

**Template**

**The Faculty of Medicine Offer Letter template for tenure stream faculty (including grant tenure) appointments**

**Updated August 2018**

 **Dean's Office**

 **Faculty Affairs**

# Page 1: Instructions (to be deleted):

* Changes are highlighted in yellow highlight.
* This template should be used for the following faculty recruitments in the UBC Faculty of Medicine:
	+ Assistant, Associate, Professor, (Grant) Tenure (Track)
	+ Instructor 1, Instructor 2, Senior Instructor, Professor of Teaching (Grant) Tenure (Track)
	+ For partner track faculty appointments, please visit the [FOM Recruitment website](https://mednet.med.ubc.ca/HR/hiringFaculty/MakingTheOffer/Pages/default.aspx) for the appropriate template.
	+ For other faculty ranks, please [visit the [FOM Recruitment website](https://mednet.med.ubc.ca/HR/hiringFaculty/MakingTheOffer/Pages/default.aspx)](http://www.hr.ubc.ca/faculty-relations/) for the appropriate template.
* On page one of the Offer Letter, list each type of appointment with a corresponding letter (a,b,c, etc.). These letters should then correspond to the appropriate section in the Offer Letter where the details of the appointment are discussed.
* Some “tips” as you prepare your draft…
	+ Use the following file naming convention for version control/ tracking:
* Lastname First Initial – 4 Ltr Dept code – Ofr Ltr – RANK TERM -Draft # (or Final) – Mon Day YEAR
* E.g., Smith R – SURG –
* Ofr Ltr – Assoc Prof GTT - Draft 1 – Jan 1 2013
	+ Ensure that formatting (i.e., headings, subheadings, font usage) and abbreviation usage are consistent throughout.
	+ Include appropriate / full titles and credentials for those listed as signatories.
	+ Spell check.
* **Before printing**, please send the DRAFT to the Dean’s Office, Faculty HR for review/ edits. She/ he will advise once the letter is OK for you to print and circulate for signature.
* **At the time of printing**, print on either Divisional, Departmental or School letterhead. Circulate the letter to all the signatures – including the Dean as the final – prior to sending it to the Candidate for signature.

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**OFFER LETTER**

**The University of British Columbia & (external agency if applicable)**

# DRAFT #

[*insert Date*]

**PERSONAL AND CONFIDENTIAL**

[*insert Name*]

[*insert Address*]

Dear Dr. [*faculty member*]:

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

We are pleased to offer you the following appointment(s):

1. a full-time (1.0 FTE) faculty appointment at The University of British Columbia, in the **Department/School** of [*department*] [*or school*];
2. [**insert** other (e.g. health care agency) if applicable];
3. [**insert** other (e.g. health care agency) if applicable].

Your faculty appointment is subject to approval by The University of British Columbia Board of Governors [**insert** **if applicable**: and *(name of agency)*] [**insert for foreign academics**: and Immigration, Refugees, and Citizenship Canada (IRCC).] You will be an employee of the University in your teaching, scholarly activity and academic service capacities. [**insert** **if applicable**: For your clinical role at *(name of agency)* (“b”) and/or (“c”), you will be an employee of (*name of agency*) or you are an independent contractor and UBC will be your paymaster.]

The terms and conditions are as follows:

