcare Placement Program**

1. In an effort to improve access to on-campus childcare, the Provost’s Office has created the Provost’s Priority Childcare Placement Program (PCPP) that provides a limited number of new faculty members with higher placement on UBC childcare external waitlists in order to support strategic recruitment and retention priorities. If successful with your application, there will be an additional monthly premium for daycare spots achieved through the PCPPwhich will be covered by the **Department/School**.
2. More details about the PCPP and the application process are available on the UBC Housing and Relocation website[[20]](#endnote-20).

# MENTORING

1. As part of the Faculty of Medicine’s commitment to supporting its members, each new faculty member is expected to access the Faculty of Medicine orientation materials on the Faculty of Medicine website[[21]](#endnote-21). Faculty members are also encouraged to participate in the faculty mentorship program[[22]](#endnote-22). **[ACTION: insert only for tenure track appointees:] [Choose which is applicable:** Your **Department Head/School Director** will assign you an initial mentor within three (3) months of your appointment. **[OR]** Your initial mentor will be **[name of mentor]]**. You are encouraged to review your mentorship on an annual basis with your **Department Head/School Director*.***

# FULL AGREEMENT

#

1. As an employee of the University of British Columbia, you are required to present to your department original documentation to confirm (1) your identity and (2) your eligibility to be employed in Canada (i.e. a valid social insurance number and, **[ACTION: insert if applicable:** if applicable, supporting documentation from Immigration, Refugees, and Citizenship Canada (IRCC)). It is your responsibility to ensure that you are legally entitled, pursuant to IRCC’s requirements, to work at UBC. If you are not a citizen or permanent resident of Canada, please visit the Faculty Relations’ website[[23]](#endnote-23).**]**
2. This letter constitutes the full terms of UBC's employment offer **[ACTION: insert if applicable**: and your appointment with **[insert name of agency]**,**]** and supersedes all other commitments, either written or verbal, that may have been made to you.
3. Should you accept this offer, you will be a member of the faculty bargaining unit. The applicable membership dues will be deducted in accordance with Article 6 of the Collective Agreement between UBC and the UBC Faculty Association. Your employment will be governed by the *Collective Agreement* with the Faculty Association, and all the Faculty of Medicine[[24]](#endnote-24) and UBC[[25]](#endnote-25) policies, n noting in particular Policy SC3 on Conflict of Interest and Conflict of Commitment[[26]](#endnote-26), Policy SC6 on Scholarly Integrity[[27]](#endnote-27), Policy SC7 on Discrimination[[28]](#endnote-28), Policy SC17 on Sexual Misconduct[[29]](#endnote-29), Policy SC18 on Retaliation[[30]](#endnote-30), Policy LR2 on Research[[31]](#endnote-31), Policy LR11 on Inventions[[32]](#endnote-32). The Collective Agreement, the Faculty of Medicine and UBC policies may be amended, and such amendments, no matter when adopted, are binding upon you.
4. You are expected to observe the highest professional standards at all times. In support of this, you are expected to abide by the UBC Respectful Environment Statement for Students, Faculty and Staff[[33]](#endnote-33). The statement reflects our core values of mutual respect and equity, and promotes a safe, caring, and respectful campus community. UBC holds all staff, faculty and students accountable for carrying out their duties and responsibilities in accordance with this statement. You are also expected to abide by the Faculty of Medicine “Professional Standards” document[[34]](#endnote-34). By signing this Letter of Offer and in lieu of signing the Professional Standards document, you agree to have read, understood and will abide by the information set out therein.
5. In this position, you will be responsible for fostering engagement and inclusivity, as well as creating an environment that promotes excellence in all aspects of work and culture. You will also be responsible for aligning with the Faculty’s values of respect, integrity, compassion, collaboration, and equity where civility, diversity, opportunity, inclusion, and cultural safety are paramount and central to all encounters. You will be responsible for ensuring a safe working and learning environment for all members of the UBC Community. In support of this, you are expected to demonstrate leadership in encouraging a respectful and diverse work and learning environment.
6. All paragraphs and covenants contained in this Agreement are severable, and in the event that any of them is held to be invalid, unenforceable or void by a court of a competent jurisdiction, such paragraphs or covenants shall be severed and the remainder of this Agreement shall remain in full force and effect.

🙛

Please take the time to review this letter of offer for accuracy and upon your agreement, sign below and return it to **[name, job title]** within two weeks of receipt. Please keep a copy of this signed letter for your own records. This signed letter is required to facilitate your appointment and salary.

