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2008/09 UBC ANNUAL REPORT

AN OPEN MIND CAN CHANGE THE WORLD



a place of mind

THE UNIVERSITY OF BRITISH COLUMBIA



***UBC IS AN INSPIRING
PLACE WHERE OPEN
THOUGHT AND OPEN
SPEECH CAN OPEN
DOORS TO THINKING
THAT CAN CHANGE
THE WORLD.***

**BY ENCOURAGING
AND TEACHERS
DISCOVER, AND
IN THEIR OWN
CHANGING T**

**ING STUDENTS
RS TO LEARN,
D CONTRIBUTE
I WAY, WE ARE
THE WORLD.**

***IT TAKES MANY
VOICES TO TELL
A SINGLE STORY.
HERE ARE JUST A
FEW OF THE VOICES
TELLING OURS.***



FOR PRESIDENT STEPHEN TOOPE, IT'S OPEN-MINDEDNESS THAT IS AT THE HEART OF THE UBC STORY.

Stories open minds. I hope the stories here surprise and move you, delight and inspire you. Some may even stay with you. Good stories do.

Behind each one stands a young institution open to the kind of breakthrough thinking and discovery that changes the world. And that is UBC's story.

We leave behind a year in which university endowments throughout the world suffered significant losses; good stories often have their share of struggle. But UBC has emerged able to grow and to meet its goal of long-term economic sustainability for future generations of students.

We also look back on a year when UBC was shown to have had a \$10 billion impact on the British Columbia economy—far higher than even we ever imagined. It is clear that UBC innovations and discoveries transform the knowledge-based economy as surely as they do individual lives.

These pages are filled with stories of innovation and discovery, of students, staff, faculty, and alumni who find in UBC a place where they can learn, discover, and contribute in their own way. In fulfilling their own promise, they also fulfill that of the University. And the common theme in every story? An open mind.



UBC OKANAGAN TRUDEAU SCHOLAR TAMIL KENDALL FIGHTS FOR THE RIGHTS OF MEXICAN WOMEN WITH HIV.

Tamil Kendall crosses a lot of borders. She's based at UBC Okanagan but does field work in Mexico. For her interdisciplinary PhD, she combines anthropology with public health to study HIV, human rights, and gender equity. She aims to improve prevention of mother-to-child HIV transmission and promote the reproductive rights of women with HIV in Mexico.

Now in her second year, Kendall chose UBC because it allowed her to tailor her PhD to her specific interests. She also wanted to be guided by supervisors who had practical international experience.

"It's important to UBC that the research done here has an impact at home and beyond Canada's borders, which is attractive as a scholar and an advocate," she says.

"HIV affects the most vulnerable members of any community. Defending the rights of people with HIV—including reproductive rights, the right to health, and the right to non-discrimination—promotes social justice."

Kendall was one of three UBC students to receive a 2009 Trudeau Scholarship, Canada's most prestigious social sciences and humanities award for doctoral students. She was also honoured with the Vanier Canada Graduate Scholarship and is the only doctoral student in Canada to win both awards in 2009.



SAUDER SUSTAINABILITY MBA STUDENT MASOUD BEHZADIAN IS A MENTOR FOR FIRST YEAR MBAs.

When Iranian-born Masoud Behzadian lived in downtown Vancouver during his first year at the Sauder School of Business, he missed out on impromptu study sessions on campus. Now, the second-year MBA student is the Residence Manager at the school's new MBA House on the Vancouver campus.

"I can especially see the benefits for first-year students," he says, noting how often they gather to discuss assignments.

The Robert H. Lee Graduate School opened MBA House in August, one of the first residences in Canada for Master of Business Administration students.

Behzadian recently completed an internship at the Centre for Sustainability and Social Innovation (CSSI), where he prepared a report for Coast Opportunity Funds. The report showed how remote communities in the Great Bear Rainforest could stop relying on diesel generators by harnessing renewable energy sources.