# APPOINTMENT(S)

**(a) Faculty Appointment: The University of British Columbia**

1. You will be recommended for a full-time (1.0 FTE) appointment at the rank of [**select rank**] (Assistant Professor/ Associate Professor/ Professor**/**Instructor I/Senior Instructor/Professor of Teaching) with ([**select**] tenure track / grant tenure track; tenure/ grant tenure). [**insert** **for “grant” (externally funded) positions:]** Grant tenure **(track)** means that your appointment is funded, at least in part, from funds external to the University and can only be continued as long as these funds are available. [**insert if applicable**: You are eligible to apply and be considered for any vacant tenure track positions that may be advertised in accordance with the University’s recruitment policies and procedures.] As per the "Agreement on Conditions of Appointment for Faculty", the University (via your **Department/School**) will provide you with at least 12 months’ notice if funding to support your appointment cannot be confirmed prior to your final year of appointment.
2. All appointments are contingent upon review and approval by the Appointments, Promotion and Tenure Committee for your **Department/School,** and for the Faculty of Medicine [**insert at the rank of Associate Professor/Professor/Senior Instructor/Professor of Teaching:** and for the University].
3. As with all University faculty members, your performance will be reviewed annually in order to set goals and expectations for the following year. You will be 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.
4. [**insert: if at ranks below Professor/Professor of Teaching**] You will be considered for promotion and tenure (i.e., appointment without term) as outlined in *Part 4: Conditions of Appointment for Faculty*.[[1]](#endnote-1) The University 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 University criteria and procedures relating to the tenure and promotion process[[2]](#endnote-2).
5. This appointment will begin (**insert** *date*) or upon a date to be mutually agreed.
6. Your initial appointment is for a period of xxxx (X) years (**insert additional months+ or change to xxx (X) years and xx months**), extending to June 30 (**insert** *year*).
7. **If Tenure Track Assistant Professor:** As your appointment is [**insert if applicable:** **grant**]/tenure track, your initial appointment will end on June 30, [**4 years from the July 1 of the year of hire**]. You will be reviewed for reappointment in your fourth year for a second four (4) year term. Your mandatory tenure review would occur no later than (insert date) (i.e., year seven of your appointment). The schedule attached to this letter outlines these dates for you. Please note that the University can bring you forward for promotion in any year, with your agreement. If the promotion review is successful, grant tenure/tenure is awarded automatically.
8. **If Tenure Track Associate Professor:** As your appointment is (**grant) tenure** track, your initial appointment will end on June 30, [**3 years from the July 1 of the year of hire**]. It is expected that you will be reviewed for tenure in your third year. However, if you are not reviewed for tenure then, you will be reviewed for reappointment in your third year for another 3-year term. Your mandatory tenure review would occur no later than June 30 (**insert** date) (i.e., year five of your appointment). The schedule attached to this letter outlines these dates for you. Please note that the University can bring you forward for promotion in any year, with your agreement. If the promotion review is successful, (grant) tenure is awarded automatically.
9. **If Tenure Track Instructor I:** As your appointment is (**grant) tenure** track, your initial appointment will end on June 30, [**3 years from the July 1 of the year of hire**]. You will be reviewed for reappointment in your third year for another 3-year term. Your mandatory tenure review would occur no later than (insert date) (i.e., year five of your appointment). The schedule attached to this letter outlines these dates for you. Please note that the University can bring you forward for promotion in any year, with your agreement. If the promotion review is successful, (grant) tenure is awarded automatically.
10. **If Senior Instructor or Associate Professor with Tenure:** Your appointment is a tenured appointment. The University has established reviews to assess your progress towards promotion. Please note that the University can bring you forward for promotion in any year, with your agreement.
11. You will be a member of the **Department/School** of \_\_\_\_. This means that your salary, promotion, tenure, assignments to duties, space allocations, research direction, other technical support, and secretarial support, etc., will be the responsibility of your **Head/Director.**
12. **Academic Deliverables

If Assistant Professor/Associate Professor/Professor:** All University faculty members are expected to contribute to the University community according to established responsibilities in teaching, scholarly activity and academic service, depending on the appointed rank. You will be expected to maintain an active research and scholarly program, to participate fully and with distinction in undergraduate, graduate and postgraduate education, as needed, 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 academic deliverables 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. Teaching includes, but is not limited to, a range of activities including scheduled courses and undergraduate, graduate, and postgraduate supervision. As discussed, next year you will be responsible for [**insert specific assignment as appropriate to this position**]. For the next two years of your appointment you will teach **[insert appropriate and or agreed upon number of courses]**. Thereafter, your teaching load will be based on the needs of the department and the normal teaching load for Assistant Professors.

**[if the Head is offering a teaching reduction, include this sentence:** This teaching reduction is for the first two years of your appointment and is intended to assist you in establishing your research program at UBC and you are expected to apply for a **[insert applicable grant]** within the first two years of your appointment.

* 1. Scholarly Activity: [**provide specific description**] Your research responsibilities include the development of an independent line of scholarly activity and publications in important journals of your field, disseminated and adopted by others, or influence the nature of practice in your field. Responsibility for scholarly activity varies according to rank and must be consistent with Department/School norms.
	2. Academic Service: Participation in service activities at all levels within the University and in scholarly/professional communities is important and we encourage you to be fully engaged in service. [**sitting on University committees, for example. Provide specific description**]. You are also encouraged to attend Full Faculty Meetings. **[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 showing the greatest involvement.
1. **If Instructor I/Senior Instructor/Professor of Teaching:** All University faculty members are expected to contribute to the University community according to established responsibilities in teaching and academic service. You will be expected to participate fully and with distinction in undergraduate 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 [**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.  [**Add in particular duties here if applicable, such as a particular program or particular curriculum renewal responsibilities**].
	3. Academic Service: Participation in service activities at all levels within the University and in scholarly/professional communities is important and we encourage you to be fully engaged in service. [**sitting on University committees, for example. Provide specific description**]. You will also be expected to attend Full Faculty Meetings. **[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 showing the greatest involvement.
2. You will be expected to meet the academic deliverables and guidelines for Full Time Faculty that are set forth in Appendix “B” to this Letter of Offer.
3. In accordance with University Policy 51,[[3]](#endnote-3) you are responsible for maintaining a current record of your academic and administrative activities in the form of a CV[[4]](#endnote-4) prepared in the University format. A Teaching Dossier[[5]](#endnote-5) should also be prepared and kept up-to-date.  These career records may include other documents, which the University considers relevant to your academic career. You agree to make such documents available to the **Department Head/School Director** (**insert if applicable:** **and Division)** and to other duly authorized representatives of the University upon request.
4. In accordance with University Policy 97[[6]](#endnote-6) you must maintain up-to-date Conflict of Interest and Conflict of Commitment declarations[[7]](#endnote-7).
5. You will be expected to acknowledge your University of British Columbia appointment in all public announcements, publications and presentations.

 **[Insert second appointment type if applicable]: (b) [*other appointment type: name of agency*]**

1. (*Describe appointment details, e.g., term; duties/ responsibilities; reporting relationship; applicable policies & procedures. Please list each topic as a new line item.*)

**[Insert third appointment type if applicable]: (c) [*other appointment type: name of agency*]**

1. (*Describe appointment details, e.g., term; duties/ responsibilities; reporting relationship; applicable policies & procedures. Please list each topic as a new line item*.)

