

# AAPS NEWS

VOLUME 1 NUMBER 1

ASSOCIATION OF ADMINISTRATIVE AND PROFESSIONAL STAFF



## PRESIDENT'S MESSAGE

I feel very privileged to be serving you this year, and look forward to working with the newly elected Executive Board to help make UBC an even better place for AAPS members to work. Your board has strong, determined, and experienced leaders, who are prepared to work very hard and very creatively on your behalf. My thanks to Anne Mason and Petra Meyer for the work they do to support us - two excellent staff in the AAPS office. Below are some initial thoughts on how I see the 'universe unfolding' this year.

**Strategic Plan** - Your new AAPS Board leapt into a new year with a great strategic planning session. (Consider Michelle Sharp of Edge Consulting if you ever need a strategic planning facilitator.) A new strategic plan has been put in place based on what you and other AAPS members told us in this fall's membership survey which included questions on negotiations, the AAPS web site and newsletter, meetings, advocacy, and organizational resources. Your board is passionately committed to moving forward on a number of important issues, with the over-riding aim to take a strong leadership role in communicating AAPS members' interests, concerns, and needs to our University Executive.

**Recruitment and Retention** - Most of us are well aware of the impending faculty recruitment crisis, which will occur as nearly half of our 2,000 faculty retire over the next decade. Much of the University's energy has been put towards pursuing whatever means it can to replace them with outstanding scholars and teachers and researchers. Great faculty draw great students but there is more to that equation. Great universities require great staff, and your Board is committed to ensuring that the managers and professional staff who lead UBC in support of students, and faculty, and UBC's TREK 2000 vision, are fairly compensated and treated with dignity and respect.

**Communication** - Over the coming year, the Executive Board will be working hard to ensure fair resolution on all AAPS issues - tuition waivers, Bill 66, extended health, dental benefits and advocacy, to name just a few. We are here to serve you, so please stay in touch and e-mail/phone us with your comments/input as often as you can. We are all busy, so effective communication will be critical to achieving our collective goals. We will strive to keep you posted in several ways. Thanks to Albert Sawchuk for the 'new and improved' AAPS Newsletter. The AAPS website is also under construction, to facilitate access to AAPS newsletters, Board members, and various documents of member interest. I also want to thank Nancy Vered for taking over responsibility for the very successful professional development opportunities - be early to avoid missing out on these great value-added events! We also have a member e-mail list for immediate communication on urgent matters and member surveys - please feel welcome to contact the office if you'd like to be added to this list. Last, if e-mail, phone and/ or internet isn't your forte, if you prefer in-person communication, I would invite any of you to let our AAPS Office know. We'd be happy to bring coffee and donuts (or whatever works for you) to your office for an informal meeting.

We'll speak more on the Strategic Plan and these other issues at our upcoming Spring General Meeting in April. I strongly urge you to get involved by attending at least the general meetings. There is always good food (we'll be sure to have lots so it doesn't run out early), and it's a great way to network and stay up to date on issues.

Finally, all the best over the coming year.

**Gordon Lovegrove**  
President, AAPS



PHOTO: Randy Ellis

*"Your board is passionately committed to moving forward on a number of important issues, with the over-riding aim to take a stronger leadership role in promoting AAPS members' interests to our University Executive."*

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## EXECUTIVE BOARD RETREAT

At the first meeting of the newly elected Executive Board (03-04), and in preparation for the Annual Retreat in November, each board member was handed a copy of the results of the AAPS Membership survey. No attempt was made to summarize the results, so everyone had to slog through an inordinate number of pages of responses and comments. At the end of the day, nobody thought a summary was necessary - what was necessary and vital was a concerted effort on the part of the Executive Board members to respond by action to what they had learned AAPS members needed - more communication, more information, more background, more action. There was a general appreciation among board members of the praise that was received for the work AAPS has done to date, and there was concern about the perception that not enough work was being done to serve and protect into the future. Ultimately board members realized they had their work cut out for them and, to a person, believed most sincerely that they were the people to do it!

