

**Our story is 4,066 people long**

3,093 people at Point Grey Campus

334 people at Okanagan Campus

322 people at VGH

168 people at Children's and Women's Hospital Site

56 people at Robson Square

61 people at St. Paul's hospital

32 people at research and community stations around the province, across Canada and overseas

Our people are professionals who play vital leadership and professional roles in every aspect of the University from teaching to research, to student engagement to community relations, to health and safety to innovation.

Our people have made 4,066 commitments to dedicate their careers in the service of their community, the pursuit of education and knowledge and to future generations.

**We have overseen the dramatic changes in scope of UBC since the turn of this century.** More is demanded of the modern University from students, parents and the public and we have answered that call. Co-creating a learning experience and environment that is so much more than a degree.

We take immense pride in the work we do at UBC. Among us there is a deep sense of personal fulfillment for the work we do to create a world class learning experience at this University.

We are the Management and Professional Staff group and we are represented by the Association of Administrative and Professional Staff at UBC.

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**Much has been made about the numbers of M&P Staff. But the numbers don't tell the story of the people. We have 4,066 stories to tell.**

**816 of us teach and facilitate learning.**

We are the athletic coaches, career development instructors, co-op managers, academic program managers. We are incorporating technology in the classroom, do educational programming and instructional design, manage and mentor students in one of their first jobs or graduate projects, oversee continuing studies programs, international learning experiences through Go Global. Teach and coordinate community programs. Provide professional development opportunities for graduate and post-doc, curating, nursing education and yes some of us even lecture.

**514 of us look after the wellbeing of students**

We are admissions and academic advisors, enrollment services providers, residence life managers, security providers, mental health counselors, doctors, nurses, nutritionists, executive chefs, athletics and recreation organizers.

### **888 of us are involved in research activities**

We are scientific researchers, research managers, lab directors, health care researchers, liaising with industry, grant writing, and fundraising. We develop new technology for UBC's more than 8,000 research projects.

### **458 of us run the operations of the University**

We are administrators, analysts, accountants, planners, auditors, and governance staff. We oversee the municipal services in this unique environment that we share with the people of British Columbia and First Nations.

### **365 of us regularly engage with the external community**

Through communications, public facilities, community education that helps research and findings be accessible to the public. Research projects with external partners that in turn serve the community through education and research. Collaborating with our colleagues we build bridges between the traditional university structure and the public.

### **Over 1,000 of us are focused on leadership and innovation**

New initiatives, program creation, and ways of teaching. Sustainability programs, laboratories and living laboratories, the industry liaison office. Institutes, Museums, Centres that are clusters for cutting-edge research. Through information technology. UBC one of the largest wireless campus networks in the world. We provide guidance, leadership and institutional knowledge in the face of constant organizational change. We make ideas into reality through our expertise and our leadership.

At Point Grey campus alone, there is a start-up hub, a hospital, a municipality, a nuclear reactor, and a farm. It is a place of learning that is also a home to students, staff, and faculty. Last year "**68% of students** participated in various enriched educational experiences through collaborations with government, the community, industry partners."

This is a modern university

If you want a world-class university you need a world-class infrastructure run by a world-class professional staff.

Let's revel in our diversity and let's celebrate our complexity and discover what opportunities and innovations can be created in research and learning for the whole community when we all work together.

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**Transparency begins by seeing everyone.** Seeing everyone's work and everyone's achievements.

**Governance begins with including all the voices in the decision making process.** Being honest about decisions. Being clear about decisions and employing a shared governance model.

**Leadership begins with valuing all members of the UBC community.** Leadership looks beyond rank in the service of students and the community and in pursuit of the best ideas, approaches.

Our future must not be created using the traditional processes and power structures. A modern university cannot thrive using the systems and ideologies from 100 years ago. The world has changed, our universities have changed, and how we serve our community has changed. So too must we inside UBC change.

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### **We need to Create a Culture of Inclusion**

Shared governance is a fundamental principle of Canadian Universities. UBC must embrace that principle. But shared governance must include all stakeholders at the university. Students, staff and faculty all have unique and valuable perspectives and we must find a way to ensure that all of those perspectives are given a voice.

We must actively find a way for all community members to be given a voice that has value in the conversation and the freedom to use that voice. We need to develop a culture that encourages staff and faculty to share their insights without fear of reprisal. We must build a healthy organizational culture through the entire institution of UBC and ensuring this sense of inclusion happens everywhere UBC is.

### **We need to Shift the "culture of fear"**

One of the statements to come out the released documents surrounding Professor Gutpa's resignation was former Board Chair Montelbano's note regarding the culture of fear executives felt. "They fear for their jobs"

Non-tenured faculty expressed similar concerns in their discussions leading up to the no confidence motion.

Management and Professional Staff at UBC are likely the only employees in Canada covered by a collective agreement who can be fired without cause. Many of our members have concerns about losing their jobs. These concerns permeate their everyday working lives. It often silences them in meetings and prevents them from pursuing innovation.

### **We need to articulate a clear mandate for the incoming President**

One that will continue this conversation. That will provide our new president with a pathway for inclusion and to consider how we lead in a modern university environment.

### **We need to Develop a Shared Collegial Governance Model**

We must be brought into the decision making processes. As leaders and professionals we too can offer expertise and experience, insight, and knowledge.

UBC must adopt a modern governance model and culture that reflects the reality of the modern university.

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After 100 years we owe it to ourselves to consider carefully consider this modern learning environment. We owe it to our students and stakeholders to genuinely collaborate going forward.

An organization is its people. All of its people. We are 4,066.

This isn't the only conversation but the first.

And we can think of no better time than our Centennial year to begin having these conversations.

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