# COMMITMENTS

**(a) Academic salary for Faculty Appointment: Department of XXXXX**

1. Your initial remuneration will be [**insert** $] per annum plus benefits. As with salaries for all University faculty members, your salary in subsequent years will be determined in accordance with the University Faculty Association's *Collective Agreement*[[8]](#endnote-8) 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 Head/ Director, a summary of their relevant scholarly, teaching and service activities.
2. You will be eligible for all standard benefits for full time University faculty members. For information on how to enroll in your benefit plan and other orientation information, see the attached “Appendix C”.
3. It is the practice of the University that years in an equivalent rank at another institution be counted in determining where a new faculty member should begin on the University's Career Progress Increment Scale[[9]](#endnote-9). From your Curriculum Vitae, we have determined that you have accumulated (**insert** #) years in your current rank of (**insert** *Academic rank*) at (**insert***previous university*). Please note that your prior service does not affect your tenure clock or count towards sabbaticals. (**If no prior service in rank, replace previous sentence with:** From your Curriculum Vitae, we have determined that you have not accumulated any years in the rank of [anticipated rank].) Therefore, according to the Scale, you will start at "Year (#)" on the Career Progress Increment Scale for a (an) (**insert** *anticipated UBC academic rank*).
4. Should you be awarded a peer-reviewed salary award(s) or external research funds (ie: 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:
5. In accordance with University Board of Governors Policy #87 on Research[[10]](#endnote-10), should you be awarded external research funds.
6. In accordance with UBC Faculty of Medicine and Departmental guidelines[[11]](#endnote-11), should you be awarded a peer-reviewed salary award(s).

 **(b)** [**Insert if applicable: other UBC earnings code type for UBC work**]: **Department/School of XXXX**

1. (*Describe earnings; how they will be paid; who will be paymaster; deductions; term; received for what purpose?)*

**(c) [Insert if applicable]: Remuneration type (non-academic): [name of external agency]**

1. (*Describe earnings; how they will be paid; who will be paymaster; deductions; term; received for what purpose?)*

**[Insert if applicable]: Start-up Funds/ Equipment: [name of agency providing funds]**

1. (*Description of funds & equipment, followed by:)*
2. Your start-up funds are to be used within the first five (5) years of your appointment.
3. You acknowledge and agree that should you cease to be an employee of the University within five (5) years for whatever reasons, you shall repay to the University the pro rata portion of the start-up funding amount representing the part of the 5-year period for which you cease to be an employee of the University.
4. The University will maintain ownership of all equipment you acquire with University or grant funding; however, you are able to use such equipment throughout your employment with the University.

**Office/ Research Space**: **[insert name of agency responsible]**

1. The following space will be allocated to you upon your appointment: (*describe room* *numbers, location, etc.*)
2. This will be an initial allocation, which will be reviewed annually by the relevant Associate Dean, Research, the **Department Head/School Director** and **[insert if applicable: Centre/ Institute]** as appropriate. The aforementioned group, remaining consistent with University and hospital space policies and following discussion with you, may make changes in space allocation.

**Administrative Support:** **[insert name of agency responsible]**

1. (Description) [e.g. Secretarial Support]

**[Insert if applicable]: Relocation & Travel Information:** **[insert name of agency responsible: Department & any other agency]**

1. The [University or agency] 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 University employment.
2. This amount 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 *The University’s Policy on* [*Relocation of Faculty Members and Senior Management Staff*](http://www.universitycounsel.ubc.ca/policies/policy82.pdf).[[12]](#endnote-12) Before incurring expenses, please review the Relocation Policy for Faculty Members and Senior Staff[[13]](#endnote-13) for information regarding eligibility guidelines and the name of an approved mover.
* For amounts in excess of Policy 82 allowance: [*Administrators – determine whether the amount is in accordance with Policy 82 or if it is in excess*].

[**insert if applicable**]: The [*agency name*] will reimburse you for the cost of reasonable expenses incurred that exceed the reimbursable amounts available through the University. Original receipts for these expenses should be submitted to [*contact name and title in Department/ School/ Centre*]…[**insert** any instructions]

**Employee Housing Assistance Program: [insert name of agency responsible: University and Department/School & any other agency]** [*NOTE: VANCOUVER CAMPUS ONLY*]

1. As a new full-time **tenure /tenure track** faculty member at the University of British Columbia - 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 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 year period following the start date of their initial University appointment in an eligible rank, or 6 months prior to their start date. [**If the incumbent is not local to Vancouver, consider adding the following:** 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. **Prescribed Interest Rate Loan Program (PIRL):**

The PIRL provides approved faculty a one-time repayable 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. Applications may be considered regardless of the length of time that has elapsed since appointment date. Once an application for access to this program has been approved, a faculty member may then take up to 10 years to initiate the loan, and 15 years to pay back from that point.