Albert Sawchuk threw all caution to the wind and offered his services as Communications Committee Chair to respond to the concern members had expressed about the lack of communication coming from the Exec. Board. Committed not only to updating the newsletter and the AAPS web site, Albert is dedicating his time to ensuring that members are kept informed as to what the issues are that are currently facing the association and the actions being taken to deal with them. Albert believes strongly that there must be communications between the 'stakeholders' also, so keep a lookout for word from the senior administration in upcoming issues.

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*Several serious issues have been uncovered, primarily a number of cases currently in litigation challenging denials of plan benefits to members dating back several years*  
 .....

Scott Wallace jumped into the fray with an offer to chair the Membership Committee. Scott is dedicated to ensuring that our members are secure in their knowledge that AAPS not only will represent them and speak for them, but that AAPS is a resource for all M&P staff throughout their tenure at UBC. An AAPS Committee Reps and Orientation Presenters luncheon has already been planned to update our front line volunteers on current issues and to thank them for their involvement. In the works for March is a session that is intended to be a follow up to the AAPS Orientation which is offered, in conjunction with Human Resources, to M&P staff new to the University and/or new to the Association. Tentatively titled "So You're On Probation", the ses-

sion will provide information specific to the 12-month probation period and will also provide new members with an opportunity to ask those questions they didn't know to ask at the orientation.

It was virtually impossible to hold Nancy Vered back from taking on the Development and Education Chair (a little humour stops heads from swelling). A strong advocate of professional development and career progress, Nancy has just completed the planning of the first two events in the 2003-2004 speakers series (see back). By arranging for speakers that excel in their field, Nancy is determined to target the entire membership - information on IT issues, management issues, employee issues and human interest issues. The task is daunting but with the assistance of Damian Duffy (Member-At-Large) and the support of the Executive Board, high goals are being set that are without a doubt going to be reached during Nancy's tenure on the Board.

In response to questions raised at the Annual General Meeting in October 2003, a sub-committee of the Executive Board has been formed to review the status of the Income Replacement Plan and to present, first to the Board and then to the members, a recommendation for moving forward. Several serious issues have already been uncovered, primarily a number of cases currently in litigation challenging the denial of plan benefits to members. These date back several years to when Manulife was still the Service Administrator. The results of those challenges will determine the course of action that must be taken to ensure the health and viability of this important benefit.

As stated previously, the tasks that lie ahead are daunting, but the AAPS Executive Board for 2003-2004 is, as a whole, ready, willing and able to act on them and complete them. The Association is truly fortunate to have such a dedicated, intelligent, humane group of people at the helm.



*factoid* Did you know Gord Lovegrove's nickname is "GG"?



## KEY STRATEGIES FOR 2003-2004

### *Philosophy/Direction:*

The AAPS Board is committed to passionate advocacy on behalf of our membership for the benefit of UBC.

### *Strategic Objectives*

The following is a summary description of the four strategic objectives of the Board.

1. Increase the profile of AAPS Board: **Be recognized as committed and passionate advocates** - membership needs to see the Board as "committed and passionate" in accomplishing some of their collective needs. The Board wants to be more pro-active and aggressive in accomplishing its objectives.
2. **Plan for Future Negotiations** - the Board wants to ensure that lessons learned are captured from the last negotiations and be prepared for the next round of negotiations. The strategy and its corresponding initiatives reflect the Board's desire to be more proactive in the future.
3. **Increase Membership Engagement** - as a Board, we are working on behalf of our membership. We need to be more aligned with members needs and perceptions. Enhanced communication and formats for general meetings will improve attendance and be more engaging.
4. **Human Resources "needs analysis" for AAPS Staff**

Initiatives for each strategic objective have been identified and ownership of the initiatives has been, for the most part, assigned to individual board members. Process on the objectives and initiatives will be reported throughout the year at the General Meetings.

## SICK LEAVE PLAN

In December 2003, representatives from AAPS and the University met to sign the final version of the Letter of Understanding regarding the Sick Leave Plan between AAPS and the University. Under this agreement, M&P staff who have passed their initial probationary period are entitled to six months sick leave per illness and the need to bank sick time has been eliminated.