We are looking forward to you joining us at UBC**.**

Yours sincerely,

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**[name] [credentials]** Date

**Head/Director [name of Department/School]**

The University of British Columbia

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**[name of second signatory] [credentials]** Date

**[job title i.e. Regional Associate Dean]**

**[name of organization i.e. CHES, Northern Medical Program, etc.]**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Dermot Kelleher MD, FMedSci Date

Dean, Faculty of Medicine

Vice-President, Health

The University of British Columbia

I am in agreement with the above terms and conditions.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

 **[name of incumbent]**, **[credentials]** Date

**APPENDIX A**

**Reappointment, Promotion and Tenure Schedule for Dr./Mr./Ms. [name of incumbent]**

The academic year begins July 1st and ends June 30th.

|  |  |  |
| --- | --- | --- |
| **Scheduled Activity** | **Effective Dates** | **Academic Year** |
| Appointment Hire Date | July 1, 2023 | to | June 30, 2026 | 1 to 3 |
| Start of the tenure clock (Tenure clock commences on July 1st of the year of hire) | July 1, 2023 | 1 |
| Start date of study leave accrual (Based on the first day of service to UBC) | July 1, 2023 | 1 |
| Reappointment Review | July 1, 2025 | to | June 30, 2026 | 3 |
| Reappointment | July 1, 2026 | to | June 30, 2029 | 4 to 6 |
| Mandatory Promotion & **Tenure** Review | July 1, 2027 | to | June 30, 2028 | 5 |
| If **Tenure** is denied, Terminal Year | July 1, 2028 | to | June 30, 2029 | 6 |

Please note the tenure clock can be extended as per Part 3: Leave of Absence – Article 1. Leave during Pre-Tenure Period[[35]](#endnote-35).

# APPENDIX B

# ADMINISTRATIVE ROLE JOB DESCRIPTION

**[ACTION: insert Administrative Role Job Description]**

# APPENDIX C

# ORIENTATION

**Faculty Staff Housing and Relocation Services**

Faculty Staff Housing and Relocation Services helps with the smooth transition of new faculty, postdoctoral fellows, staff and their families who are relocating from outside Metro Vancouver to the UBC community and Vancouver neighbourhoods. Please browse their site to learn more about the information and services available to you via the Work-Life & Relocation Services Centre: <https://hr.ubc.ca/working-ubc/finding-housing>.

**Welcome to UBC**

We encourage you to explore online information to help you get started at UBC: This online orientation for faculty and staff is designed to walk you through the orientation process, as well as to help you learn more about UBC and the resources and opportunities available to you. <https://hr.ubc.ca/working-ubc/your-first-days-ubc>

**As a new UBC faculty member, you are entitled to the following range of benefits**

1. **Health and Welfare Benefits**

As a new UBC tenured (or tenure-track) faculty member you are eligible for a comprehensive benefits package. Medical Services Plan (MSP) coverage, extended health, dental coverage are part of your health and welfare benefits. For more information on the range of benefits available, please see the Benefits website: <https://hr.ubc.ca/benefits/benefit-plan-details>.

Benefit enrollment which is part of the onboarding process is done online via UBC’s portal [my.ubc.ca](http://www.my.ubc.ca/). You will be provided with access to Workday closer to your start date and will receive information and instructions regarding the onboarding process.

1. **Professional Development Fund**

The Professional Development Reimbursement (PDR) fund is a University program intended to provide financial assistance for professional development expenses. These expenses must relate to activities that enhance the performance, ability, or effectiveness of a Member’s work at the University. For information about the Professional Development Reimbursement Fund, please see the Faculty Relations website: <https://hr.ubc.ca/career-development/professional-development-funding/faculty-professional-development-funding>. Note that UBC will maintain ownership of all equipment you acquire through grant funding or PDR funds, however, you will be able to use such equipment throughout your employment with the University.

1. **Pension Benefits**

You will be enrolled in the UBC Faculty Pension Plan. For more information about the Pension Plan, please see the Faculty Pension Plan website.

<https://faculty.pensions.ubc.ca>

1. **Tuition Waivers**

Faculty members and their dependent children are eligible for tuition waivers. For information about your tuition waiver benefits, please see the Benefits website:

<https://hr.ubc.ca/benefits/benefit-plan-details/tuition-waiver/faculty-and-academic-executive>.