1. More details about the University's DPA and PIRL Programs including eligibility requirements, terms and conditions, are available from the UBC Housing and Relocation website. [[14]](#endnote-14)
2. You acknowledge and agree that should you cease to be an employee of the University within five (5) years for whatever reasons, you shall repay to the University the pro rata portion of the housing assistance funding amount representing the part of the 5-year period for which you cease to be an employee of the University.

**Mentoring**

1. As part of the Faculty’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.[[15]](#endnote-15) Faculty members are also encouraged to participate in the faculty mentorship program.[[16]](#endnote-16) **[For tenure track appointees only:]** Your **Department Head/School Director** will assign you an initial mentor within three (3) months of your appointment [OR Your initial mentor will be XXXX]. You are encouraged to review your mentorship on an annual basis with your **Department Head/School Director.**

# FULL AGREEMENT [additional items may be added; specify agency (eg. University)]

1. This letter constitutes the full terms of The University of British Columbia's employment offer [**insert if applicable**]: (“and the (**insert if applicable:** [*name of external agency*]) appointment") and supersedes all other commitments, either written or verbal, that may have been made to you.
2. 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 of the FOM[[17]](#endnote-17) and University[[18]](#endnote-18) policies, noting in particular Policy #85 (Scholarly Integrity), #87 (Research), and #88 (Patents and Licensing). The Collective Agreement and the FOM and University policies may be amended and such amendments, no matter when adopted, are binding upon you.
3. 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[[19]](#endnote-19). 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.[[20]](#endnote-20) 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.
4. As a new 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, 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 the University. If you are not a citizen or permanent resident of Canada, please visit the Faculty Relations’ website[[21]](#endnote-21).
5. [**insert if applicable**]:Your appointment with (*name of* *hospital*) will be governed by…
6. [**insert if applicable**]: This faculty appointment to the University is contingent upon receipt and maintenance of licensure by the College of Physicians and Surgeons of BC. In addition, certification with the Royal College of Physicians and Surgeons of Canada and clinical privileges at [*insert hospital name*] and its affiliated facilities, is required.

🙛

Please take the time to review this letter of offer for accuracy and upon your agreement, sign below and return it to (**insert** *name, 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.

Yours sincerely,

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

(**insert** Name 1) Date

Department Head/School Director, Credentials

University of British Columbia

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

(**insert** Name 2) Date

Title, Credentials

(*eg., Hospital VP; Medical Affairs VP*)

Organization

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

Dermot Kelleher MD, FRCP, FRCPI, FMedSci Date

Professor, Department of Medicine

Dean, Faculty of Medicine

Vice President, Health

University of British Columbia

\*(*note to be deleted*) [***The Dean must be the last signatory, prior to the Candidate***]

I am in agreement with the above terms and conditions.

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

(Candidate’s name), **[insert: Credentials]** Date

**APPENDIX A**

**Tenure, Promotion, and Reappointment Schedule for Dr. XXXX**

***[Adjust dates if different start dates or obtain new schedule for different ranks. Please review the*** [***Faculty Relations Promotion & Tenure information***](http://www.hr.ubc.ca/faculty-relations/tenure-promotion-reappointment-confirmation/tenure-promotion-reappointment-for-faculty-members/#t) ***for tenure clocks & periodic review schedules.]***

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

|  |  |  |
| --- | --- | --- |
| **Scheduled Activity** | **Effective Date(s)** | **Year** |
| Initial *grant/tenure track* appointment at UBC | July 1, 20XX | to | June 30, 20XX | 1 |
| Start date of tenure clock | July 1, 20XX | 1 |
| *(The tenure clock commences on July 1st of the year of hire.)* |
| Start date of study leave accrual | July 1, 20XX | 1 |
| *(Based on the first day of service to the University)* |
| Reappointment Review | 20XX/20XX | 3 & 4 |
| Reappointment | July 1, 20XX | to | June 30, 20XX | 4 |
| *Grant Tenure/Tenure & Promotion* Review (mandatory) | 20XX/20XX | 7 |
| If *Grant Tenure/Tenure* Denied, Terminal Year | 20XX/20XX | 8 |

Please note that the University can bring you forward for promotion in any year, with your agreement.

If promotion is successful, *grant tenure/tenure* is awarded automatically.

|  |
| --- |
| The tenure clock can be extended following maternity and parental leave. |

**APPENDIX B**

# ACADEMIC DELIVERABLES

***[PLEASE INSERT YOUR DEPARTMENT/SCHOOL DELIVERABLES]*APPENDIX C**

# ORIENTATION

**1. Work-Life & Relocation Services Centre**

The Work-Life and Relocation Services Centre 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: [www.hr.ubc.ca/worklife-relocation/](http://www.hr.ubc.ca/worklife-relocation/).

**2. Welcome Guide**

The UBC Welcome Guide allows you to learn the basics about relocating to UBC and Vancouver. The Welcome Guide contains information about support services available for faculty and staff at UBC. It covers immigration, relocation, accommodation, childcare, important dates and much more: <http://www.hr.ubc.ca/housing-relocation/vancouver-profile/welcome-guide-vancouver/>.

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

1. **Health and Welfare Benefits:**

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: [www.hr.ubc.ca/benefits/](http://www.hr.ubc.ca/benefits/).

