



THE  
UNIVERSITY OF  
BRITISH  
COLUMBIA

Think  
About It.

# Annual Report 97/98

Educating the  
Future Citizens  
of the World







# A shared vision

for the 21st century

Predicting the future has always been a risky business. For this reason annual reports generally focus on highlights of the past year, rather than featuring the next year's events. This report does both.

While capturing the remarkable accomplishments of UBC students, faculty, staff and alumni in 1997/98, it also features what is to come. For the first time in almost a decade, UBC has been engaged in developing its vision for the future and has consulted as widely as possible with individuals both on and off the campus.

And so, this report honours both the achievements of 1997/98, and the ideas and innovative thinking of students, staff, faculty and the community who are helping to set the vision for UBC in the 21st century. Our goals are grouped in five key areas: people, learning, research, community and internationalization.

It is this vision, coupled with the outstanding record of years like 1997/98, that will reinforce UBC's position as one of the world's finest universities and will help ensure UBC's future is a bright one.



(Front) Dr. Martha Piper, president; (left to right) William Sauder, chancellor; Yong-Jae Kim, student; Gisele Yasmeen, staff member;

Shirley Chan, Board of Governors chair 1996–98; Celia Duthie, Community Advisory Council member; and Natalie Blennerhasset, student.

Think About...

# UBC's Year in Review

It has been a year of great change and accomplishment at The University of British Columbia. The following pages capture a few of the highlights that marked an eventful 1997/98 year.



## Turning the dream into reality

The dream of Rick Hansen's historic Man in Motion World Tour was to heighten the world's awareness about the potential of people with disabilities and to focus attention on the many barriers they face.

In 1997, Rick Hansen and The University of British Columbia created the Rick Hansen Institute with a vision that completely supports that dream—to remove barriers that limit people with disabilities from reaching their full potential.

The institute provides leadership in the field of disability, with a special emphasis on spinal cord injury, by focusing on four core competency areas: strategy development, fund development, fund distribution and evaluation on all levels.



## UBC's 11th president takes office

Dr. Martha C. Piper officially assumed her new duties as president of The University of British Columbia Aug. 1, 1997, succeeding Dr. David W. Strangway. Dr. Piper previously served as vice-president, Research and External Affairs, at the University of Alberta. The UBC Board of Governors made the appointment on the unanimous recommendation of a 19-member Presidential Search Committee, which conducted an extensive search throughout North America.

## Imagine your first day of classes cancelled

In September 1997, more than 5,000 first-year students participated in UBC's first-ever orientation for new students. The program, called Imagine '97, was designed by co-chairs Allison Dunnet, a third-year Political Science student and Prof. Neil Guppy, an associate dean of Arts. The objective of Imagine is to help students make a personal connection with UBC through a series of fun events and workshops for small groups in the same faculty. Imagine was such a success that the program was expanded for September 1998 and it is hoped that it will become a UBC tradition.

## Carving out a shared vision

As a result of changes such as globalization, the rapid expansion of information technology and the growing integration of academic fields of study, UBC is developing a new vision for the 21st century—but not without help from students and the community.

A 33-member Community Advisory Council that includes representatives from business, labour, community and cultural groups, as well as provincial and municipal levels of government, was formed to assist in the visioning process.

Dr. Martha Piper also visited Victoria, Prince George, Kelowna and Kamloops to consult with the community about the direction the university should take in the coming century.

A strategic plan, "Trek 2000," has been developed for the university based on this input. It will be finalized once it has been approved by the Board of Governors in the fall of 1998.

## UBC claws out victory at Vanier Cup

For the first time in a decade, the UBC Thunderbirds brought home the coveted Canadian university football championship title—the Vanier Cup. The T-Birds defeated the Ottawa Gee-Gees 39-23 in the Canadian Interuniversity Athletics Union (CIAU) championship game in Toronto Nov. 22, 1997.



## Campaign touts UBC research

UBC's Research Awareness Campaign Think About It was launched in 1997 to promote the diversity and value of UBC research—one of the most important ways the university serves the people of British Columbia. The university's research contributes to Canada's well-being on numerous economic, social and cultural fronts. The research campaign includes a variety of print and radio advertisements, as well as special events and initiatives. The campaign has received two awards for public relations programs from the Council for the Advancement and Support of Education (CASE).