Launched in April by the Sauder School of Business, CSSI is working with the business community to address global issues and to educate future green entrepreneurs. Founded by the Swift family (ARC Financial) and the Lalji family (Larco Group of Companies), both of BC, CSSI has also received support from the Viewpoint Charitable Foundation.



UNDERGRADUATE GLOBAL CITIZEN AMELIA BOULTBEE IS MOTIVATED TO MAKE A DIFFERENCE.

“Global citizenship is exactly opposite to the attitude ‘If it’s not happening in my own back yard it doesn’t matter.’ It means that the world is your back yard and it does matter.”

That attitude has motivated 21-year-old Amelia Boulton to organize an International Relations Students’ Association gala to raise money to clear land mines. The fourth-year political science major has also participated in a model United Nations conference and recently was chosen as one of four Global Vision Junior Team Canada members who attended the APEC summit in Singapore. “I see government as a vehicle to improve people’s lives,” Boulton says. “I want to be able to add my muscle to that.”

Boulton isn’t afraid to carve her own niche. She joined UBC’s Young Women in Business club as one of a small number of Faculty of Arts members. Recognizing the extend to which Arts students can benefit from business, finance, and networking skills, she has recruited more Arts students and mentors and is now the club’s president.

“At UBC, you can get involved in anything,” she says. “You can really take it in any direction you want.”



INTERDISCIPLINARY GENETICIST DAVID NG USES HUMOUR TO BRING STUDENTS TO SCIENCE.

David Ng was once voted “coolest geek” by his colleagues. The Director of the Advanced Molecular Biology Laboratory helps people see science in a new way. “I get people to think harder, and try to make them smile at the same time.”

Ng often reaches out to elementary and secondary students, using humour and pop culture to open them up to science. His lab hosts field trips where he and UBC grad students prove that scientists aren’t just geeks: “It’s important to show that we come in all sorts of shapes, sizes, and personalities—just like any other community.”

Ng is also connecting science with arts at the University. He’s one of the leaders of the Terry project, which mixes the two disciplines through a course, speaker series, and student conference. The social media-driven Terry site acts as a hub to fuel student activism on issues like climate change, war, and poverty.

“The global issues are so big that it really makes no sense to be sequestered in your own single topic area,” says Ng. “Part of problem solving is simply being aware that other viewpoints do matter.”



PHYSICS GRADUATE JOEL PEL ENSURES GOOD IDEAS DON'T DIE IN THE LAB.

"We've got this idea. What can it be used for?"

According to Joel Pel, this is the question that connects problems with solutions at UBC. A cooperative spirit across disciplines ensures that good ideas don't die in the lab, but get used to make a difference in society.

Pel recently graduated with a PhD in physics. His thesis is based on a particle manipulation technique that was first demonstrated mathematically by Prof. Lorne Whitehead, now the University's Leader of Education Innovation for the LEAD initiative. Whitehead collaborated with Pel's PhD advisor, Biophysics Prof. Andre Marziali, to use this technique as a new way

to extract DNA and RNA from small or heavily contaminated samples, which was the focus of Pel's thesis. This tool could help lead to breakthroughs in forensic investigations, molecular biology, bio-defence, clinical diagnostics, and more.

UBC ranks in the top 10 in North America for commercialization success, and the University Industry Liaison Office helped create spin-off company Boreal Genomics, which Marziali heads and where Pel now works as a researcher.

"Interacting with all sorts of different fields has allowed us to explore the whole range of uses that this technology might have," Pel says.



STAFF AWARD WINNER MADELEINE MACIVOR FIGHTS MARGINALIZATION AND ENGAGES ABORIGINAL YOUTH.

"I see access to meaningful education as an issue of social justice," says Madeleine MacIvor. The associate director of the First Nations House of Learning explains that Aboriginal people have historically been excluded from post-secondary education as a result of colonization. This marginalization continues today in the limited participation of Aboriginal students and faculty at the University.

Since 1989, MacIvor has worked with others throughout the University to change this. She has helped develop outreach initiatives that engage Aboriginal youth, supported and advocated for Aboriginal students, served as a resource for the development of

Indigenous programming, and collaborated on cross-cultural events. Over the years, she has contributed to the development of policy and strategic planning processes including the Aboriginal admissions policy, TREK 2010, and more recently the UBC Aboriginal Strategic Plan. She is also active in a number of community-based organizations.