**Vacation Entitlement**

Vacations are to be arranged with your Head. Individuals must take any holidays to which they are entitled within the contract period or prior to any other agreed termination date. To check your vacation entitlement, please see the Benefits website:

<https://hr.ubc.ca/benefits/benefit-plan-details/vacation-leaves/vacation>.

**Leaves of Absence, including Study Leaves**

For information on the range of leaves available, please see the Benefits website:

<https://hr.ubc.ca/benefits/benefit-plan-details/vacation-leaves/vacation>.

For more information about eligibility for, the requirements of and salary while on study leave, please refer to the Collective Agreement between UBC and the UBC Faculty Association, Leaves of Absence. Please see the Faculty Relations website:

<https://hr.ubc.ca/working-ubc/faculty-collective-agreement>.

**Faculty & Staff Self-Service**

You will need a Campus Wide Log-in (CWL) ID to access various system services, including Faculty and Staff self-service web portal.

* If you previously had a student CWL account, please contact IT Services at 604.822.2008 to affiliate your employee number to your student CWL.
* If you previously had a Faculty CWL and already added your employee number, there is nothing further to do.
* If you do not have any type of CWL, one will be generated for you. Please look out for an automated email from AccessUBC with further instructions.

If you encounter any issues regarding your CWL please out to contact the IT Service Centre at 604.822.2008.

We encourage you to review your information in Workday during your first month with UBC to update important contact and emergency information and to view your personal and payroll information.

**Mandatory Training**

As a new employee, several training courses are mandatory to meet WorkSafeBC and UBC requirements. These courses include New Worker Safety Orientation, Privacy & Information Security Fundamentals Training, Workplace Violence Prevention Training, and Preventing and Addressing Workplace Bullying and Harassment Training. Once you have a CWL ID, you will be able to access the training programs at <https://srs.ubc.ca/training/> which must be completed before the end of the first month of your appointment. Once completed, please print out the completion certificates and give them to your Administrator.

**Academic Activities**

You are encouraged to review the Guide to Academic Activities in the Faculty of Medicine to guide the fulfillment of your academic deliverables. Please see the Faculty of Medicine website: <https://mednet.med.ubc.ca/hr/faculty-hr-resources/orientation/>.

**Workplace Health**

The UBC Human Resources Workplace Wellbeing & Benefit team is actively involved in the creation of a safe community that encourages employee health and wellbeing. Their commitment to employee health is part of the larger university goal to create an outstanding work environment as outlined in the UBC Strategic Plan, as well as the UBC Focus on People strategy to develop a sustainable, healthy workplace. For more information, please see the HPP website: <https://hr.ubc.ca/health-and-wellbeing>.

 **Awards and Honours**

Recognizing the accomplishments of faculty and staff members alike is an exciting and, in itself, rewarding opportunity. In this way, we celebrate excellence from contributions in research, teaching, leadership and more general contributions to local, national, and international society. For more information about awards and honours, please see the Faculty of Medicine website:
<https://mednet.med.ubc.ca/HR/awards-recognition/Pages/default.aspx>.

 **Faculty Development**

UBC’s Faculty Development network aims to empower teachers to be successful by providing educational support that takes into account the needs of all teaching sites and teachers at all career stages. To become involved with events and programs at your site, reach out to your local faculty development director:

* Vancouver-Fraser Medical Program: Dr. Linlea Armstrong (fac.dev@ubc.ca)
* Island Medical Program: Dr. Sarah Buydens (facdev@uvic.ca)
* Northern Medical Program: Dr. Julia Wimmers-Klick (julia.wimmers-klick@unbc.ca)
* Southern Medical Program: Dr. Robyn Hutchings (robyn.hutchings@ubc.ca)

For more information, please visit [https://facdev.med.ubc.ca/](https://facdev.med.ubc.ca/%C2%A0)or contact the Office of Faculty Development at fac.dev@ubc.ca.

**UBC Equity and Inclusion Office**

The UBC Equity and Inclusion Office (EIO) is an impartial, welcoming, confidential resource providing information, education and intervention services for Faculty, Staff and Students, primarily to prevent and help address harassment and other forms of discrimination and to support an equitable, respectful environment at UBC, for faculty, staff and students. EIO provides information, education and facilitation on equity, diversity, human rights and respectful environment, as well as supports and collaborates with units at the University by providing expertise related to equity, diversity, human rights, and respectful environment to create and maintain healthy, respectful, welcoming environments. EIO can also provide information on available formal complaint options and procedures in a safe, confidential setting and are an “open door” throughout that process. EIO administers [Policy SC7[[36]](#endnote-36)](https://universitycounsel.ubc.ca/files/2018/09/policy3.pdf) , the UBC Policy on Discrimination, which covers human rights-based discrimination and harassment.