## Two new funds give research a boost

The Canada Foundation for Innovation (CFI) is an \$800-million fund created in 1997 by the federal government to support innovation and research in universities, institutes and hospitals. It was developed to support the renewal of university research infrastructure and provide support for new faculty in the areas of health, environment, science and engineering. The fund provides up to 40 per cent of a project's cost and universities must then find the balance from private donors, industry, endowment funds and their provincial governments.

The \$100-million BC Knowledge Development Fund established by the provincial government in 1998 will improve BC's ability to attract and retain world-class researchers. Examples of projects that might receive support include the development of new composite wood products, cleaner burning energy, advances in information technology and environmental sciences, microelectronics and advanced building materials. The new program will cover 40 per cent of the capital costs of research infrastructure at BC's post-secondary institutions, hospitals and affiliated non-profit research agencies. It is an important opportunity for UBC to maintain its leading edge in research.



## New concert hall boasts superb acoustics

Residents of the Lower Mainland can now enjoy critically acclaimed performances in Vancouver's newest concert hall. The Chan Centre for the Performing Arts opened in the spring of 1997, providing a concert hall and learning facility for the campus and the Vancouver community. The impressive \$25-million facility boasts a concert hall, a unique and flexible studio theatre and a multi-purpose cinema linked by a two-storey glass lobby and outdoor patios. It is ideal for classical dramas, small musicals, dance cabarets and solo performances.



## A community plan for future development

UBC and the Greater Vancouver Regional District (GVRD) have worked together for more than three years to develop an Official Community Plan (OCP) for the university area. This plan has been developed with considerable community input and was officially approved by UBC's Board of Governors and the GVRD's Board of Directors in July 1997.

As part of the OCP, the university has committed to developing a transportation planning process, new housing policy and services for permanent campus residents. The plan proposes to reduce the number of single occupancy vehicles travelling to campus by 20 per cent over a five-year period. It is estimated that UBC's resident population will double to 18,000 in the next 20 years, with commercial centres, new market housing south of 16th Avenue, and a subsidized transit plan to accommodate the development.

## Genes research centre to come to Vancouver

UBC's Nobel prize winner, Michael Smith, will head up the first research centre in Canada devoted to decoding human genes. A project of the BC Cancer Agency, the \$25-million Genome Sequence Centre opened in Vancouver in the fall of 1998. This centre will attract activity in the biomedical research sector and encourage companies to work here and take advantage of the technology and information that will be developed.

Genome science identifies and decodes all of a living organism's genes. By decoding the sequence of genes in the human genome, which is estimated to contain 100,000 genes, and identifying when the order is incorrect, scientists may find the cause of a genetic disease.



## UBC athletes make a splash

UBC's men's and women's swimming teams made a splash this year, winning both championship titles in the Canadian Interuniversity Athletic Union (CIAU) competition for the first time ever. The teams combined won 18 gold medals and brought UBC its 39th and 40th national championship titles.

## Establishing guidelines for partnership agreements

Universities across Canada are seeking alternative sources of revenue as traditional sources of funding continue to shrink. UBC has concluded partnership agreements with Coca Cola Bottling Ltd., Versa Services and Canadian Airlines International Ltd., and is finalizing agreements with Royal Bank Financial Group, the Hongkong Bank of Canada and BC TEL. These preferred supplier agreements provide UBC with guaranteed revenues for a wide variety of initiatives, including scholarships, disability access, research, travel, varsity athletics and campus safety. To ensure that the university preserves its fundamental and ethical values as it enters these partnerships, an advisory committee of faculty, staff, students and alumni, has developed a comprehensive set of guidelines.

## Canada's newest School of Journalism

UBC's Sing Tao School of Journalism offers Western Canada's first graduate journalism program. September 1997 marked the official opening of the School's building and classes began in the fall of 1998. During the two-year program, students will study journalism history, ethics, law, theory and investigative reporting, and will also participate in a three-month internship.



## APEC leaders gather at UBC

The Asia-Pacific Economic Cooperation (APEC) Leaders' Meeting brought the heads of the 18 leading economies around the Pacific Rim to Vancouver in the fall of 1997. The economic leaders held their centrepiece meeting at UBC's Museum of Anthropology.

The APEC Leaders' Meeting made significant advances in trade facilitation and liberalization around the Pacific Rim. It also represented the first opportunity for Asia-Pacific leaders to hold face-to-face consultations on the emerging Asian economic crisis.

