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**Annual General Meeting  
Wednesday, 28 October 2009  
Ponderosa Centre, Arbutus Room & via Webcast**

**MINUTES**

**1. CALL MEETING TO ORDER**

*Petra Ormsby certified that the necessary quorum of AAPS members was present for the meeting to begin and business to be conducted in accordance with the AAPS Constitution & Bylaws. The meeting was called to order by the President, Bernice Urbaniak, at 12:05 p.m.*

**2. WELCOME FROM THE PRESIDENT**

Thank you very much for turning out to this Annual General Meeting of the Association of Administrative and Professional Staff. I'd like to welcome all of the off Point Grey campus locations: The hospitals in Vancouver, UBC Okanagan, Robson Square. And this is on webcast so all of our members who are working at their desks and watching this, "welcome", and anybody who's travelling who may be accessing this webcast, "welcome and thank you for joining us". I would also like to invite those people who are not here in this room to email any questions that you might have throughout the meeting. You may notice as well that there are microphones set up at the front between the first two rows of chairs and we ask that people who wish to ask questions or make comments, please come to that microphone so that our people in the out lining areas can hear you as well.

**3. ACCEPTANCE OF THE AGENDA**

The agenda was distributed prior to the meeting to all members.

It was:

Moved/seconded(George McLaughlin / Chris Skipper)  
*That the agenda, as distributed be accepted. – Carried.*

**4. PIERRE OUILLET, VP FINANCE, RESOURCES & OPERATIONS**

Bernice began with the following introduction: Pierre has been with the University since January of this year. He came to us from the private sector, where he was with firms such as MacKenzie, Rogers Wireless, and BestBuy. He has extensive experience in complex organizations and we certainly do qualify as a complex organization. Pierre was born in France and was educated Ecole Polytechnique. He received his Masters of Science from the University of Maryland and his MBA from Insead. He comes to UBC at a time of financial uncertainty and he certainly has his hands full with budgetary issues, during these economic times. We thought it was quite appropriate to have him come and speak to our members at this time.

The following is an exact transcript of Pierre Ouillet's remarks and the questions that followed:

Pleasure to be here. Some of you know me and are getting used to my accent and for the other ones I apologize. For me it was important to introduce myself a little bit. Tell you from my perspective what's going on at UBC and answer any questions that you have. It's always a great forum to join. As was said, I joined UBC in January. I'm living proof that there is no such thing as a career path. I started my career as Aerospace Engineer. I did a little bit of teaching. I did consulting for six years in I think thirteen countries. I ended up at Best Buy, running stores, buying merchandize, opening stores in China and Mexico. And that wonderfully prepared me for UBC in January. I will just say I joined UBC probably for three reasons. One: I was absolutely convinced that this is a great institution and with great momentum and a place I would be proud to work for. Two: I feel that UBC has unique opportunities as an institution not only because of the quality of

research and academia but because of some of the assets we have; the land, the endowment, the support of donors, the support of government, and if we play our game well, we can certainly continue to bring this University up. Third is because I just really enjoy a challenge. I wasn't sure if I was ready for the job and the commission of finance and operations but I saw that as a huge learning opportunity. It's probably what's guiding you as well when you are making career choices. I definitely have learned a lot and I keep learning every day since I joined. It is for me a pleasure to go to work every day and that certainly hasn't changed. Talking about changing my opportunities. I think I signed my acceptance letter to UBC the day that Stephen Toope sent his letter to the committee in December announcing endowment losses of \$200 million so it was great timing and I was looking last night on the first ten months in review for my portfolio. January was endowment month when the 'picture' was taken. We had the National Post come on campus and ask us a bunch of questions on how our endowments were fairing. It was about making sure we had the right investment policies at nine months and then making sure we had the right endowment policies and how we distribute income back to faculties and chairs and student aid. What's the right payout ratio? How do we make sure that the endowment doesn't go away in ten years [and] that we don't overspend. That was very much the bulk of the work in January.

If January was endowment, February was around working with government on the infrastructure on the KIP, what we call KIP, the Knowledge Infrastructure Program. Lot of money being made available by the two levels of government for public institutions which I think we took full benefit of and a number for the project as well got negotiated with the government at that time. And I would say it has been a great year. I think we approved at Board about \$400 million dollars in projects this year just on the Academic side, excluding student housing of which \$300 million was backed up by public money. Projects such as the renew project for BioScience, which was long expected. The new Faculty of Pharmacy that got announced subsequently this year. New school that got approved in July. Did some work around Sauder. The earth science building for the Faculty of Science. I'm probably forgetting two or three projects on this campus. And obviously the continuation of the build out at UBCO. Terrific commitment for UBC in terms of infrastructure. Huge contribution to the project economy and great support frankly from both levels of government on that front. So that was February.