MacIvor was honoured with the 2009 President's Staff Award for Global Citizenship in recognition of her professional achievements and contributions to the vision and goals of the University.



UNDERGRADUATE ENTREPRENEUR AARON CORET INVENTED A WAY FOR TRICK SNOWBOARDERS TO PRACTICE MORE SAFELY.

"A lot of kids come to UBC because it's in the mountains," says Aaron Coret. "It's probably the most beautiful campus in the world."

Coret well knows the lure of the slopes. The 25-year-old was an avid snowboarder until a fall in 2005 left him paralyzed from the neck down. Back then, there was no way to perfect tricks before trying them out on hard snow. Coret used his accident as inspiration to make the sport safer for others.

A fourth-year student in the Integrated Engineering (IGEN) program, he and classmate Steve Slen designed the Landing Pad as a class project. The 15-by-27-metre

inflatable pillow provides a cushion for snowboarders and skiers who can ride their trick out if they land properly, or fall safely if they don't.

Coret's start-up company, Katal Innovations, is now doing promotions for the Pad, which he hopes will become a fixture at resorts, along with a safety program that will attract new enthusiasts. "It's really about trying to bring about a change in the industry that we love," Coret says. Although he no longer snowboards himself, he's still pushing the limits of adventure.



UBC OKANAGAN NURSING STUDENT VIDA YAKONG IS IMPROVING THE LIVES OF WOMEN IN HER HOME OF NORTHERN GHANA.

When students ask Vida Yakong what it's like to be a woman in Ghana, it's a challenge for her to answer. In rural northern Ghana, the birth rate is nearly seven children per woman and maternal mortality rates are among the world's highest. As she explains why, she looks at the place she was raised in a new way.

A UBC Okanagan graduate student, Yakong is pursuing a PhD in medical anthropology, nursing, and anthropology of gender. Her focus is the influence of gender relations on women's reproductive health in Ghana. After her studies, she plans to return to Africa to teach and to advocate for change in health care policy.

Yakong has already made a difference. In 2007, she spearheaded Project GROW (Ghana Rural Opportunities for

Women), which aims to improve the health and economic situation of women in northern Ghana. She attributes its success to UBC's open, supportive environment.

This year, she received the 2009 Outstanding Future Alumnus Award. The World Bank honoured her with the Margaret McNamara Memorial grant, given to 10 female graduate students from developing countries who aim to improve conditions for women and children.

For Yakong, innovative problem-solving is key. "It makes you look at things holistically," she says. "This is how I see my education at UBC."



THE YEAR IN HEADLINES

"IF A NEW [UBC] STUDY IS ANY GUIDE, THE COLOR RED CAN MAKE PEOPLE'S WORK MORE ACCURATE, AND BLUE CAN MAKE PEOPLE MORE CREATIVE." **THE NEW YORK TIMES**



The New York Times

The
Economist

THE GLOBE AND MAIL

BBC

The Washington Post

UBC STUDENTS AND RESEARCHERS MADE HEADLINES AROUND THE WORLD LAST YEAR WITH THEIR SCHOLARLY ACHIEVEMENTS.

The New York Times Feb. 5, 2009

Reinvent the wheel? Blue room.

Defusing a bomb? Red room.

"If a new study is any guide, the color red can make people's work more accurate, and blue can make people more creative. . . . 'If you're talking about wanting enhanced memory for something like proofreading skills, then a red color should be used,' said Juliet Zhu, an assistant professor of marketing at the business school at the University of British Columbia, who conducted the study with Ravi Mehta, a doctoral student. But for 'a brainstorming session for a new product or coming up with a new solution to fight child obesity or teenage smoking,' Dr. Zhu said, 'then you should get people into a blue room.'"