You are always welcome to [contact](https://equity3.sites.olt.ubc.ca/about/contact/) the Equity & Inclusion Office at <https://equity.ubc.ca/> to make an appointment, and are invited to refer others who may have concerns and wish a confidential, safe and welcoming environment to clarify their situation and discuss options.

# UBC Centre for Workplace Accessibility

The UBC Centre for Workplace Accessibility (CWA) is a central hub for resources, tools, and programs that help remove barriers for faculty and staff with disabilities or ongoing medical conditions. The CWA works alongside the Stay-at-Work/Return to Work Program, Ergonomics Program and Occupational and Preventive Health Program in Workplace Health Services.

The Workplace Accommodation Fund, managed by the CWA, is available to fund disability-related accommodations for candidates and employees with disabilities or ongoing medical conditions. To confidentially request an accommodation, please contact your Department Administrator or the Centre for Workplace Accessibility, directly. <https://hr.ubc.ca/health-and-wellbeing/working-injury-illness-or-disability/centre-workplace-accessibility>

# END NOTES

1. <https://www.canada.ca/en/immigration-refugees-citizenship/corporate/publications-manuals/know-your-rights-worker-international-mobility-program.html> and <https://www.canada.ca/en/employment-social-development/services/foreign-workers/protected-rights.html#h2.1> [↑](#endnote-ref-1)
2. For *Part 4: Conditions of Appointment for Faculty*, refer to <https://hr.ubc.ca/working-ubc/faculty-collective-agreement> [↑](#endnote-ref-2)
3. See Articles 4 and 5 of the Agreement on Conditions of Appointment for Faculty (<https://hr.ubc.ca/working-ubc/faculty-collective-agreement-and-policies>) and the Guide to Reappointment, Tenure and Promotion Procedures at UBC <https://hr.ubc.ca/career-development/appointment-reappointment-tenure-and-promotion>) [↑](#endnote-ref-3)
4. For UBC Policy HR1 refer to <https://universitycounsel.ubc.ca/policies/cv-policy/> [↑](#endnote-ref-4)
5. For a sample CV, refer to the Faculty of Medicine Annotated CV <https://mednet.med.ubc.ca/hr/faculty-hr-resources/promotion-tenure/> [↑](#endnote-ref-5)
6. For a sample Teaching Dossier, refer to [ctlt.ubc.ca/resources/teaching/portfolios/](http://ctlt.ubc.ca/resources/teaching/portfolios/) [↑](#endnote-ref-6)
7. For UBC Policy SC3 refer to <https://universitycounsel.ubc.ca/policies/coi-policy/> [↑](#endnote-ref-7)
8. For information on COI / COC declarations, refer to <https://mednet.med.ubc.ca/AboutUs/PoliciesAndGuidelines/Pages/HR.aspx> & the UBC Office of Research Services website @ <https://ors.ubc.ca/> [↑](#endnote-ref-8)
9. UBC Policy LR1 <https://universitycounsel.ubc.ca/policies/honorifics-policy/> [↑](#endnote-ref-9)
10. For Part 2: *Salaries and Economic Benefits* refer to [www.hr.ubc.ca/faculty-relations/collective-agreements/](http://www.hr.ubc.ca/faculty-relations/collective-agreements/) [↑](#endnote-ref-10)
11. For the Career Progress Increment Scale, refer to [www.hr.ubc.ca/faculty-relations/compensation/faculty-salary-increases/career-progress-information/](http://www.hr.ubc.ca/faculty-relations/compensation/faculty-salary-increases/career-progress-information/) [↑](#endnote-ref-11)
12. For UBC Policy LR2 refer to <https://universitycounsel.ubc.ca/policies/research-policy/> [↑](#endnote-ref-12)
13. For the Faculty of Medicine Policy on Incentives and Rewards for Faculty Members on External Salary Awards refer to <https://med-fom-mednet.sites.olt.ubc.ca/files/2022/09/Policy-on-Incentives-and-Rewards-for-Faculty-Members-on-External-Salary-Awards.pdf> [↑](#endnote-ref-13)