March was around budgets. We have a fiscal year, as you know, that goes from April to March. March was an interesting month. We didn't want to cut operating budgets. We already knew that faculties were going through painful adjustments on the endowments, when the payout dropped from 5% to 3 ½%, that meant that the money that everybody had from the endowment had to spend on an annual basis would go down. And that was a \$20-25 million dollar challenge. We made the commitment not to cut the GPOF funding this year, which means that we had to do two things. One; secure our operating grant with the government and avoid any cuts and I'm very grateful for the fact that there was no cuts to UBC operating grant. Provincially this year in fact we got last year's cut reinstated back which was an unusual for us. And the other part of the question for us was to accept that we would run a GPOF deficit this year of \$30 million dollars. And we got Board approval to do that on an exception basis, so that, give us some time to look at how we would balance next year without rushing into action. March was very much around that kind of stabilization.

April for me was a lot of reorganization of my own portfolio. Objective was pretty simple. It was around simplification and delivery. Just organizing the talent, the teams we have around simple lines of operations: Treasury; Financial Services; Building Operations; what we call University Services now which has the Bookstore, parking, security with a great team out there; Campus Planning which now includes sustainability as well. Great linkages between both. Creating a new team to manage infrastructure development on campus, led by John Metras. That's a way to make sure we are very consistent on how we approach development issues that we have one voice when we talk to the government, when we talk to Faculties, when we manage UBC Properties Trust as well. These were the major changes that month. And I would say that I'm feeling blessed to have an incredible team in place. I'm very impressed by the talent that we have at UBC on that front. May was around how do we get our act together for next year and it was about bringing cross functional teams on campus, task force of twenty members coming from faculties, administrators and finance to talk about how do we make UBC economically viable long term. What are the initiatives that we should be undertaking? Both on the developing a new budget framework and on optimizing the way we run the campus. I'll come back to that later but that was very much the focus that month.

June was very focused for me on building operations and engaging the team and getting their thoughts on how we better deliver building ops and the maintenance and the service of our buildings to our customers in a simplified way. And I'm just very impressed by the momentum that is going on, through an incredible transformation in building ops right now. Around the new delivery model that is zone based, where we remove a lot of the administration hurdles and we just make sure that the teams are dedicated to zones and have direct

communication with their clients and customers. There will be a lot of change coming up in this December and again the willingness to change in that area and to look for new models has been in my mind, quite spectacular. July was more for focus, again for me personally, on Okanagan. The launch of an aggressive public grand plan, a lot of the build out is now on the way and will be completed in two years there. And it's a great time to shape the campus, make sure that it's the biggest green experience that everyone enjoys, that we have benches, green space, in a way that is sustainable. That was a lot of the focus that month. And that is something I would like to bring back to Vancouver. There is a lot of improvement that I think that is required on this campus as well. August was around the development of the new budget framework in partly for the Faculties, and I'll come back to that a little bit, but essentially, the budget model that we have had at UBC has been very historical and stagnant. Whatever allocation you got last year you're going to get next year. Except that there are negotiations and side deals and good arguments on why we should just increase and this kind of conversation took place. It's not done very consistently and I don't think that is done very strategically sometimes. So the idea was to bring a much more transparent budget allocation framework so that faculties would understand which resources they get and why, and linking allocations to enrolment and research. It's a way to empower strategic enrolment management on this campus. If the enrolment goes up then you should probably get more resources and if it goes down you should probably get less or we should have conversation about it. A new model that would see faculties retain 75% of the tuition they generate, that would see faculties receive undergrad and grad complements that were FTE based, based on targets agreed upon by the Provost. That would see faculties receive indirect customer research, half of the funds directly. (No questions asked.) The complement would be an opportunity grant that affects the historical allocations. So again, a much more transparent process. We're still in the works on that but we are getting close to completion. It has been a very engaged process with the Deans and the Faculties and the Business Officers.

September we formally launched seven key transformation initiatives that we started to make more public on campus. Anything from strategic enrolment management on academic side which means a more work and accountability on the grad and undergrad targets on where we want to go on the ISI side which gives us a lot more opportunity for making this campus more international. It's incremental. In addition to the domestic students and it's a way also to contribute to our fixed costs because international students or ISI students pay for tuition. That has major financial implications as well. One initiate there. Initiatives ranging from this to how do we more effectively teach our students and that's something that is held by the Provost and the Deans. Anything there from curriculum redesign, how do we deliver great experiences outside the classroom that count for credit courses. You spend your last summer of a four year degree doing research or going abroad or having a community experience on the downtown eastside. That should count for something because that's where you really learn. So this is the kind of big ideas that will be developed on that side. On the other side of the spectrum, some initiatives that are much more around the admin side and the operations side of the house and how we are more effective as an organization. IT for example is one area where we're spending quite a bit of time. We think we have very talented IT resources but the model we have I don't think we are happy with. IT should not be an ancillary. IT shouldn't be decentralized or silo'd the way it is. We should have a much more consistent delivery of IT services. We should take advantage of scale to negotiate licenses for the campus. I mean just a lot of common sense. I think ideas that we are in the process of implementing. Big range of initiatives and I'm happy to discuss them further but that's something we'll be working hard over the next 3-4 years. It's not a flavor of the month. They are here to stay and we're going to be fully accountable on what we are doing on that front.