BBC News Sept. 14, 2009

Depression 'cuts cancer survival'

"Depression can damage a cancer patient's chances of survival, a review of research suggests. The University of British Columbia team said the findings emphasized the need to screen cancer patients carefully for signs of psychological distress. The study, a review of 26 separate studies including 9,417 patients, features in the journal *Cancer*. It found death rates were up to 25% higher in patients showing symptoms of depression. . . . Lead researcher Jillian Satin said: 'It is quite remarkable that the presence of depressive symptoms or a diagnosis of a depressive disorder can predict mortality in cancer patients.'"

The Economist May 20, 2009

News from the schools

"Twenty-two higher education institutions in British Columbia have signed an accord to offer more business education to First Nations Canadians. . . . UBC has been championing the cause through its Ch'nook Aboriginal Business Education program. Its Advanced Management course, which seeks to teach business 'from an aborigine perspective,' recently graduated its third class."

Financial Times (UK) Jan. 9, 2009

Muted response to racist abuse

"Why does racism persist even in the most enlightened societies, in spite of the fact that individuals exhibiting racist attitudes should attract contempt? According to Canadian research published in *Science* magazine this week, many people who believe they would not tolerate racist behaviour demonstrate indifference when put on the spot. 'One of the ways that people may stem the tide of negative emotions related to witnessing a racial slur is to reconstrue the comment as a joke or harmless remark,' explained Elizabeth Dunn of the University of British Columbia, an author of the study."

Brisbane Times Sept. 30, 2009

Skinny friends, diet enemies

"That friend who stays thin despite eating anything and everything is not just annoying. She might also wreck your diet, new research suggests. . . . The findings, published in the *Journal of Consumer Research*, suggest that seeing a thin friend devour a big meal gives us implicit permission to do the same. 'We think "if she can eat like that and stay thin, so can I," or "she is having cake, then I can too,"' explained Dr. Brent McFerran, an assistant professor of marketing at the University of British Columbia in Kelowna, Canada."



TO READ THE COMPLETE
YEAR IN HEADLINES
ONLINE, VISIT US AT
WWW.UBC.CA/YIH

MILESTONES



TOP: THE RASHPAL DHILLON TRACK AND FIELD OVAL, PARTLY FUNDED BY PETER DHILLON AND FAMILY, IS PART OF THE THUNDERBIRD PARK REDEVELOPMENT.

PHOTO: RICH LAM/UBC ATHLETICS

LEFT: THE WINE RESEARCH CENTRE CELEBRATED ITS 10TH ANNIVERSARY IN SEPTEMBER 2009.

PHOTO: MARTIN DEE

BOTTOM: UBC THUNDERBIRD SWIMMING SENSATION ANNAMAY PIERSE RECEIVED THE BORDEN LADNER GERVAIS AWARD AS FEMALE ATHLETE OF THE YEAR.

PHOTO: RICH LAM/UBC ATHLETICS



UBC'S INSTITUTIONAL ACHIEVEMENTS CONTRIBUTE TO OUR POSITION AMONG THE WORLD'S BEST UNIVERSITIES.

UBC Wine Research Centre

Bridging the sciences of grape growing (viticulture) and winemaking (enology), the Centre has attracted world-renowned scientists and close to \$17 million in research funding. Of that, a new \$3.4 million project funded by Genome Canada and Genome BC will help unlock the genetic secrets of grapevines and wine yeasts while helping wineries boost the value of their creations.

Doug Mitchell Thunderbird Sports Centre

UBC announced the naming of the Thunderbird Sports Centre in honour of hockey builder Doug Mitchell in August 2009. Mitchell's family, friends, and colleagues have pledged \$10 million to UBC for the winter sports complex in recognition of his extraordinary contribution to Canadian amateur sport. The centre, now known as the Doug Mitchell Thunderbird Sports Centre, is a hockey and sledge hockey host venue for the Vancouver 2010 Olympic and Paralympic Winter Games.