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: [www.hr.ubc.ca/faculty-relations/compensation/professional-development-reimbursement-fund/](http://www.hr.ubc.ca/faculty-relations/compensation/professional-development-reimbursement-fund/). Note that the University 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:**

For information about the Faculty Pension Plan, please see the Pensions website: <http://faculty.pensions.ubc.ca/>

1. **Tuition Waivers:**

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

[hr.ubc.ca/benefits/professional-development/faculty](http://hr.ubc.ca/benefits/professional-development/faculty).

**4. Pension and Benefits Enrollment**:

Enroll for your benefits, payroll, and pension package online at [hr.ubc.ca/benefits/enrolling/](http://www.hr.ubc.ca/benefits/enrolling/). You will need your enrollment code [**FEP001 if pre-Normal Retirement Date or FEP009 if post- Normal Retirement Date - omit whichever is n/a**] which will automatically select the forms and enrollment checklist required for you to complete your paperwork in a secure, confidential, online environment.

Upon completion, please print, sign and submit these forms to Payroll in Financial Services.

**5.** **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: [www.hr.ubc.ca/benefits/vacation/faculty/](http://www.hr.ubc.ca/benefits/vacation/faculty/).

**6. Study Leave:**

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: hr.ubc.ca/faculty-relations/collective-agreements/leaves-of-absence/

**7. Leaves of Absence**:

For information on the range of leaves available, please see the Benefits website: [www.hr.ubc.ca/benefits/leaves/faculty/](http://www.hr.ubc.ca/benefits/leaves/faculty/).

**8. Faculty & Staff Self-Service:**

You will be given an ID# and PIN# and with that, you will need to sign-up for a Campus Wide Log-in (CWL) ID to access the Faculty and Staff Self-Service web portal. We encourage you to visit the portal during your first month with UBC to update important contact and emergency information and to view your personal and payroll information. During your time with UBC, you can also access other features within the portal such as the Professional Development Reimbursement Fund and your pension information. To sign-up for your CWL – visit <https://www.cwl.ubc.ca/SignUp> and to access the self-service portal with your CWL, visit [www.msp.ubc.ca](http://www.msp.ubc.ca).

**9. Health and Wellness:**

The Health Promotion Programs (HPP) team, as one of many campus stakeholders, is actively involved in the creation of a safe community that encourages employee health. 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: [www.hr.ubc.ca/health/](http://www.hr.ubc.ca/health/).

**10. 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 FOM website: <https://mednet.med.ubc.ca/HR/myHRfaculty/AwardsRecognition/>.

**11.** **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 program representative:

\*\*Insert appropriate contact for site\*\*

* 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 <http://facdev.med.ubc.ca/> or contact the Office of Faculty Development at fac.dev@ubc.ca.

**(**Choose from the following materials below to add to the above offer letter **if required** (paragraph numbers will update appropriately when moved)**. Delete** all unnecessary paragraphs, except for the final page: **The End Notes page must be kept.)**

Additional Items – Wording for insertion for Offers with special circumstances

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

# Appointment

**Appointments Conditional on Receipt of Terminal Degree**

1. **[Before appointment as assistant professor:]** Appointment Conditional on Receipt of Terminal Degree

This appointment is conditional upon your completing the requirements for your **[appropriate terminal degree (Ph.D., Ed.D., etc.]** by the start date of your appointment. We would encourage you to make this a priority; however, if you have not completed your **[terminal degree]** by this date, your will initially be appointed for a period of two years as an Instructor II with an annualized salary of $\_\_\_\_\_\_. Time spent in this position will count on your tenure “clock”. As soon as you have completed the requirements for the **[terminal degree]**, this appointment will be converted to that of an Assistant Professor. You must complete the requirements for your **[terminal degree]** by **[insert date]** in order to be re-appointed.

**Joint Appointment**

[*Administrators: If this is a joint appointment, please review the Joint Appointment Agreement Checklist (*[*http://www.hr.ubc.ca/faculty-relations/appointment/joint-appointments*](http://www.hr.ubc.ca/faculty-relations/appointment/joint-appointments)*) and include the terms of reappointment, tenure and promotion, after the statement below noting the joint appointment. DELETE this section after you’ve reviewed the checklist if not applicable*.]

1. You will hold a joint appointment in the Departments/Schools of \_\_\_\_ **(XX%)** and \_\_\_\_ **(XX%)**. For administrative purposes and to take the lead on promotion and other matters such as salary, assignments to duties, space allocations, research direction, other technical support, the **[Department/School]** is designated as your home department/school and will be the responsibility of your **Head/Director**.**]**
2. Tenure and Promotion for Joint Appointments (choose one option)
	1. [Option 1: Home Department/School Develops the Dossier
	For purposes of promotion **[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 **Heads/Directors** of both units will then consider the case independently, based on the same dossier. ]
	2. [Option 2: Joint Advisory Committee
	For purposes of promotion **[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 and recommendation. The Standing Committees and **Heads/Directors** of both units will then consider the case independently, based on the same dossier.]

**Immigration**

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. If you have questions about immigration please contact the Head’s administrator (or appropriate person in faculty) or Housing & Relocation Services.
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.