Closing to October, some major decisions made on board that we are working on. One is to significantly invest in Student Housing on this campus. We know that we have waiting lists of 2,500 students. We know that students travel as much as an hour every way to go to Point Grey and the ones that live the furthest pay the cheapest rent but they still pay \$700 a month. So and we know that we have land here that we can further develop. We are committing to add another 2,500 beds on this campus over the next four years. It's a major commitment. It's about 175 million dollars. We're working hard with the government on how to access financing for that. We know we can support a construction and operating cost through rent revenues. We just need to have access to financing and we're working pretty hard on that. Some big commitments on child care as well. We know that that's a major issue for the province. We're committing to increase childcare spaces to 1,000 spaces over the next 2-3 years. The change here is that it's coming out of UBC's money, because childcare does not cover the cost. So we're committing about 3 million dollars out of GPOF just on capital cost. Then between the user fees and what we leverage our needs for we should be able to cover the costs. So quite a bit of work is being completed on that sector as well. This was what the first 10 months. I have no idea what November will be about. It's just happening way to fast. But we're having a ton of fun.

Looking at my watch, I'll just conclude by giving a couple thoughts around where UBC's going and again this is all personal opinions. I think we're going in great places. Times are changing financially, but I think we're on a pretty straight situation, definitely better than most. I'm looking at the news headlines all over North America right now, and I like, I have this slide Misery Loves Company where you see universities ranging from Berkeley which had just incredible cuts of about 25% budget cuts this year, a number of layoffs, 10% courses cancelled, 32% tuition increases, roll back of salaries by 10%. That's the worst of the public sector in the US right now which is a shame because they are just a great university. And then you go all the way on the Ivy League side where universities typically rely heavily on endowments and obviously they are hurting because when endowments contribute to 40% of your operating budget and you lose 40% of it, that is pretty impactful. So I think we're in a pretty good spot. Endowments I think have been taken care of. So far, knock on wood, we have public support on the government side and we're doing whatever we can to keep it that way. We don't have pension liabilities, so I don't think we have too many concerns on that front. For us it's about balancing next year's budget and I believe we have a plan for doing so. That's kind of financially. And I would say that there is incredible clarity on the strategy at UBC right now which is definitely helpful for us as we navigate the next few years. We know who we are. We just launched the new branding campaign: A Place of Mind. We know where we want to go. We're about to release the final strategic plan. A Place and Promise and I'm very excited about it and I think we have incredible resources that we can leverage to deliver against these plans we have. We have land, we have great academic momentum. We have great research momentum. We broke our funding record last year with half a billion dollars in research grants that were won competitively. Development of ISI is doing a great job. Again we broke our fund raising record last year with 135 million dollars. And we're on track to deliver about the same amount this year. Within this financial context it's pretty spectacular. Least but not last we have great people on this campus. I'm telling my former colleagues at Best Buy, that I have at UBC the best team I ever had in my career and I'm extremely proud of it. I want to just offer that as thought. Express my gratitude for the work that everybody is doing. I think my encouragement for what the future has in store for us. I think you are the greatest asset of UBC and this one value out of my previous life which was called unleash the power of the people and I think every time we do that we are rewarded. You know best what to do and I think I feel trust and confidence in your ability to continue to move UBC forward. Thank you very much.

Question: Good afternoon Pierre. Thank you for your comments. I feel like I'm sort of a little bit renewed here. Quite honestly. But I want you to expand on something for us. We all know that we are going to be accountable for our resources more and more: Faculty, staff, managers, administrators. Can you expand on that a little bit more. Is it physical accountability grouped? How is it grouped? Do you have stages of plans? For instance and can you just expand on that please. Financial and Fiscal Accountability

Pierre: One of the first questions I asked when I joined UBC was, am I joining at the right time. I don't want to miss out on the budgeting process and everybody looked at me as if I was coming from another planet, because people are not aware that there was a real budget process at UBC. What we're working to put in place is a process that holds units much more accountable for their financial resources and where they are getting them from and how they are using them. Just because we have to and it's our commitment to everybody on campus, both through the board, and through our faculty, and student and staff and to the government at large. So what we're working on is. So what we did this year was to post very publicly the allocations by department. The accounting is very complex at UBC. We have a lot of funds. We have GPOF, we have fee for service funds including ISI. We have capital funds, we research funds and so forth. We did our best this year to just put information out there, try to explain to people how it works. The fact, for example, that we have \$700 million dollars in GPO operating budgets annually, but if you look at UBC as a whole, it's almost a two billion dollar operating you need right now. So that was kind of step one. To try to communicate, teach how to explain as much as possible. But obviously we want to get to the next level. We have different approaches for each of the units on campus. For faculty what we are hoping to do is through this budget framework that I touched on, there will be complete transparency and predictability of the resources they get so they know what the enrollment will be, they can plan how much tuition they will receive, they can plan how much graduate or undergraduate complement that they will receive. They know how much they'll get based on research work and so forth. So that will take care of the faculties. There will be a budget committee which is chaired by the Provost which allows some rebalancing between faculties a little bit, but obviously we need to be quite sensitive, because of the tenured faculty, the fact that we cannot change things too quickly. So that will be on the faculty side. That's a process that we come to an annual cycle where we'll review allocations and give them a sense of where they are going for the following year, in the summer. Faculties need a lot of lead time to plan