Members of the university community objected to a number of APEC leaders being on the campus on human rights and moral grounds. There was a significant anti-APEC demonstration at the meeting, which the RCMP controlled with a considerable degree of force. This is now the subject of an RCMP Public Complaints Commission enquiry.



## New cybersavvy marketing program

It is now possible to earn a certificate in Internet marketing through UBC's Continuing Studies and Executive Programmes' new cybersavvy marketing program. The first of its kind in North America, the program combines Web-based instruction, face-to-face lectures, computer workshops and industry guest speakers in a six-month part-time format. It is designed for

## UBC faculty claim top honours

Some of the country's top teaching, research and achievement awards were presented to UBC's faculty this year.

Three UBC professors and a member of the Board of Governors are among 14 people who received the Order of British Columbia—the province's highest award for outstanding achievement. The award recognizes their unique contributions beyond the university throughout the province. This honour went to Mechanical Engineering Prof. Martha Salcudean, Electrical Engineering Prof. Emeritus Charles Laszlo, Dr. Michael O'Shaughnessy, a clinical professor of Pathology, and Board of Governors member Ken Georgetti.

Three UBC researchers received one of the highest honours in the Canadian academic community—appointment to the Royal Society of Canada. The fellows for 1997 were Botany Prof. Thomas Cavalier-Smith, Chemistry Prof. Michael Fryzuk and Zoology Prof. John Gosline. UBC has the impressive position of ranking number two in the country in number of Royal Society of Canada fellows.

Prof. Martha Salcudean—regarded as a dynamic engineer and leader in the Canadian scientific community—was one of three Canadians to receive a prestigious Canada Council for the Art's 1998 Killam Prize for research excellence.

In 1997, UBC-Biotechnology Lab Prof. Terry Snutch won the Steacie Prize—Canada's most prestigious award for young scientists and engineers. The award was in recognition of his outstanding research into the function of calcium channels in the human body.

# Think About People

## A teacher, a mentor and a student

For Chief Steven Point, getting a law degree was as much for his community as it was for himself. He was inspired by the fact that there was not one native lawyer practising in Chilliwack, BC.

After graduating from UBC's law program in 1985, he returned to Skowkale—the First Nations community in the Fraser Valley where he grew up—to become its chief and first and only lawyer. He has not only helped to introduce many positive changes in the community, but has become an inspiration for others to pursue their dreams.

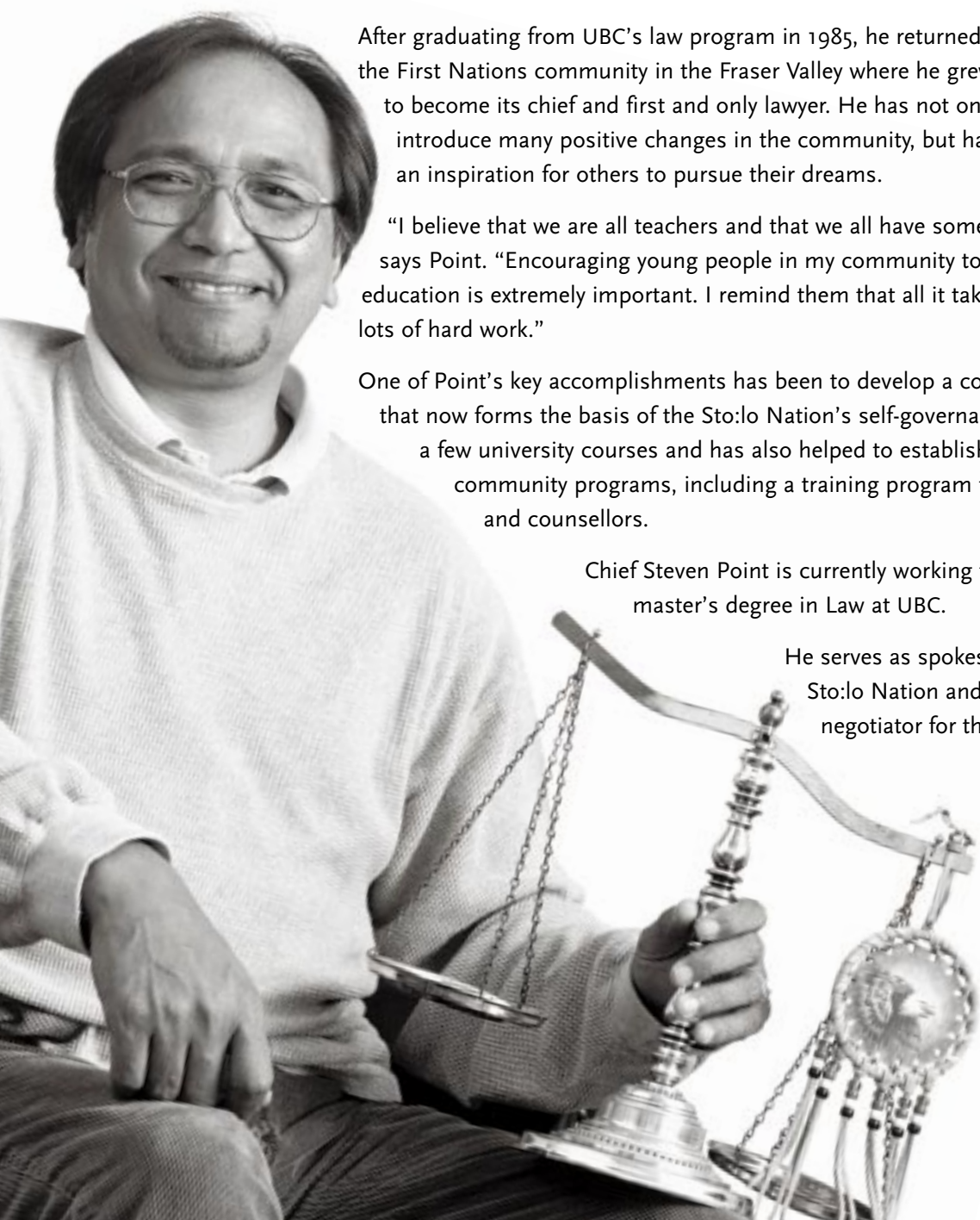
“I believe that we are all teachers and that we all have something to learn,” says Point. “Encouraging young people in my community to pursue higher education is extremely important. I remind them that all it takes is a goal and lots of hard work.”