Working Towards Zero Emissions

The Geoexchange system at UBC Okanagan, which uses groundwater from under the campus to heat and cool new academic buildings, received \$2.9 million from the BC Government and the Government of Canada's Knowledge Infrastructure Program in 2009 toward its goal of carbon neutrality in 2010. The funds enabled UBC Okanagan to expand the system to convert all existing academic buildings currently using fossil fuel technology to harvest energy to heat these buildings from the Great Okanagan Aquifer. The completion of UBC Okanagan's new and retrofit geothermal facilities are major contributing factors toward achieving its goal of zero emissions.

Academic Construction Surpasses \$1 B

Since 2000/01, UBC academic and institutional infrastructure construction has surpassed the one billion dollar mark for both new and retrofit buildings. The following are some of the largest infrastructure projects underway.

- **Faculty of Law** — Of the \$55.9 million approved, UBC has raised \$22 million of the \$24 million fundraising goal, including a matching grant from the Law Foundation of BC.
- **Biological Sciences** — As part of Phase 2 of UBC Renew's building renovations, the education and research complex was given a \$64.2 million boost from Industry Canada's Knowledge Infrastructure Program and a provincial government matching grant.
- **Pharmaceutical Sciences** — The Province invested \$86.4 million in a new \$133.3-million Faculty building that will house research and teaching spaces as well as the Centre for Drug Research and Development.
- **Earth Sciences** — The Province is providing \$37.5 million toward the new \$75 million building, a high-tech education and research facility that will feature an expanded Pacific Museum of the Earth.
- **UBC Okanagan Engineering Management** — A new home for the Faculties of Engineering and Management at UBC Okanagan, the \$68.57 million project received \$33.57 in Provincial funding.

Athletics Highlights

- The Thunderbird Park redevelopment has brought baseball and track and field back onto campus and provides an all-weather facility for soccer, baseball, and field hockey.
- Ninety-four UBC student athletes were honoured with Academic All-Canadian status in 2008/09 for maintaining a minimum GPA of 80 percent while competing for a varsity team.
- Annamay Pierse set multiple world records this summer, including one for the 200 metre long course breaststroke during the semi-finals of the 2009 Swimming World Championships in Rome.

MILESTONES



TOP: UBC MUSEUM OF ANTHROPOLOGY GREAT HALL. THE RENEWAL PROJECT IS SCHEDULED FOR COMPLETION IN JANUARY 2010.

PHOTO: GOH IROMOTO



LEFT AND BOTTOM LEFT: THE NEWLY OPENED UNIVERSITY CENTRE AT UBC OKANAGAN ALSO INCLUDES THE J. PETER MEEKISON STUDENT CENTRE.

PHOTO: JODY JACOB

BOTTOM RIGHT: THE UBC LEARNING EXCHANGE'S EXPANDED STOREFRONT ON MAIN STREET HAS LED TO TWICE THE ENROLMENT IN THE ESL CONVERSATION PROGRAM AND GROWTH OF THE COMPUTER SKILLS PROGRAM.

PHOTO: CHRIS KOCH



UBC'S INSTITUTIONAL ACHIEVEMENTS CONTRIBUTE TO OUR POSITION AMONG THE WORLD'S BEST UNIVERSITIES.

Museum of Anthropology Expansion

UBC's Museum of Anthropology welcomed a \$5 million donation from the Koerner Foundation in March. The gift will support the Museum's \$55.5 million renewal project, scheduled for completion in January 2010. The project includes a new wing, revitalized galleries, and the Reciprocal Research Network, which will link the Museum with BC First Nations communities and museums worldwide.

Restoring a Landmark

UBC School of Music marked 50 years of its Bachelor of Music Program in September 2009. With plans for a gala performance to open the newly restored Old Auditorium next fall, the \$20 million renovation is part of UBC Renew, a BC government partnership to retrofit buildings rather than construct new ones as part of the University's commitment to sustainability. The auditorium is a key rehearsal, performance, and teaching space for the School of Music.

Research Funding

In 2008/09, UBC received nearly \$475.3 million in research funding for 7,313 projects, an increase of \$5.9 million over 2007/08. Primary funding sources included government (67%), non-profit (24%), and industry (9%) sectors. UBC researchers were awarded more than \$172.9 million through federal research council competitions, and over \$53.1 million toward infrastructure projects from the Federal and Provincial governments.