and make their hiring decisions, so that will be the cycle for faculties. Reviews in June and allocation decisions probably in September. For the administration and the central units, the Provost, my entire portfolio, the VP in my development, the VP for Research was setting up budget reviews that will take place in December, where every group will come to a budget committee to review culture, forecasts, following year requirements. We're going to hold people accountable for any efficiencies, or effectiveness opportunities do they have to be discussed. We'll be more efficient but also chart around strategic alignment with where the campus is going. In my experience, that is a great opportunity for discussion to raise and make sure we push the gap between the administration and people doing the work. I'm just in the process of working three full days of meetings this December to touch as many units as we can together with the Provost and the VP Students. Then we'll get back to Execs, for a full briefing in January and we'll get back to the Deans as well to get their input. So that will take place in December. And for the Ancillaries, it is a bit of a different process. I think they like to do that later in the year. So in February we'll do business reviews formally with the Ancillaries. We don't have that many ancillaries left because a lot of the ancillary business didn't make sense. They were not ancillaries; like IT, for me it's a core function of the campus, so they are no longer an ancillary. They'll be like any other central unit. The ancillaries left are Student Housing, Food Services and Hospitality, SHHS as we call it now. The bookstore, parking, and we probably have a couple of others Robson square. They will have their budget reviews in February. For them it's a different business model. They run their operations. They carry their financing. They just pay whenever they can afford it to then give it back to UBC and we see that on a pretty stable basis. So that's the accountability framework for me. And again we'll try to make it as public as simple for people to understand as possible. We still get board approval in March. Does it answer your question?

Member: Yes.

Bernice: I want to take this opportunity to thank you very much for coming and speaking to us and present you with this little token of our appreciation.

## 5. ADOPTION OF MINUTES OF LAST ANNUAL GENERAL MEETING

The minutes of the last AGM held on Oct 22, 2008 were made available to all members at the same time as the agenda was sent via email.

It was:

Moved/seconded (Rick Byers/Daryl Stowe)

*That the minutes be adopted as circulated. – Carried.*

## 6. PRESIDENT'S REPORT

### a. The Year in Review:

#### 1. Staff Changes

First of all we have a new Executive Director: Michael Conlon. For those of you who haven't met him, he sitting right here and we will give a short presentation later on in the meeting.

#### 2. Electronic Voting

So this is the second year now that we've instituted electronic voting. And this was adopted by special resolution at the spring general meeting in 2008. We had a little glitch this year and we really apologize about that, but given that one of our nominees was omitted from the list, we felt that it right that we had to reset the voting. The results of this year's election will be announced later by our Nominations Committee Chair Michael Shepard.

#### 3. Income Replacement Plan (IRP) – Disability Benefits Plan

We worked very hard over the last several years on the new Disability Benefits Plan. We want to get rid of the IRP designation because nobody really knows what that means. At the spring general meeting we had a fair amount of discussion about this. And our consultant Kevin Jeffrey from Point Break was here and did field a lot of questions from our members. The Committee is made up of George McLaughlin, Isabella Losinger, and myself. There will be information sessions later on this fall, probably in November. So we don't want to spend a lot of time this at this meeting. Just to let

you know that there will be more information coming forward and that you will have an opportunity to be involved in the process and to express your concern or opinions.

#### **4. Market Salary Adjustment**

One of the other things that happened this last year was the Market Survey. Talks about it started early in 2008, and there was a survey that was actually completed during the year before year end actually. And a report was received by AAPS in early 2009. This is already reported to our members in the On-the-Radar publication. The proposal that UBC brought forward was a fairly good one, we thought. And working with our consultant, the same one we had working with us when we were doing the arbitration process in the last go around, the AAPS Board thought that with 5.6 million dollars in salary of increases coming forward that there really wasn't a whole lot more that we could improve on that. So we accepted the proposal as it was. And it was implemented in August I believe is when it appeared on people's paycheques. Now this was in some cases retroactive to July 2007 so, some peoples saw some fairly good changes to their paycheques. Others didn't and that is the nature of market adjustments. Some jobs are below market, others are fairly close. We're still not right at the 50<sup>th</sup> percentile, but we're certainly a lot closer than we have been probably ever.

#### **5. Staff Pension Plan**

Another change that took place in this last year and this isn't really an AAPS initiative, but it does affect our members, and that is changes to the staff pension plan. Those changes were implemented in July 2009, so staff right across campus has seen an increase in the amount of deductions for their pension but there will also be some returns at the end of the line for most of the people. Unfortunately some of the higher income earners do not see that benefit. It has helped to bring up those people who are in the lower ranks salary wise. Pension information is available on their website if you require more information.