One of Point's key accomplishments has been to develop a constitution that now forms the basis of the Sto:lo Nation's self-governance. He teaches a few university courses and has also helped to establish several community programs, including a training program for new chiefs and counsellors.

Chief Steven Point is currently working towards a master's degree in Law at UBC.

He serves as spokesperson for the Sto:lo Nation and was lead negotiator for the treaty process.

Chief Steven Point,  
(LLB '85, UBC)



# facts

- In 1997/98, \$23.3 million in scholarships, fellowships and bursaries were awarded to more than 8,000 UBC students.
- In national student awards, such as Rhodes Scholarships, Fulbright Awards and Medical Research Council of Canada Scholarships, UBC ranked second in a survey of Canadian universities by *Maclean's* magazine.
- Six UBC staff members received President's Service Awards of Excellence in 1997 and five in 1998 for distinguished contributions to the university.
- The number of students registered in degree programs at UBC in 1997/98:

|                        |        |
|------------------------|--------|
| Undergraduate students | 27,293 |
| Graduate students      | 6,181  |

## High honours for long-serving couple

It is one of the highest honours a UBC staff member can receive—the President's Service Award for Excellence. It is an award that recognizes those who go above and beyond the call of duty in service excellence.

Allan and Patricia Lackie were honoured with President's Service Awards this year. The couple has dedicated more than 65 combined years of service to the university.

Patricia Lackie, a supervisor of administration in the English Dept., is described by colleagues as a supervisor and mentor of office staff, bookkeeper and financial conscience, and energetic fighter for equipment and funding in the constant struggle to improve facilities. Her nomination for this award also received strong endorsement from students through the English Students' Society.

Complex contract proposals and purchasing agreements are Allan Lackie's stock-in-trade and his warmth and sense of humour are his trademark. As a major contracts officer in the Purchasing Dept., requests to Lackie are normally submitted or requested on very tight deadlines and he is noted by other staff members for his ability to deliver.

“We felt honoured to receive this award because it demonstrates the university values employees for faithful service on campus and in the community.”

Patricia Lackie,  
Dept. of English

Allan Lackie,  
Purchasing Dept.





# Think About Learning

## Professor makes learning contagious

If you've ever encountered someone so enthusiastic about what they were doing that you were inspired to go out and do the same thing, then you would agree that learning can be contagious.

That's exactly what the students who take Prof. Jerry Wasserman's classes say about his teaching style. "Prof. Wasserman has the rare ability to make learning contagious," says Julie McCracken, a fourth-year Theatre major.