University Centre at UBC Okanagan

Students have a new hub of activity in the University Centre at UBC Okanagan, which opened in summer 2009. The \$33 million building offers three day residences for commuter students and everything from fresh food to financial aid. The UBC Students' Union Okanagan contributed \$3 million to the project, and an anonymous donor gave over \$1 million to establish the J. Peter Meekison Student Centre located within the 79,000-sq.-ft. building.

Dentistry Bioimaging Facility

UBC Dentistry's bioimaging facility for bone imaging and analysis is set to expand, thanks to new federal and provincial funding. The Canada Foundation for Innovation, created by the Government of Canada to fund research infrastructure, has invested in the \$9.4 million project, and the British Columbia Knowledge Development Fund has provided matching funds. Dentistry's current bioimaging facility will become a state-of-the-art centre for all UBC researchers, to be called the Centre for High-Throughput Phenogenomics.

Learning Exchange Support

HSBC Bank Canada donated \$2.17 million over seven years to support two community initiatives in Vancouver's Downtown Eastside and surrounding neighbourhoods. HSBC's donation will support the UBC Learning Exchange in bringing more UBC student volunteers into inner city schools and offering free educational resources for residents. The donation, the largest UBC has ever received from a financial institution, will also support the UBC Faculty of Medicine, which is conducting cutting-edge addictions research in the Downtown Eastside in partnership with St. Paul's Hospital.

Student-run Physiotherapy Clinic

BC's first student-run physiotherapy outpatient clinic opened in summer 2009 at New Westminster's Royal Columbian Hospital. A partnership between Fraser Health and the Faculty of Medicine's Department of Physical Therapy, the clinic offers experience to UBC students and rehabilitation services to the community. Another student-run learning program—Community Health Initiatives by University Students—focuses on Vancouver's Downtown Eastside. Since expansion of the medical program began in 2004, UBC's Faculty of Medicine has doubled MD undergraduate enrolment and expects 288 students to enrol in 2011.

Exemplifying Sustainability

UBC is committed to exploring and exemplifying all aspects of economic, environmental, and social sustainability. This year, we report our progress against a campus-wide sustainability strategy in Vancouver, and look ahead to the application of the Sustainability Academic Strategy on both campuses in 2010. Visit www.sustain.ubc.ca.

Plans in Vancouver and the Okanagan will be informed by the vision and values articulated in UBC's new strategic plan, *Place and Promise: The UBC Plan* (www.strategicplan.ubc.ca). They will include integration of sustainability initiatives in teaching, research, and operations; the implementation of a sustainable budget model; and social sustainability through exemplary governance and campus planning.



ABOVE: THE NEW WESBROOK PLACE COMMUNITY FEATURES A SERIES OF PONDS AND CHANNELS, ALLOWING DECANTING AND INFILTRATION OF WATER INTO THE AQUIFER FOR STORAGE AND RE-USE AS IRRIGATION—ENSURING THAT RAIN IS TREATED AS A RESOURCE RATHER THAN AS WASTE.

Social Highlights

UBC is dedicated to creating a safe, inclusive, and rewarding living and learning environment for students, staff, faculty, alumni, and community members. The past year saw the development of an Aboriginal Strategic Plan and enhancement of campus spaces to foster a greater sense of community. UBC opened 108 new childcare spaces and will add up to 200 more in 2010 to meet the needs of parents who live, work, and learn here.

GOALS

- 1 *Improve Human Health and Safety*
- 2 *Make UBC a Model Sustainable Community*
- 3 *Increase Understanding of Sustainability Inside and Outside the University*

Targets

Results (2008/09)

Understanding of Sustainability: Increase participation in student mobility programs by 15% (Go Global).

731 students participated in Go Global, a 21.8% increase over the base year.

Livable Campus: Develop a series of targets, priorities, action plans, and measures for enhancing the work environment at UBC.