#### **6. HR Initiatives**

Just for your information. Human Resources underwent a business review process and on line recruitment has now been implemented as result of that. A lot of administrators have been trained and there will be further training in the fall. They hope to have all training completed by the end of December. The Focus on People is a paper that we should all be looking at to see what is in there for us. I know that the first edition of the People Plan didn't hold a whole lot of store for a lot of people. But Focus on People has some teeth to it. Could have more of course. One of the things that I want to bring to everyone's attention is the Respectful Workplace Environment Statement. For those of you who have not heard of it before or not accessed the information about it before, please go to the Focus on People website and check this out, because this deals with bullying situations and it does give you a process, not a perfect one, but there is a process to work through. For new supervisors and this affects our members there is now a Managing at UBC training program. Many of us got thrown into our jobs without a whole lot of pre training and really had to kind of scramble to figure out what was going on. This is really good and it's only available to people who are within the first 12 months of their jobs as a supervisor. There are some further initiatives that will be announced, I wasn't given the list. There was also a culture survey that was carried out earlier this year and they are in the process of analysing the results. I believe there are some information sessions that have been set out to put out that information as well. That will be coming from Human Resources.

#### **7. Volunteer Appreciation**

I do want to show my appreciation to people who have worked both on the board and on other committees. We have two board members that have left the University during their terms. Those are David Rowlands and Jason Congdon. And we have one board member who is not standing for re-election so I really want to thank these three people for having given their time to the Board to AAPS.

*Bernice then thanked the following volunteers*

*Internal Committees:*

*Advocacy: Anne-Marie Fenger (Chair), Moya Waters (Vice Chair), Damian Duffy, Nancy Hogan, Merry Meredith, Daryl Stowe, Robert Tudhope, Bernice Urbaniak*

*Communications: Preeti Gill (Co Chair), Jamie Hall (Co Chair), Wendy Ma, Dominique Yupangco*

*Professional Development: Wendy Ma (Chair), Linda Bonamis, Justin Bonzo, Julie Gemin(UBCO), Susanne Schmiesing, Jenny Wong*

*Orientation Presenters: Clint Meyers, Patty Parker, Chris Skipper, Robert Tudhope*

*Nominations: Michael Shepard (Chair), George McLaughlin, Linda Rasmussen (VGH), Shawn Swallow (UBCO)*

*External Committees:*

*Return to Work: Bernice Urbaniak*

*EFAP: Sharon Cory (acting)*

*Health & Safety: Mary Grenier*

And last but not least I want to thank the staff for well first of all for putting up with us for the last year without an Executive Director. And they've done a marvellous job and now that we have an Executive Director it's going to be even better.

#### **b. Priorities for 2009/10**

##### **1. Define AAPS Staff & Board roles & hire Executive Director**

We want to clearly define the roles of the AAPS staff and the Board. As an organization we've grown very quickly with huge numbers really from where we were just a few years ago. Sometimes it's hard to know just exactly where the responsibilities lie, because all of the work was done by board members, off the sides of their desks and we now have a professional staff, we need to have a clear definition of how we should be working together and we will be holding a retreat some time later this fall or by the end of the year to suss those things out.

##### **2. Implement Disability Benefit Plan**

We want to have the Disability Benefit Plan implemented by early next year and this keeps dragging on. Let me just tell you that there's a lot of work that has gone into it so far and we're almost there. Hopefully by the end of the year, we'll have all the information out to you through the information sessions that I've mentioned before.

##### **3. Prepare for Bargaining**

And of course the most important thing that we've got coming up is bargaining. Our contracts are over at June 30, 2010. We will be going into a bargaining phase. We're already starting to do that and this is the perfect time to turn this over to the Executive Director, because he is taking the lead on the negotiations.

#### **7. EXECUTIVE DIRECTOR REPORT**

The following is an exact transcription:

Thanks Bernice. I've had the opportunity to meet a number of you in my travels: both members of the board and volunteers and a few members in an advocacy environment but I wanted to introduce myself briefly. As you know by now my name is Michael Conlon. I come to AAPS from the Canadian Association of University Teachers which is the national umbrella group for faculty associations across the country. At CAUT, I had kind of a dual role: An external role as well as a collective bargaining role. In my external role I was the Professional Officer of Policy and Research and that involved government relations, writing briefs supreme before the House of Commons, committees on public policy issues affecting faculty such as research funding through the granting councils and variety of other kind of federal and provincial funding mechanisms. And the other part of my job was communications and collective bargaining support for our member associations. That's sort of my background in collective bargaining. As Bernice mentioned I'll be the chief negotiator for the upcoming round of bargaining. Prior to my work at CAUT, I was a Senior Policy Advisor with the Ministry of Training, Colleges and Universities in Ontario and worked on funding formulas and allocating funding for