14. For information regarding reimbursement for travel and relocation expenses, refer to <https://universitycounsel.ubc.ca/policies/relocation-policy/> [↑](#endnote-ref-14)
15. For the relocation website, refer to [www.hr.ubc.ca/relocation/](http://www.hr.ubc.ca/relocation/) [↑](#endnote-ref-15)
16. For information on the eligibility of dependents, refer to <https://hr.ubc.ca/benefits/enrolment-enrolment-changes/eligibility-and-plan-cost/eligibility-dependents> [↑](#endnote-ref-16)
17. For information on David Cummings Insurance Services, refer to [www.david-cummings.com/services/travellingtocanada/index.htm](http://www.david-cummings.com/services/travellingtocanada/index.htm) [↑](#endnote-ref-17)
18. For information on Sun Life’s Inpatriate Health Plan, refer to [https://www.sunlife.ca/Canada/sponsor/Group+benefits/Group+benefits+products+&+services/International+Benefit+Solutions/Inpatriate+Health+Plan?vgnLocale=en\_CA](https://www.sunlife.ca/Canada/sponsor/Group%2Bbenefits/Group%2Bbenefits%2Bproducts%2B%26%2Bservices/International%2BBenefit%2BSolutions/Inpatriate%2BHealth%2BPlan?vgnLocale=en_CA) [↑](#endnote-ref-18)
19. <https://hr.ubc.ca/working-ubc/finding-housing/faculty-home-ownership-program> [↑](#endnote-ref-19)
20. For the Provost’s Priority Childcare Placement Program (PCPP) refer to <https://hr.ubc.ca/careers-and-job-postings/relocation-services/child-care-and-schooling-options> [↑](#endnote-ref-20)
21. This will focus on supporting your successful career development in education and research within the Faculty of Medicine and includes an overview of the Faculty, its strategic direction and various leadership portfolios. The Faculty of Medicine website is available @ <https://www.med.ubc.ca/>. [↑](#endnote-ref-21)
22. For the Mentoring program, refer to <https://mednet.med.ubc.ca/hr/faculty-hr-resources/mentoring/> [↑](#endnote-ref-22)
23. For information related to immigration, refer to <https://hr.ubc.ca/careers-and-job-postings/immigration> [↑](#endnote-ref-23)
24. For all of the FoM’s policies, refer to <https://mednet.med.ubc.ca/AboutUs/PoliciesAndGuidelines2/Pages/default.aspx> [↑](#endnote-ref-24)
25. For all of the University’s policies, refer to <https://universitycounsel.ubc.ca/board-of-governors-policies-procedures-rules-and-guidelines/policies/> [↑](#endnote-ref-25)
26. For UBC Policy SC3, refer to <https://universitycounsel.ubc.ca/policies/coi-policy/> [↑](#endnote-ref-26)
27. For UBC Policy SC6, refer to <https://universitycounsel.ubc.ca/policies/scholarly-integrity-policy/> [↑](#endnote-ref-27)
28. [↑](#endnote-ref-28)
29. For UBC Policy, SC17, refer to <https://universitycounsel.ubc.ca/policies/sexual-misconduct-policy/> [↑](#endnote-ref-29)
30. For UBC Policy SC18, refer to <https://universitycounsel.ubc.ca/policies/retaliation-policy/> [↑](#endnote-ref-30)
31. For UBC Policy LR2, refer to <https://universitycounsel.ubc.ca/policies/research-policy/> [↑](#endnote-ref-31)
32. For UBC Policy LR11, refer to <https://universitycounsel.ubc.ca/policies/inventions-policy/> [↑](#endnote-ref-32)
33. For UBC Statement on Respectful Environment, refer to <https://hr.ubc.ca/working-ubc/respectful-environment> [↑](#endnote-ref-33)
34. For the “Professional Standards” document refer to <https://med-fom-mednet.sites.olt.ubc.ca/files/2022/09/Professional-Standards-for-the-Faculties-of-Medicine-and-Dentistry.pdf> [↑](#endnote-ref-34)
35. For information on tenure clock extensions, refer to <https://hr.ubc.ca/benefits/benefit-plan-details/vacation-leaves/tenure-clock-extensions> [↑](#endnote-ref-35)
36. For UBC Policy SC7, refer to <https://universitycounsel.ubc.ca/policies/discrimination-policy/> [↑](#endnote-ref-36)