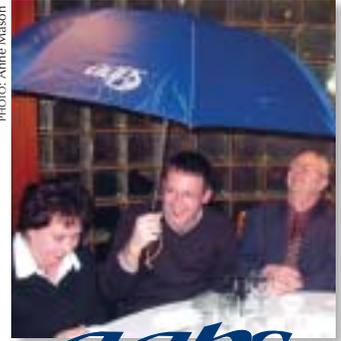
A request for feedback about the sick leave plan pilot project was distributed last summer by the joint AAPS-University Sick Leave Committee Chairs (Suzanne Moore and Lindi Frost respectively). Specifically, they were asking whether the plan had had any impact on you as an individual employee and for your thoughts on having this plan in place on an ongoing basis. At the same time, in a broadcast email to M&P employees, deans, directors and department heads, it was noted that the average use of sick leave for M&P staff has NOT increased since the implementation of the plan, which speaks volumes for the dedication, loyalty and professionalism of our members. The plan has made a world of difference to some of our members who have unfortunately struggled with serious illnesses or accidents in the past three years and would have had to find other means of covering their bills if this generous plan were not in place. The expressions of gratitude from members who have had to access the plan have been heartwarming and have highlighted the importance of using the plan wisely in order to have it in place for situations where it is urgently required.

Our thanks to Lisa Castle who offered AAPS the pilot project in the 1999 negotiations, to Suzanne and Lindi who spearheaded the gathering of information and the evaluation of the feedback, and to our members whose judicious use of sick leave enabled the incorporation of the plan into the ACTE as an ongoing entitlement.



*factoid*

A Gummy look alike?  
Did you know Gummy was created in 1953 by Art Clokey!



## GOODBYE & THANKS

The AAPS Executive Board and AAPS Staff would like to say goodbye to the following board members who have given so much of their time, energy and talent to AAPS over the years:

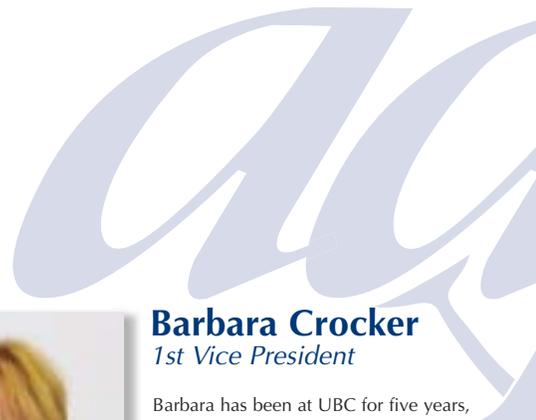
**Sandy Lapsky** - Communications Chair for 2002-2003 and lead on the AAPS Membership Survey in the fall of 2003.

**Sandy McCarthy** - Chair of the Membership Committee for a number of years and the organizer of such AAPS events as the Spring General Meeting and the AAPS socials.

**Michael Shepard** - Executive Board member since prior to the first voluntary agreement, Michael has held the positions of Treasurer, Vice President, Acting President and Secretary. His knowledge of the association and the ACTE will continue to serve us as he continues in his role as Advocacy Representative.

**Robert Tudhope** - Member-at-Large for several years, Robert also will continue to represent AAPS as an Advocacy Committee member.

All four former board members, as well as outgoing Advocacy Rep and former Exec. Board President, **Justin Marples**, were wined, dined and toasted at a dinner held in their honour on February 12. We wish each and every one all the best in their future endeavours!



### **Gordon Lovegrove** *President*

Gord joined UBC in November 1997 as UBC's Director of Transportation Planning (the U-Pass TREK guy!). When his first paycheque listed a deduction called 'AAPS dues', he decided to show up at the AAPS AGM to find out what his money was being used for, and the rest is history. Gord has been AAPS Treasurer for several years, and has thoroughly enjoyed the networking, the friendship, and the challenges. With the association's finan-

cial picture in good shape, the opportunity to serve the membership in a new and challenging way became apparent this year. He is honored to be your new President, and passionate about advocating for AAPS members. His priorities will focus on addressing your comments raised in the fall AAPS member survey, and the resultant updated AAPS Strategic Plan. He brings an inclusive, consensus-based approach to the Board, and looks forward to meeting as many of you as possible this year - either at professional development events, General Meetings, new member orientation lunches, networking breakfasts, and/or coffee klatches.