50. New (and returning) residents of the province of BC are required to complete a wait period consisting of the balance of the month in which residence in British Columbia is established, plus two months before MSP benefits can begin. New residents from other parts of Canada should maintain coverage with their former medical plan during the wait period. New or returning residents arriving from outside Canada are responsible for the cost and purchasing of their own private insurance. *\*Note: It is at the discretion of the unit to adjust the wording if the unit will be covering the cost of this private insurance.*

1. [**insert if applicable**] As you also hold an appointment at [*insert hospital/ agency*], you will be required to obtain either a dual work permit or a secondary work permit with both “UBC” and “[*name of* *agency*]” listed under the “employer” section of the work permit application form. For assistance and information, please visit the University Faculty Relations’ website[[22]](#endnote-22) and contact [insert name and details of contact].

**Chairs or Professorship Appointments**

1. You will be the holder of the Chair / Professorship of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. As the holder of the Chair/Professorship in \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, you will be responsible for ensuring that all expenses charged against that portion of the endowment income 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”).
2. The initial term of the Chair /Professorship is for \_\_\_\_\_\_ years, renewable for \_\_\_\_\_\_\_\_\_\_, subject to satisfactory performance review.
3. You will acknowledge the donors to the Chair/ Professorship in all public announcements, publications and presentations.
4. 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 [**ADD IF DONOR INVOLVED:** and will include a brief summary of the highlights of your accomplishments as it relates to the Chair/Professorship].
5. These and other terms related to this Chair/ Professorship are specified in the Endowment Agreements (which will be provided under separate cover).

# Commitments

### \*\*For appointments through Vancouver Acute (VA) (3 paragraphs)\*\*

* *Using the following headings/ subheadings should help keep the style and formatting of the letter sections consistent.*
* *If there are supplementary items that are referred to, those items can be endnoted (e.g., web site or policy references).*

# APPOINTMENT

* *Under this heading, create subheading “Vancouver Acute” (see the University example, page 1):*

Vancouver Acute

1. In accordance with the Vancouver Coastal Health Medical Staff Bylaws and Rules, you will be recommended to the Board of Vancouver Coastal Health for appointment to the Provisional Staff in the Division of >>>>>>>>>>, Department of >>>>>>>> at Vancouver Acute effective >>>>>, 2008. Provisional staff appointments are reviewed within two (2) years and, with satisfactory review, you will be recommended for appointment to Active Staff. In this role you will be accountable to the Head, Division of >>>>>>>>>>, through him to the Head, Department of >>>>>>>>>>>, and through him to the Senior Medical Director, Vancouver Acute. Staff appointments at Vancouver Acute are granted on an annual basis, renewable upon satisfactory review and the reappointment process as outlined in VCH Medical Staff Bylaws and Rules. Criteria for satisfactory review include a continued commitment to excellence in patient care, teaching and research, as well as maintenance of required specialty certifications in your specialty, demonstrated achievement of annual continuing medical education goals (as established by the Royal College) and compliance with the Rules and Regulations and policies of the Hospital.

Relationship:

1. Your relationship with Vancouver Acute is that of an independent contractor. This offer does not create in any way an employer/employee relationship. Vancouver Acute will not make any deductions for income tax, Canada Pension Plan or Unemployment Insurance, nor provide Workman’s Compensation Benefits for which you are responsible for arranging coverage. All payments made by Vancouver Acute under this contract are inclusive of HST or any other applicable taxes, fees or payments. You are responsible for making these payments where applicable, and will indemnify Vancouver Acute for any losses, charges or fees it suffers as a result of your failure to make these payments, if required.
2. If you are an employee of a physician corporation or the University or an employee of VCHA, you will by law be covered by your employer. As an independent contractor, however, you will not be covered and will have to arrange coverage. Vancouver Acute requires proof of your Work Safe coverage. Please provide within 30 days of the date of your signature on this contract a clearance letter from Work Safe, including a coverage number. In the event that you are rejected for coverage, please provide a letter indicating this from Work Safe within 30 days of the date of contract signature.

### \*\*For appointments through Providence Health Care (PHC)\*\*

* *Using the following headings/ subheadings should help keep the style and formatting of the letter sections consistent.*
* *If there are supplementary items that are referred to, those items can be endnoted (e.g., web site or policy references).*

# APPOINTMENT

* *under heading, subheading “Providence Health Care” (see the University example, page 1):*
1. You will be recommended for appointment to the Provisional Staff in the Department of \_\_\_\_\_\_\_\_\_\_\_\_, Division of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ at Providence Health Care (PHC). In accordance with the Medical Staff Bylaws and Rules of the hospital, you will be recommended to the Board of Trustees for appointment to the Active Staff after 1 year of satisfactory performance of your duties. This appointment and all commitments on the part of PHC contained herein shall be subject to satisfactory annual review, unless specifically stated otherwise, and the reappointment process as outlined in PHC’s Medical Staff Bylaws and Rules.
2. In this role you will be accountable to the Head, Department of \_\_\_\_\_\_\_, and through him/her to the Vice President, Medical Affairs, and ultimately, to the Board. Staff appointments at Providence Health Care are granted on an annual basis, renewable on satisfactory review. Criteria for satisfactory review include a continued commitment to excellence in patient care, teaching, and research, maintenance of required speciality certifications in your speciality, demonstrated achievement of annual continuing medical education goals [as established by the College of Family Practice/Royal College] and compliance with the Bylaws and Rules and policies of PHC.