colleges and universities in Ontario. I bring a background in both post secondary education and research and policy, but also collective bargaining support and work as well. My contemplation in making the move to Vancouver, well that part of it should be obvious, I moved from Ottawa so I won't spend any time explaining why I did that. If you've been to Ottawa any time outside of May to October, you'll understand that very quickly. But from a professional stand point, one of the things that drew me to the organization was the amount of member involvement. As I was doing my research preparing for the interviews and contemplating the move, it struck me just how active the membership was on a relative basis. Some of the folks in the office are surprised at how happy I was at the voter turnout. But for an organization like ours the kind of voter turnout we have and the kind of participation we have on committees really speaks to the health and vitality of the organization and one of the primary reason I moved from my previous opportunity to this one, to continue the work of the organization. As Bernice said, the organization has evolved very quickly and grown very quickly and it's felt very much like an exciting opportunity for me to take up. And I feel like I've been learning every day on the job from many of you. So I appreciate that. And I also want to extend my thanks to the Board and to our wonderful staff in the office and to many of you that I've met for the gracious welcome that you have extended to me, you've made me feel very welcome and made me feel very prepared for the job as I start to sort of observe some issues

Next I just want to give you a bit of an outline as I get more conversant with the job and start to prepare some of the priorities for the year ahead. I want to continue the work of ensuring that AAPS members get the recognition and respect they deserve for they work they do. I don't just mean respect in terms of compensation I think as Bernice said with the Market Survey implementations and such, that at a compensation level, there are obviously areas for improvement, but I think there is a case we made that UBC AAPS members are doing relatively well in many areas. However an area where I think needs improvement is a sense of a deeper recognition, a more meaningful recognition, of AAPS Members as the people who keep the campus moving and growing and learning. I think it's vital that the University recognizes that our members are uniquely positioned to see the kind of challenges UBC faces firsthand. It's our members along with the other staff on campus that do the day to day work of keeping this campus moving. I want to make sure that our voice is included in the strategic planning of the University and that we're consulted at every turn, about operational and funding changes at the University. Because after all, it's many of our members, almost all of our members, that are going to be involved in implementing those changes. So I want to ensure that we have a meaningful and evolving voice as those changes are implemented. And as I think you heard from Pierre, in a version of his talk, that I think there are changes ahead and I think that some of what Pierre said was quite comforting and I think it was great that we had him at the meeting. But the reality is that UBC faces challenges. You can't shave \$20-30 million out of a budget without it affecting people. There aren't that many efficiencies out there. I think we need to prepare for that reality. And I think that going forward the professionalization of our advocacy work in the office and our increasing profile on campus will serve us well as we go through those changes at UBC and making sure that our members are non-adversely affected by those changes. And where they are, we have professional advocacy support ready for them. So that is a very broad and high level outline of what I would like to achieve in the job certainly in the first six months. But the second thing that's on my agenda that I want to speak to you briefly about is collective bargaining and preparation for collective bargaining. That's been occupying a significant amount of time since I started in the position as you can imagine. And it's going to be a very difficult year for bargaining. I don't think that's anything particularly surprising to any of you. As you well know, the Provincial Government bought labour peace in the province with the accords leading up to the Olympics and most of the collective agreements were structured around that. They were relatively generous from the fiscal standpoint. The world has changed in many ways since those agreements were negotiated. The University doesn't have a bargaining mandate yet from the Provincial Government but it may very well be a mandate with no financial incentives attached to it what's so ever. This presents, needless to say, unique challenges. However there are other areas of our agreement that we need to prioritize. I think in my research in preparing for collective bargaining, I was impressed with the monetary gains that we've been able to make over the years but I think on the language side some of the language around job security and other areas has slipped a bit and I think it's had an effect on members. So I think that while I'm certainly hopeful and we'll certainly continue to press as hard as we can for there to be a further enhancement to the monetary compensation for AAPS members, I think it's also critical as we prepare for this round of bargaining together that we think about changes in wording and some of those strategic challenges that we face in our departments and in our work here at UBC. To that end I'm hoping, I'm sure that you all got the email inviting you to focus groups. The focus group at Children's & Women's Hospitals is November the 19<sup>th</sup> from 9:00am to 11:00am. At Vancouver General Hospital on the 23<sup>rd</sup> of November from noon until 2pm and then here at Point Grey on the 25<sup>th</sup> of November and 27<sup>th</sup> of November from 12 until 2pm. Those are open to all AAPS Members. At this point

we're limiting the registration so that we can have a fairly small group for a conversation because we want to get in depth. When you prepare for bargaining with 3,000 members, I'd be shocked, in fact, I'd be appalled if everybody agreed at what the priorities should be, so I want this to be very open democratic forum for you to come together as a group to collegially discuss amongst yourselves what you want the bargaining priority for your bargaining team to be. What you want us to go forward to the University with. I think it's absolutely vital that we get as wide a participation as possible. Those are the initially scheduled focus groups. I'm guardedly optimistic, though Bernice keeps giving me the "you're new in town" look when I say that we may need to pull together some more focus groups. I'm hopeful that we will but we've got those set up for now so that your voice will be heard. If you're unable to attend the focus groups, if those dates don't work for you, we're setting up a variety of other venues for you to offer your comments and concerns about the collective agreement through our website. You'll be able to email comments directly. My phone number is on the website and my email is there as well. Please do contact us. We would very much like to have our bargaining mandate done by sometime in the middle to late winter so that we can hunker down and do the actual research and background work that will be required for bargaining. It's going to be an open ended process. You have all kinds of time to get your thoughts and suggestions in to us. But by about mid to late February, we really want to be in the final stages of preparing our mandate and getting down to the work of preparing for bargaining.