### **Barbara Crocker** *1st Vice President*

Barbara has been at UBC for five years, and on the APPS Board for four of those years. She currently holds the position of Associate Director, Student Financial Assistance and Awards. Outside work Barbara volunteers for a non-profit society that supports families with persons who have disabilities. Barbara urges everyone to get involved with AAPS and become an active participant, at least on some level, in shaping the outcomes that affect all M&P staff.



### **Richard Moore** *Secretary*

Richard has worked in the library system since 1969. Richard's current position is in the Libraries Facilities Office. His library experience encompasses three different libraries and 8 divisions. Most of his library experience has been in the capacity of supervisor/manager and information services. He has also lectured on a number of occasions in the Language and Literacy Department and the Faculty of Education on a subject of his own

design called "Recognising Stereotypes and Bias in Children's Literature". Richard is also a past president of the 25 Year Club. Richard joined the AAPS Executive Board in 2002 as Member-At-Large and has expanded his role this year by accepting the position of Secretary.



### **Susanne Schmiesing** *2nd Vice President*

As one of the 'longstanding' members, Susanne has held a number of positions with the Executive Board since 1997. As Membership Committee Chair, she worked diligently to have AAPS dues automatically (and correctly) deducted by HR and she developed the AAPS Speakers Series when she chaired the AAPS Professional Development Committee. She now looks forward to continuing her work to ensure that AAPS

is recognized as a vital group representing over 1900 members whose jobs are key to the effective operation of the University.



### **Shawn Swallow** *Treasurer*

Shawn joined UBC in September of 1997 in the Engineering Co-op Education program where he is presently the Acting Director. His office is just down the hall from Anne Mason and over the years he has gained a greater interest in the role of AAPS and efforts of the Executive team. He is now honoured to have the opportunity to serve the members of AAPS as their Treasurer. He is looking forward to working with other board members to

meet the needs of the AAPS members and, with a collective strong voice, to promote the valuable contribution M&P staff make to the success of UBC. As Treasurer, his goal is to ensure that the already sound financial state of AAPS continues to serve the membership.



### **Damian Duffy**

Damian is the Education and Human Resources Administrator for the Department of Pediatrics based at B.C.'s Children's Hospital. Having worked at UBC since 1994, he feels very fortunate to have had excellent learning opportunities during his career. His desire to participate on the AAPS Board of Directors arises from his enthusiasm to enhance professional development and education initiatives for staff. Last year, Damian had the opportunity to go

on study leave at the Sydney Children's Hospital to learn new and innovative methods in the delivery of Medical Education, and he is currently pursuing his Human Resources Professional Certification through BCIT. These experiences contribute to his effectiveness as an administrator in his unit, and so he hopes, through his role on the board, to continue to share his passion for professional development. When not working, Damian enjoys camping, travelling, painting, and spending quality time with friends.



**George McLaughlin**  
*Past President*

George has been employed at the University for over twenty-five years. Presently he is a Facility Manager in Plant Operations. George became a member of AAPS in 1997, joined the AAPS Executive Board in 1999, and has served as a member-at-large, 1st Vice President and, most recently, President.



**Marietta Kozak**

Marietta has been the Business Manager of the Department of Theatre Film and Creative Writing since 1997. She was the General Manager of Touchstone Theatre in Vancouver between 1980 and 1997, and in that capacity served on many not for profit Boards, including the Professional Association of Canadian Theatres (the service organisation for English speaking theatre in Canada), as well as various theatre companies, festivals and local service organisations. She

has been a management consultant for many not for profit theatres in the areas of financial management, human resources and grant writing, and has helped to negotiate contracts in the performing arts sector. She looks forward to working with AAPS over the next few years.



**Nancy Vered**  
*Development & Education Chair*

Since coming to UBC 10 years ago, Nancy has not only been astounded at the wealth of opportunities to become involved in the university community but has been pleased to know that getting involved can bring significant change, personal growth, and great satisfaction in making a difference. Having spent many years in the hospitality and tourist industries in Canada, the United States and abroad, Nancy returned to university and

completed a Master's degree in English and later certification in teaching ESL. She is currently Administrator in the Department of Art History and Visual Art -- don't ask her how her training and education have any relevance to what she is currently doing! While her life and family have now taken her in directions she had not planned, namely Vancouver and UBC, she never tires of learning, dealing with change, and trying to make a difference. Nancy is currently involved in numerous committees at the community, the university, the faculty, and departmental levels. She enjoys being involved.