Clinical Activities (PHC):

1. Place under the “APPOINTMENTS” heading, subheading “Clinical Activities: (PHC)”, describe any specific clinical activities in relation to:
* CTU (or equivalent) attending: weeks per year
* Consulting service: weeks per year
* On-call: proportional on-call activities within the Department or Division
* Out-patients clinics: number of days of half days per week
* Wards: access to
* OR: expected OR hours per week)
1. We recognize that careers, areas of professional interest and emphasis, as well as Program and Divisional needs evolve over time.  Accordingly, the duties outlined above will be reviewed and adjusted, if appropriate, at the end of the first two years, and thereafter each two to three years, or at the request of you or the Division or Department Head.

Administrative Appointment:

* *place under subheading, “Administrative Appointment: (PHC)”:*
1. You will be appointed to the role of ­­­­­­­­­­­­­­­­­­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. As \_\_\_\_\_\_\_\_\_\_\_ of the \_\_\_\_\_\_\_\_ you will be accountable to the \_\_\_\_\_\_\_\_\_\_\_ of \_\_\_\_\_\_\_\_\_\_\_ and, through him/her to the \_\_\_\_\_\_\_\_\_\_. This position carries an administrative stipend, in recognition of the expected administrative time commitment to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. A detailed job description for this position is attached (Appendix “\_\_”).

# COMMITMENTS

Salary (PHC):

* *place under “COMMITMENTS” heading, subheading “Salary: (PHC)” (see example for the University)*
1. As Department/ Division Head/ Program Director of the \_\_\_\_\_\_\_\_ you will receive an [*honorarium or administrative stipend*] of \_\_\_\_\_\_\_\_\_ (*Future Faculty Association increases do not apply to this Hospital funded stipend).*
2. Your activities in the \_\_\_\_\_\_\_\_\_\_ program will be remunerated through sessional payments with the Alternate Payments Branch of the Medical Services Commission, these being \_\_\_\_\_\_\_\_\_ sessions (@ $\_\_\_\_\_) per week based on \_\_\_\_\_\_\_\_\_\_\_\_ half days/sessions per week.
3. In addition to the above, you will have access to fee-for-service clinical earnings in relation to your activities (attending, on-call, clinical activity, etc.).”

*(Alternatively, describe practice plan details, including overage plan, if any.)*

Relationship:

* *place under “COMMITMENTS” heading, subheading “Relationship: (PHC)”
(beneath PHC salary paragraph)*
1. Your relationship with Providence Health Care is that of an independent contractor. This offer does not create in any way an employer/employee relationship. Providence Health Care will not make any deductions for income tax, Canada Pension Plan or Unemployment Insurance. All payments made by PHC under this contract are inclusive of HST or any other applicable taxes, fees or payments. You are responsible for making these payments where applicable, and will indemnify Providence Health Care for any losses, charges or fees it suffers as a result of your failure to make these payments, if required. Likewise, Providence Health Care is not responsible to provide Worker's Compensation Benefits.

# FULL AGREEMENT

Termination (Administrative Positions):

* *place under the “FULL AGREEMENT” heading, subheading “Termination (Administrative Position): (PHC)”*
1. Either party may terminate this arrangement without further liability if the other party is in breach of material obligation under this arrangement.
2. At any time, PHC may terminate this arrangement without further liability to you by providing you with ninety (90) days notice of termination, or by payment to you of an amount equal to your stipend for ninety (90) days in lieu of a notice.
3. For your part, you may terminate this arrangement without further liability to PHC by giving at least ninety (90) days notice of termination. If such notice is received by PHC, PHC will have the sole option to require you to cease providing the services at any time during the notice period, in which case PHC will pay to you an amount equal to your stipend for the shorter of the unexpired notice period and the ninety (90) days notice required.”

Dispute Resolution (PHC):

* *place under the “FULL AGREEMENT” heading, subheading “Dispute Resolution: (PHC)”*
1. If at any time during or after the term of the contract, any dispute, difference, or question arises which we are not able to resolve, the matter will be referred to a mutually agreed upon individual for mediation. If after 30 days of mediation the issue in dispute is not resolved, PHC will serve notice of intent to terminate the contract in accordance with the termination provisions of this agreement.
2. Notwithstanding the above and consistent with the Medical Staff Bylaws and Rules, all matters of physician clinical discipline and privileges shall be dealt with according to the procedures set out in PHC’s by-laws, policies, rules and regulations covering Medical Staff. Likewise, all academic discipline and privileges will be dealt with according to the University’s policies and regulations.”

Licensing: (PHC):

* *place under the “FULL AGREEMENT” heading, subheading “Licensing: (PHC)”*
1. You must maintain your credentials from the Royal College of Physicians and Surgeons of Canada and your license from the College of Physicians and Surgeons of B.C. to practice medicine in B.C.
2. You will need to apply to the BCMA and, through them, to the Medical Services Plan to obtain and maintain a billing number that will permit you to bill appropriate codes.

🙛

* *Change the concluding paragraph to apply accordingly*:

We would like to take this opportunity to welcome you to The University of British Columbia and Providence Health Care. We hope that you find your work with us enjoyable and rewarding.