I just want to end with the two strategic challenges that I see ahead for us as a group. One is internal, one is external. I think they are intimately connected, so I'll blend the two of them together. The first is that what struck me as one of the challenges but also one of the amazing opportunities of this job is the kind of unique relationship that we have with the University. Many of our members are in senior leadership positions within the University and we're able to leverage that very special relationship with the University to resolve many many cases that in other labour management environments I've seen are completely intractable. I think that's a unique element of what we do at AAPS and what we're able to do for our members. But I think the reality is that as some of the strategic planning for the University and some of the reallocation of priorities in the University. Professor Toope has been very clear about the budgeting process going forward; attaching money to priorities. And whenever I hear that, my first thought as Executive Director of AAPS is how is that going to affect our members. And as I said, I think it would be wishful thinking to think that it's not going to have an adverse effect on some of our members. One of the things that we'll keep a vigilant watch on in the office is to ensure that members are treated with respect and with dignity in particular in those situations where they are let go from the University. And there are a couple of trends that our Advocacy staff has been noticing and I'm keeping an eye on them. As a brand new Executive Director, I'm not in a very good position to compare, but we've got incredible institutional memory on the Board and with our great staff about certain changes. One of the changes, and I'll throw you an example. We're seeing more working notice as opposed to salary continuance when a person leaves the University. And part of the bargain that I think we have with the University is that we see ourselves in leadership positions with the University we have a very close relationship with them but at the same time the University has almost unparalleled flexibility when it comes to our work force. It is very close to a private sector model and I think that that trade off needs to be maintained that we need to maintain that special relationship and ensure that by virtue of our cooperation we're getting fair value for that cooperation. I think that some of those changes, some of that hardening about the approach to these elements are critical for us to keep an eye on. One of the elements and one of the most exciting and excellent services we offer the members is unfortunately one of the most difficult. Some of the most difficult work that we do in our office is helping those folks who have been terminated from the institution to ensure that they are treated with fairness both monetary fairness but they are treated in a way that any of us would want to be treated if we found ourselves in those kind of difficult circumstances. And I see that as a challenge going forward, as the University does restructure, as it does find itself in more difficult financial times. And the second thing, if my remarks haven't cheered you up so far, that I see as a real challenge, I suspect a large number of you would be shocked to know that 60 cents on the dollar that funds your salaries comes from the federal government, when you take into account grants of funding. And one of things that at a macro level that I'm keeping an eye on as a challenge and this is an area where we are very much need to work collaboratively with the University. Is what's going to happen at the federal level, when the federal government starts to address the massive deficit that it has. The Canada social transfer is comprised of two things. It's transfers to province for things like welfare and social services and post secondary education. I don't think it's politically viable at this point for any government of any stripe to cut health care so if you're going to make substantial cuts to federal funding it will come through those two venues. And the reality of that is that it will affect us. In the last federal budget, we saw a very small cut. There was an incredible amount of publicity about it but it actually was a miniscule cut in funding for the granting councils. My fear is that there may be other cuts ahead. Those cuts will affect our members as well. I think there are strategic challenges that we have, there are also incredible opportunities

that we have. And I think if we continue to work together as a group and have the kind of cohesive activist board that we have and the involvement of the membership we'll be able to meet those challenges and I'm delighted to be on board and delighted to work with each of you to meet those challenges. Thanks very much.

## 7. FINANCIAL REPORT

*Edward Hung presented the following four motions around the finances of the Association.*

### a. Approval of Financial Statements as of June 30, 2009 year end.

The financial statements for 2008-2009 were circulated to members via an emailed link to the AAPS website. Additional hard copies were made available to members at the meeting.

**It was**

**Moved/seconded (Edward Hung / Michael Shepard)**

“Be it resolved to approve the Association’s 2008-09 audited financial statements as presented.”