- *In 2008, UBC became one of the few Canadian universities to have an institutional people practice framework. www.focusonpeople.ubc.ca.*
- *UBC Okanagan earned a 2008 WorkLife BC Award from the Ministry of Children and Family Development for employee work life balance.*

Model Sustainability Community: Use triple bottom line for procurement at the unit level.

Supply Management developed a Sustainable Purchasing Guide to assist staff, students, and faculty to purchase sustainable products and services.

Human Health and Safety: Decrease campus property theft incidents by 20% each year.

In Vancouver, the number of campus property thefts decreased from 283 in 2007 to 210 in 2008, a 26% reduction.

Model Sustainability Community: Offer fair trade coffee at all eligible Food Service Units.

- *In 2008, the Vancouver campus served 100% locally roasted organic shade-grown fair trade coffee at all nonfranchise outlets.*
- *UBC Okanagan offered 15% organic and 95% fair trade coffee and locally sourced fruit (60%) and vegetables (50%).*

Economic Highlights

UBC is committed to aligning its resources with its strategic plan and stewarding them in a sustainable manner. While UBC was not immune to the losses suffered by university endowments globally, its overall loss at year end compares favourably at 20.9 percent. UBC had a record fundraising year, and a new study showed the University's economic impact on the British Columbia economy to be \$10 billion.

GOALS

- 1 *Ensure Ongoing Economic Viability*
- 2 *Maintain and Enhance the Asset Base*
- 3 *Maintain and Maximize the Utilization of the Physical Infrastructure*

Targets

Results (2008/09)

Economic Vitality: Strive to keep tuition rates at 25-30% of education costs for domestic students.*	<i>Tuition rates are now 28.3% of education costs for domestic students.</i>
Research Funding: Be a top recipient of government research funding for Canadian Universities.	<i>UBC received \$475.3M in research funding in 2008/09 up from \$469.4M in 2007/08 and \$399.5M in 2006/07.</i>
Endowment: Increase the endowment investments to \$1 billion.	<i>The endowment investment value was \$939M as of September 30, 2009.</i>
Fundraising: Sustain UBC's margin of excellence through gifts to teaching and learning, research, and student support.	<i>The 2008/09 fundraising target of \$130M was surpassed, for a total of \$135.3M.</i>
Control Space and Infrastructure Costs: Seek provincial government support for Phase II of UBC Renew. This initiative renovates deteriorated buildings that would otherwise be replaced.	<ul style="list-style-type: none"> ▪ <i>UBC Renew Phase II received \$64M in funding with equal support from the Provincial Government and the Federal Knowledge Infrastructure Program to fully retrofit its Biosciences facilities in Vancouver.</i> ▪ <i>UBC Okanagan received \$2.9M in funding from the Provincial and Federal Government's Knowledge Infrastructure Program to retrofit all existing academic buildings on campus to geothermal heating.</i>

*Proposed new target.

Environmental Highlights

UBC began work on a Climate Action Plan, setting targets and timelines for the reduction of greenhouse gas emissions. Both campuses are creating hubs for sustainability leadership and the integration of academic and operational initiatives. These include the Centre for Interactive Research on Sustainability (CIRS) in Vancouver and the Okanagan Sustainability Institute and Office of Workplace Health and Sustainability at UBC Okanagan.

GOALS

- 1 Reduce Pollution
- 2 Conserve Resources
- 3 Protect Biodiversity

Targets

Reduce Pollution: Reduce CO₂ and equivalent emissions from institutional and ancillary buildings by 25% from 2000 levels.

Reduce Pollution: Maintain annual auto traffic at or below 1997 per capita levels for UBC's Vancouver campus.

Reduce Water Consumption: Reduce water consumption in institutional and ancillary buildings by 40% (adjusted for growth) from 2000 levels.

Waste Management: Expand organics collection at UBC Vancouver's on-site composter to include all Food Services retail outlets.

Results (2008/09)

- UBC achieved a 22% reduction in CO₂ emissions per square metre in 2008/09.
- In the Okanagan, approximately 80% of thermal energy is generated on-site through Geoexchange technology.