If these terms are acceptable to you, please indicate your agreement by signing one copy of the letter and returning it to \_\_\_\_\_\_\_\_\_\_\_\_\_\_ within three weeks of receipt. We are looking forward to you joining us at the University of British Columbia and Providence Health Care.

Sincerely yours,

[**insert** appropriate signatories]: University & PHC Department Head / Division Head

# END-NOTES

1. For *Part 4: Conditions of Appointment for Faculty*, refer to [www.hr.ubc.ca/faculty-relations/collective-agreements/appointment-faculty/](http://www.hr.ubc.ca/faculty-relations/collective-agreements/appointment-faculty/) [↑](#endnote-ref-1)
2. See Articles 4 and 5 of the Agreement on Conditions of Appointment for Faculty (<http://www.hr.ubc.ca/faculty-relations/collective-agreements/>) and the Guide to Reappointment, Tenure and Promotion Procedures at UBC (<http://www.hr.ubc.ca/faculty-relations/files/SAC-Guide.pdf>) [↑](#endnote-ref-2)
3. For UBC Policy 51 refer to [universitycounsel.ubc.ca/policies/policy51.pdf](http://universitycounsel.ubc.ca/policies/policy51.pdf) [↑](#endnote-ref-3)
4. For a sample CV, refer to the Faculty of Medicine Annotated CV <https://mednet.med.ubc.ca/HR/managingFaculty/PromotionAndTenure/Pages/Information-for-Candidates.aspx> [↑](#endnote-ref-4)
5. For a sample Teaching Dossier, refer to [ctlt.ubc.ca/resources/teaching/portfolios/](http://ctlt.ubc.ca/resources/teaching/portfolios/) [↑](#endnote-ref-5)
6. For UBC Policy 97 refer to [universitycounsel.ubc.ca/policies/policy97.pdf](http://universitycounsel.ubc.ca/policies/policy97.pdf) [↑](#endnote-ref-6)
7. 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 @ [www.ors.ubc.ca](http://www.ors.ubc.ca/) [↑](#endnote-ref-7)
8. For the *Collective Agreement* refer to [www.hr.ubc.ca/faculty-relations/collective-agreements/](http://www.hr.ubc.ca/faculty-relations/collective-agreements/) [↑](#endnote-ref-8)
9. 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-9)
10. For UBC Policy 87 refer to http://universitycounsel.ubc.ca/files/2016/04/policy87.pdf [↑](#endnote-ref-10)
11. For the Faculty of Medicine Policy on Incentives and Rewards for Faculty Members on External Salary Awards refer to <https://mednet.med.ubc.ca/AboutUs/PoliciesAndGuidelines/Policies%20Guidelines/Policy%20on%20Incentives%20and%20Rewards%20for%20Faculty%20Members%20on%20External%20Salary%20Awards.pdf> [↑](#endnote-ref-11)
12. For information regarding reimbursement for travel and relocation expenses, refer to [universitycounsel.ubc.ca/policies/policy82.pdf](http://universitycounsel.ubc.ca/policies/policy82.pdf) [↑](#endnote-ref-12)
13. For the relocation website, refer to [www.hr.ubc.ca/relocation/](http://www.hr.ubc.ca/relocation/) [↑](#endnote-ref-13)
14. For details about the Faculty Home Ownership Program, refer to <http://www.hr.ubc.ca/housing-relocation/fhop/> [↑](#endnote-ref-14)
15. 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 @ [www.med.ubc.ca](http://www.med.ubc.ca/). [↑](#endnote-ref-15)
16. For the Mentoring program, refer to <https://mednet.med.ubc.ca/hr/myhrfaculty/careerandprofessionaldevelopment/Mentoring/> [↑](#endnote-ref-16)
17. For all of the FOM’s policies, refer to [www.med.ubc.ca/faculty\_staff/policies-procedures.htm](http://www.med.ubc.ca/faculty_staff/policies-procedures.htm) [↑](#endnote-ref-17)
18. For all of the University’s policies, refer to [www.universitycounsel.ubc.ca/policies](http://www.universitycounsel.ubc.ca/policies) [↑](#endnote-ref-18)
19. For UBC Statement on Respectful Environment, refer to [www.hr.ubc.ca/respectful-environment/](http://www.hr.ubc.ca/respectful-environment/) [↑](#endnote-ref-19)
20. For the “Professional Standards” document refer to [https://mednet.med.ubc.ca/AboutUs/PoliciesAndGuidelines/Policies Guidelines/Professional Standards for the Faculties of Medicine and Dentistry.pdf](https://mednet.med.ubc.ca/AboutUs/PoliciesAndGuidelines/Policies%20Guidelines/Professional%20Standards%20for%20the%20Faculties%20of%20Medicine%20and%20Dentistry.pdf) [↑](#endnote-ref-20)
21. For information related to immigration, refer to <http://www.hr.ubc.ca/faculty-relations/immigration/> [↑](#endnote-ref-21)
22. For info about immigration, refer to [www.hr.ubc.ca/faculty-relations/immigration/immigration-process-for-foreign-academics/](http://www.hr.ubc.ca/faculty-relations/immigration/immigration-process-for-foreign-academics/) [↑](#endnote-ref-22)