**CARRIED**

### b. Motion to transfer the surplus into the Reserve Fund

**It was**

**Moved/seconded (Edward Hung / Jacqueline Smit)**

“Be it resolved to transfer the 2008-2009 operating surplus of \$259,138 into the reserve funds:

**CARRIED**

### c. Motion to have a Dues Holiday

**It was**

**Moved/seconded (Edward Hung / Robert Tudhope)**

“Be it resolved that membership dues be waived for the pay periods ending January 15 and January 31, 2010: **CARRIED**

### d. Appointment of Auditor for 2009-2010

**It was**

**Moved/seconded (Edward Hung / Isabella Losinger)**

“Be it resolved to appoint the firm of Goossen & Associates CGA as the Association’s auditors for the 2009-10 fiscal year ending June 30, 2010.” **CARRIED**

## 8. COMMITTEE REPORTS

### a. Advocacy Committee – Anne-Marie Fenger

*Unfortunately Anne-Marie Fenger was unable to attend the meeting. An extensive report can be found in the recently published Annual Report. There were no questions.*

### b. Member Professional Development Committee – Wendy Ma

So just to report, the Professional Development Committee obviously with the help of staff members in the AAPS office, was able to organize all of the following professional development opportunities for our members. (number of members attending is in parenthesis)

■ Last Year:

■ Speakers: 4

■ Brain Boosting Secrets with Terry Smalls (320)

- Take Positive Control of the Future with Cheryl Cran (250)
- Lunchtime Learning: 5
  - Buying Your First Home with TD Bank and CHMC (70)
  - In Charge of Change with Nisha Khare (100)
  - Tax Tips with Dayna Holland (143)
- Workshops: 16
  - Project Management Phase 1 (125)
  - Project Management Phase 2 (50)
  - Process Mapping (75)
  - Performance Management & Effective Feedback (75)
  - Strategic Planning Tools for Teams (75)

So we had fairly good attendance at most of the key speaking events. And if you add it all up, I believe the attendance for all of the organized events last year was probably about 1,600 in all. We've had fairly good participation in all of the professional development activities that we put together for the past year. We look forward to more of your feedback in to what type of sessions you would like to see in the up-coming year. We are already planning for them but does anybody have any questions. *There were no questions.*

**c. Communications Committee – Preeti Gill**

The communications committee had a transitional year. We saw chair Jason Congdon leave UBC. It left a gap in our committee's leadership, so the board decided to appoint two co-chairs. Myself, being a new board member as well as Jamie Hall. Jamie is a communications officer with the UILO and he's been a dedicated member of our committee for the past three years. He joined the committee when the AAPS website was being revamped. I also want to thank the other volunteers that Bernice has already mentioned. The committee's role is fairly simple. It's to keep you informed about AAPS issues and events. We do that through our website as well as two main publications. The first is 'On-the-Radar'. It's a quarterly journal style newsletter that is published four times a year. The committee is responsible for generating and editing content. The newsletter is designed to let you know about the types of issues the board grapples with. It is also a venue for profiling members. And central HR also submits articles of interest to our group. I want to highlight that Jasmin Harry, one of our Member Services Officers, keeps the process moving here. She does the bulk of the work on the newsletter so I want to thank her. And I also want to thank Michael St. Claire, our technology guru, in modernizing the On-the-Radar newsletter format. The second publication that the committee produces is the Annual Report. You may have seen the latest report in your mailbox over the last couple of weeks. Here you'll find stats about AAPS members, a breakdown in terms of the various departments that we work in, as well as demographic data and features on some of our members. For here, the committee would like to credit Petra Ormsby for all the work that she does on the Annual Report. She actually starts on the process in April and the issue goes to print in September. Now over the coming year, the committee is looking forward to working with our new ED, Michael Conlon, on further improving our communications products. And it will be particularly important going into a collective bargaining year. And we're also planning to take a critical look at the orientation packages that you probably won't see because you're not new AAPS members, but they're designed for new staff when they join the University. A final point that I want to mention, is that the Communications Committee is very conscientious of the types of information that we provide you as well as how often we communicate with you. Please send us your feedback to the AAPS Office. Thanks. *There were no questions.*

**9. ANNOUNCEMENT OF RESULTS FROM THE ON-LINE VOTE PRESENTING THE ELECTED OFFICERS FOR THE COMING YEAR - MICHAEL SHEPARD**

As per the emails that have gone out, we had election again this year. Second or third year in a row we've had elections. It's been great. Again as Michael said earlier, it shows interest and involvement from the

membership. This year we had elections for the At-Large positions. The executive positions were all filled by acclamation i.e. only one person was nominated so therefore they get the position. Those positions are:

<b>President</b>	Isabella Losinger	<b>Secretary</b>	Robert Tudhope
<b>1<sup>st</sup> Vice President</b>	Daryl Stowe	<b>Treasurer</b>	Edward Hung
<b>2<sup>nd</sup> Vice President</b>	Justin Bonzo Stowe	<b>Past President</b>	Bernice Urbaniak

We had nine candidates nominated for the At-Large positions. Again I think that is a great sign. The nine nominees presented for the six Member at Large positions were Tracy Bains, Rick Byers, Anne-Marie Fenger, Barb Fraser, Preeti Gill, Stuart Mah, Colette Roche, Jacqueline Smit, and Nancy Vered. The six with the most votes were Anne-Marie Fenger, Preeti Gill, Jacqueline Smit, Rick Byers, Colette Roche, and Stuart Mah. *Those present were asked to stand and welcomed to the board.*

#### **10.0 OTHER BUSINESS.**

There was no other business.

After Bernice handed a special gavel to the new incoming President Isabella Losinger, the meeting adjourned at 1:21 pm.