

women and the number of such offers that are rejected. Finally, we are mindful of the fact few Chairs have extensive experience in managing a search and so timely “training” for Chairs and Committees can be extremely helpful.

There do appear to be differences across the departments with respect to teaching buy outs for pre tenured faculty. Clearly there are good reasons for differences across the disciplines; however a clear policy and transparency of process and decision making is helpful.

Partner hires, assistance with housing are clearly important issues and our suggestion is that these be addressed by the University (see below).

Retention

We endorse your proposal to run workshops to share exemplary practice in terms of support for women, and others, in terms of maternity, adoption and parental leaves, managing the tenure process and so on. Transparency, consistency and fairness are very important.

We heard quite different views regarding retention payments – again we encourage transparency, consistency and fairness by means of clearly articulated policies.

Mentoring

Although there is clearly an expectation that newly appointed faculty will be mentored by senior colleagues, it was not apparent to us that this is undertaken in a consistent manner across the departments. We were also concerned by the fact that, as we understand your tenure process, pre-tenured faculty are being mentored by individuals who will subsequently have a vote/voice in whether or not they are tenured. This does make it difficult for junior faculty to raise problems they may be having for fear that they will be judged negatively. We urge you to explore the option of providing mentors who are outside the pre-tenured faculty member’s home department. Alternatively, perhaps each pre-tenured faculty member may be assigned to two mentors – one from his or her department and one from elsewhere within the Faculty.

Finally, as you are well aware, there is growing concern that many young women within the physical and life sciences are reluctant to consider a career in academia due to the conflicts they anticipate they will experience managing the tenure process, running a lab and raising a family. Clearly, universities will need to reconsider the demands being placed on these young women. In the meantime, we recommend that you consider developing a mentoring program for young women graduate students with a goal of encouraging them to continue as academics.

Networking

The impact and value of informal networking opportunities should never be underestimated and we note that at various times former colleagues in the Faculty have hosted lunches etc. We urge the Faculty to provide support for the continuation of these networks.

Recommendations for the Provost

Employee Engagement

Many of the issues you are attempting to address, for example work related stress, work life balance, the extent to which one feels valued as an employee, one's perception of institutional decision making and so on fall within the overall rubric of employee engagement. While employee satisfaction surveys have been used within the private and the broad public sectors for some time, few universities have used them. A comprehensive survey will provide benchmark data for the institution as a whole as well as for individual Faculties.

The University of Toronto has recently undertaken a very comprehensive faculty and staff experience survey. Based on the information – both quantitative and qualitative – institutional working groups have been established to address such issues as Work Load, Professional Development, Equity, and individual faculties have also created their own working groups. The U of T survey – which includes questions unique to U of T, questions for which there is external (non university) benchmarking data, plus questions for faculty developed in consultation with AAU^{*)} colleagues – is now being used by other institutions. UBC may wish to consider using the survey.

Family Care Office

The recruitment and retention of faculty – as well as senior administrative staff – involves not only the individual recruit but also the partner and the immediate family of the recruit. Issues of partner hires, support for non academic partners in seeking employment, assistance with finding affordable housing, assistance with finding quality child care, assistance with finding quality elder care and so on are complex and time consuming. A number of institutions have created a central office that can provide support and advice to the Chairs of search committees, meet with short listed candidates (and answer questions that candidates may be reluctant to raise with the Committee) and then, once hired, continue to support employees during their orientation. A Family Care office can also broker institutional arrangements with child care/elder care providers and so on.

We urge UBC to consider the establishment of a Family Care Office.

Housing

It is clear that the UBC housing market creates an interesting challenge especially as North American universities enter a recruitment cycle that is predicted to be highly competitive. This is obviously an institutional issue and not one that can easily be addressed at the Faculty level. We do urge the University to develop a range of approaches to address your unique housing issues.

Performance Indicators

The Faculty has outlined a number of excellent measures and indicators to assess the impact of their initiatives. We suggest that there is a greater degree of accountability – at every level of the University – when performance indicators are created and reported upon for the University as a whole. We urge the Provost to apply similar performance indicators to every Faculty at UBC and, in deed, to work with each Faculty in creating additional measures.

^{*)} AAU: Association of American Universities, www.aau.edu