**Albert Sawchuk**  
*Communications Chair, Editor*

UBC... Tuum Est - "It is yours". Frank Wesbrook's motto was on Albert's mind. Working as an Information Technology professional at UBC for the past 3 1/2 years and having the opportunity through the course of his work to meet so many interesting and talented colleagues, has been gratifying and personally enjoyable. Being the largest employer in the Province is not an easy task. Looking out for the needs of all these people is a going concern.

How could he possibly help? AAPS was on his mind. It is the single best vehicle to deliver representation for its more than 1900 M&P members. AAPS - Tuum Est... "It's up to you". Time for Albert to give something back and step forward from the sidelines!

In doing so, Albert feels privileged to be AAPS' new Communications Committee Chair. He has reviewed the member's survey and read the comments. Improving the quality and substance of oAAPS' communications to the members is one of the highest priorities of the newly elected Executive Board. So look for a fresh new image in the coming year. The AAPS Board is an exciting and talented group of individuals who have a renewed and fresh vision of what representation is and should be. It is his pleasure to be part of that effort and he looks forward to empowering the information that carries the meaning and mission of our organization for its members.



**Scott Wallace**  
*Membership Chair*

Scott was born and raised in Eastern Ontario in the early sixties along with five siblings. In 1990, with his partner and family in tow, he migrated to the West Coast. He joined UBC in July 2003 after a rewarding thirteen-year career at Canada Post working in various leadership and support capacities in Mail Operations, Human Resources, Finance & Planning, and Administration. Prior to joining Canada Post, Scott spent a few years

working in the IT field as a Mainframe Computer Programmer and Operator. His background also includes serving for five years as Vice Chairperson and Treasurer of a forty-two-unit strata corporation where he managed the \$110,000 annual operating budget and a \$1.1 million dollar building envelope restoration fund.

Scott's academic credentials include a Bachelor of Commerce degree from Royal Roads University, a Diploma in Human Resources Management from BCIT, a certificate in Adult Education from St. Francis Xavier University, and the national Certified Human Resources Professional (CHRP) designation. He currently holds the position of Manager, Human Resources and Administration in Enrolment Services and Student Development and Services. Scott decided to become involved in AAPS for various reasons, including but not limited to, having the opportunity to network and grow professionally, to increase his understanding of employee relations issues of M&P staff, to support the AAPS membership, to learn about policies/programs/initiatives that may enhance our work environment, and to make a positive and immediate difference.



Did you know that AAPS incorporated as a society in 1977?



**Anne Mason**  
*Executive Director*

Anne became the Association's first staff member in October of 1996, accepting the position of Office Coordinator in a 50% FTE position. Her first major assignment was providing clerical support to the Negotiating Team during the bargaining of the first Agreement on Conditions and Terms of Employment. The hours were expanded bit by bit over the next few years, the title of the position changed to Administrator and she took on the additional responsibility of assisting the Advocacy Committee by being the first contact person for employees and working with the Chair of the committee to allocate resources. Additionally, she researches professional development opportunities for the Committee and often acts as a 'second' in a case to provide additional assistance to the committee members.

In April 2001 she accepted the position of Executive Director. Her duties now also include providing support for all standing AAPS Executive Board committees, as well as providing assistance, whenever required, to AAPS representatives to University and Joint Employee committees.

In addition to managing the day-to-day affairs of the Association, she provides support to the President of the Association and to all Executive Board members. It is also within her mandate to liaise with outside university staff representative organizations and she is a member of the Canadian Society of Association Executives.

## PLEASE CALL...

I saw the surprise in Petra's eyes and knew that mine reflected the same emotion. We both looked down again and this time, she read it aloud - "I never reach a live person when I phone the AAPS office". I flipped the page and pointed ominously - "I sent an email requesting assistance but nobody responded". I thought back to those thousands of emails about body parts that I had trashed, all those subject lines with "Hi" that doomed those emails to the Junk Folder and were never reviewed again. Could I possibly have trashed a cry for help? Could I have trashed others just as important?