TREK initiatives since 1997 have resulted in a 168% increase in transit ridership and an 18% decrease in automobile traffic, despite a 36% growth in population.

- In 2008/09, the Vancouver campus water consumption was reduced by 29%.
- All of UBC Okanagan's water fountains have filters to decrease bottled water use and the campus was the first North American site to install the energy efficient PENTEK FreshPoint Ultrafiltration Water System.

- By using the Vancouver campus in-vessel compost facility, the amount of waste going into the usual waste stream was reduced by 175 tonnes in 2008.
- At UBC Okanagan 100% electronic waste is diverted from the landfill by its recycling waste program.

Consolidated Financial Highlights 2009

FINANCIAL HIGHLIGHTS (in thousands)	2009	2008*
Total revenue	1,472,140	1,529,924
Operating (deficit) surplus for the year	(3,736)	5,252
Accumulated operating surplus at end of year	8,431	12,167

REVENUES (in thousands)		
Government grants and contracts	859,402	817,285
Student fees	326,425	302,573
Non-government grants, contracts and donations	136,130	136,364
Investment income†	(186,797)	(49,715)
Sales and services	256,155	249,485
Amortization of deferred capital contributions	80,825	73,932
Total Revenues	1,472,140	1,529,924

EXPENSES (in thousands)		
Salaries	878,701	810,074
Employee benefits	127,143	118,582
Supplies and sundries	176,663	171,619
Amortization	163,857	151,881
Cost of goods sold	34,253	33,071
Scholarships, fellowships, and bursaries	62,235	57,970
Travel and field trips	43,412	40,127
Professional and consulting fees	63,867	47,045
Grants and reimbursements to other agencies	82,545	72,551
Utilities	28,581	25,446
Interest on long-term debt	25,923	21,965
Total Expenses	1,687,180	1,550,331

ASSETS (in thousands)		
Current assets	475,822	425,906
Investments	1,091,560	1,359,951
Capital assets	2,079,931	1,909,004
Total Assets	3,647,313	3,694,861

LIABILITIES AND NET ASSETS (in thousands)		
Current liabilities	202,991	165,510
Employee future benefits	4,829	4,957
Deferred contributions	370,665	332,243
Deferred capital contributions	1,147,487	1,086,789
Deferred land lease revenue	223,118	211,817
Long-term debt	436,169	436,857
Net assets	1,262,054	1,456,688
Total Liabilities and Net Assets	3,647,313	3,694,861

*Comparative figures have been reclassified where necessary to be consistent with the presentation adopted in the current year.

†Includes \$209.2 million loss within the endowment, reflecting the exceptional volatility within global investment markets during fiscal 2008/09 (of which \$118.7 million represents unrealized losses in endowment investments at March 31, 2009).

UBC DEANS, ADMINISTRATION, AND BOARD OF GOVERNORS

Deans — Vancouver

Applied Science
Tyseer Aboulnasr

Arts
Nancy Gallini

Dentistry
Charles Shuler

Education
Robert Tierney

Forestry
Jack Saddler

Graduate Studies
Barbara Evans

Land and Food Studies
Murray Isman

Law
Mary Anne Bobinski

Medicine
Vice Provost Health and Dean
Gavin C. E. Stuart

Pharmaceutical Sciences
Robert Sindelar

Science
Simon Peacock

Sauder School of Business
Daniel Muzyka

College of Health Disciplines
Louise Nasmith

University Librarian
Ingrid Parent

College for Interdisciplinary Studies
Michael Burgess

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Education
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Marvin Krank

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Kathy Rush (acting)

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UBC at a Glance

Total Students
Faculty and Staff
Faculties
Campus Hectares

Vancouver

45,310
18,433
12
402

Okanagan

5,396
719
7
97

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29

WATERBOURNE WASTE NOT CREATED

38.1 kilograms

WASTEWATER FLOW SAVED

47,022.3 litres

SOLID WASTE NOT GENERATED

623.2 kilograms

NET GREENHOUSE GASES PREVENTED

1,227.8 kilograms

ENERGY NOT CONSUMED

20,714,947 BTUs

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