Petra thought back to the last time she had left the office for lunch. Was it actually during the past year? We agreed crying was not an appropriate reaction and that our members would be better served if we simply acknowledged our shortcomings and committed ourselves to improving our accessibility and our response-ability. That being said - we need your help.

The AAPS website (and attendant [aaps@interchange.ubc.ca](mailto:aaps@interchange.ubc.ca) email address) attracts those unfortunates who find it necessary to send out thousands of emails every day, very few of which neither Petra nor I are comfortable opening or reviewing content. If indeed your email goes unanswered, please follow up by contacting the office. If on any particular day you are not able to reach a person at the office and are uncomfortable leaving a voice mail, please follow up with another call or an email either to [petra.meyer@ubc.ca](mailto:petra.meyer@ubc.ca) or [anne.mason@ubc.ca](mailto:anne.mason@ubc.ca). We are committed to our members and pride ourselves on being as available as possible. I attend numerous meetings a week, often in the service of providing support in an advocacy situation, many times on the committee or Executive Board level when decisions are being made on a broader scale. I may be hard to reach, but I am never disinterested. Petra is often alone in the office and on occasion must leave the phone and premises unattended. We will, however, make every effort to respond to you as quickly as possible.

We do thank you for the feedback you provided in the AAPS Survey. It heartens us (some praise was gratefully received) and it guides us, and it makes us stronger. All the better to serve you. Happy New Year, Gung Hey Fat Choy.

**Anne Mason**  
Executive Director, AAPS





# ADVOCACY

## Tuition Waivers

In January 03, Linda McKnight from Human Resources met with representatives from AAPS to discuss changes to the administration of tuition waivers for our members. As per Article 13.6.1 of the Agreement on Conditions and Terms of Employment, AAPS members are entitled to "UBC part-time or full-time graduate program fees". The University wanted to cap the dollar amount of this benefit.

It is the position of the AAPS Executive that this is a bargaining issue that the University had brought to the bargaining table. The last round of negotiations had just been completed and an agreement had been reached based on the items discussed at that time. As part of that agreement, tuition benefits remained unchanged.

In May 2003, the first of our members to be denied the full tuition waiver for graduate program fees approached AAPS and a grievance was filed. We were unable to reach an agreement during the initial steps of the grievance process and therefore applied for arbitration.

On December 9, 2003, AAPS and the University and their legal counsels met with Arbitrator Alan Hope to present their cases. To summarize, the University's position is that it has always had the discretion to declare which courses were eligible for tuition waivers and how much of the tuition fees would be paid. AAPS' position is that the issue of the tuition fee benefit was brought by the University to the bargaining table and subsequently withdrawn. No explanation for the withdrawal was offered at the time and the AAPS Negotiating Team had every reason to assume that the item was withdrawn because no changes would be made to the benefit. The remedy the Association is seeking is stoppage of any changes to the benefit until the next round of negotiations on terms and conditions of employment.

At the time of writing, we are still awaiting the arbitrator's decision which will be conveyed to members via the aaps-members email list and posted on the AAPS website as soon as it is available.

*factoid*

Did you know that there are more than 1,900 AAPS members at UBC!

PHOTO: Randy Ellis



**Petra Meyer**  
*Receptionist/Secretary*

Petra has been with AAPS since July 2001. She has a diploma in Business Management Administration and her past work experience has mostly been in accounting type positions. As AAPS receptionist/secretary, she responds to all general inquiries, assists with the planning of events and meetings, attends all Executive Board meetings and records the minutes, and spends the majority of any remaining time keeping the membership database always current so that communications can be accurately forwarded to the members. She also handles all the bookkeeping tasks from Accts. Receivable to Accts. Payable, to producing the monthly Financials and preparing for the annual audit. Finally, she supports and assists the Executive Director in a hundred different ways!

Petra is in the home stretch of an intensive (2 hours/day, 5 days a week for 6 months) course on meditation. Her studies will conclude in March with a two week retreat to Bangkok and Chang Rai, Thailand (right in the midst of planning for her summer wedding).

## MEMBER KUDOS

**Dominique Yupangco**, Web and Systems Coordinator, Department of English and **Michael Mao**, Visual Resources Collection Curator, in the Department of Art History, Visual Art, and Theory were both presented with the 2003 Dean's Award for Staff Excellence at the annual Faculty of Arts holiday luncheon in December at the University Golf Club.

**Nancy Vered**, Administrator in the Department of Art History, Visual Art, and Theory received an Award of Achievement for successfully completing the UBC Cecil Green Program.

To **Lisa Castle**, **Linda McKnight**, **Gerry Latham** and the Health Promotion Program, for bringing in Ability Management consultant **Laurence Beatch** to provide guidance to the various employee groups and the University in evaluating and revamping the old disability management practices which have guided the Return to Work program and the Income Replacement Program. A full 'gap' report and recommendations for improvements will result from the interviews that have taken place with reps from all parties and optimism is running high that ability management services to our members will be vastly improved through this process.



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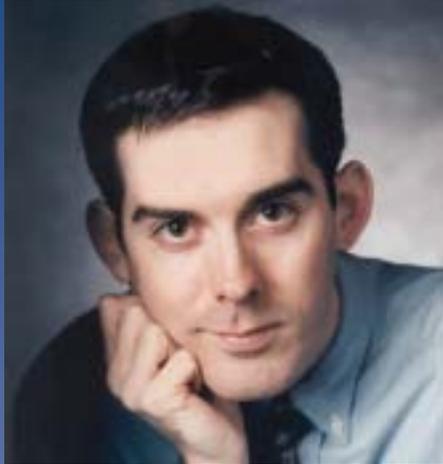
**Advocacy Committee Members**  
 Anne-Marie Fenger, Mary Meredith, Bonnie Schoenberger, Michael Shepard, Robert Tudhope, Bernice Urbaniak (Chair)

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# U P C O M I N G E V E N T S



## SPEAKERS SERIES 2003-2004

AAPS is proud to present:

### Tod Maffin

**T**od Maffin is one of Canada's leading hi-tech futurists. The Globe and Mail calls him "Canada's foremost cyber-guru." It's not surprising; Maffin has always been ahead of his time.

Today, Tod is one of Canada's most visible commentators on hi-tech developments. He anchors "Future Now," a national weekly segment on the CBC's Canada Now, and is editor of The Future File, a "must-read" for many national business journalists and senior managers in the information technology field. He's also a regular contributor to the Vancouver Sun, The Wall Street Journal and dozens of other media outlets.

Brimming with an astounding level of energy and wisdom, Tod will present a fun, jargon-free talk about electronic commerce, change management, and the future of technology.

Date: March 9, 2004  
 Time: 12:30 - 2:00 p.m.  
 Location: Freddy Wood Theatre  
 Attendance limited to AAPS members  
 registration mandatory:  
 email to [petra.meyer@ubc.ca](mailto:petra.meyer@ubc.ca)

- Lunch will NOT be provided and food is NOT allowed in the Theatre.
- Coffee/tea/juice will be available prior to and after the event.

## COMING MAY 12TH 2004



Introduction to  
 Hugh Culver, MBA

**H**ugh Culver is an athlete, adventurer, businessman, visionary, and the kind of person who certainly understands the incredible power of being passionate and inspired about your work.

After fifteen years as a professional whitewater guide and manager of the largest adventure travel company in Western Canada, Hugh turned his interests to pioneering and marketing adventure tours to the South Pole, mountain climbing expeditions and even golfing at the North Pole.

For the past 12 years Hugh has been leading training programs and corporate retreats designed to foster human development in the context of work. These extraordinary programs focus on Team Development, Leadership Skills, Customer Service, and Personal Mastery. His clients range from charter banks and credit unions to national retail stores, high technology firms and community development organizations.

As the president of Marathon Communications, Hugh's vision is to change the way work serves people. His unique programs provide skills and insights to over 25,000 people each year to help them to grow through their experience of work.

In addition to his training work, Hugh launched the largest conference in Canada on Spirit in the Workplace for business leaders and Dare2Dream™ a youth leadership sea kayaking program on the West Coast of British Columbia.

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