A UBC professor for more than 25 years, Jerry Wasserman has taught Theatre along with English for the past six. He was recently recognized with UBC's highest teaching honour—a Killam Teaching Prize.

The unique way he teaches Canadian theatre prompted one student to describe him as "having the wisdom of a Buddhist monk, the enthusiasm of a four-year-old and the presence of a rock star."

To warm first-year English students up to literature Wasserman takes well-known pop songs and reviews them as though they were poems. "This helps them understand that poetry is not something alien or incomprehensible," says Wasserman.

His goal is to get students enthusiastic about learning—and according to his students he does just that. "He devours creativity—with a huge appetite for anything out of the ordinary. This makes me want to be a better student," says Karen Ihssen, a fourth-year English major.

Prof. Jerry Wasserman,  
Dept. of English

# facts

- University Killam Teaching Prizes—UBC’s highest teaching honour—were awarded to 24 faculty members at UBC in 1997/98.
- In *Maclean’s* national university rankings for 1997, UBC faculty ranked first in social sciences and humanities grants and second in medical and science grants per faculty member.
- UBC has the impressive position as number two in the country in members of Royal Society of Canada fellows—one of the highest honours in the Canadian academic community.

## Patients help teach medical and dental students

Imagine the benefits of breast cancer survivors helping to teach students how to break bad news to patients, or multiple sclerosis sufferers inviting students into their homes to learn what it is like to live with a chronic illness.

Introduced in 1997, a new undergraduate curriculum for the Faculty of Medicine and first- and second-year Dentistry students takes a problem-based learning approach that integrates basic sciences and clinical studies to resemble real life situations more closely. This integrated approach is important because it helps students develop better skills in problem solving, and an understanding of the social science, ethics and economics of medicine.

Small groups and case-based course work are also key aspects of the curriculum. “It’s a chance to work on communication and group interaction skills not acquired in undergraduate lectures,” says Alex Hoechsmann, a second-year medical student. “In the way a good mystery novel gets you hooked on wanting more clues, the group sessions give us a better appreciation of our labs and lectures.”



# Think About Research

## Technology for cleaner air

Westport Innovations—just one of many UBC-spin-off companies—is commercializing a new technology that has the potential to significantly improve air quality around the world.

Westport's patented High Pressure Direct Injection (HPDI) allows diesel engines in buses, trucks, locomotives and other heavy duty vehicles to run on natural gas. A technological breakthrough, HPDI delivers the reliability and performance of standard diesel engines with the cost-effectiveness and cleanliness of natural gas.

Developed by Prof. Philip Hill from UBC's Dept. of Mechanical Engineering, the HPDI system has been shown to drastically reduce three pollutants: particulate matter, a known carcinogen; nitrogen oxides, a main precursor to ground-level ozone and smog; and carbon dioxide, a major greenhouse gas.

The company has experienced tremendous growth since going public in 1995 and its leadership has been recognized through the support of numerous government and industry partners in North America. It employs close to 40 engineers, designers and research staff, many of whom are UBC graduates.

Westport's technology is presently being adapted for the Detroit Diesel 6V-92, the predominant engine for North America's 60,000 transit buses.

Prof. Philip Hill,  
Dept. of Mechanical Engineering;  
Scientific Founder,  
Westport Innovations Inc.

Brad Douville,  
(MAsc '94, UBC) Chief Engineer,  
Westport Innovations Inc.



# facts

- UBC research has created 78 spin-off companies that attract more than \$630 million in private investment.
- More than 1,500 jobs created by UBC spin-off companies boost both the provincial and national economies—96 per cent of these jobs are in BC.
- More than 223 technologies developed at UBC have been licensed for use in BC and Canada as well as the US and countries around the world.
- In 1997/98, \$137 million in research funds was awarded to UBC.

Research awards by Faculty (\$):

|                  |            |
|------------------|------------|
| Medicine         | 58 million |
| Science          | 30 million |
| Applied Science  | 16 million |
| Other            | 16 million |
| Forestry         | 8 million  |
| Arts             | 5 million  |
| Graduate Studies | 4 million  |

## Weaving together Canada’s cultural mosaic

Multiculturalism is an essential part of the fabric of Canada. Studying the existence of racism, how it fits within a multicultural society and how schools and educators should respond is the focus of UBC Education Prof. Kogila Adam-Moodley’s research.

“The key to understanding racial inequalities in Canada is to compare how things work differently in other societies,” says Adam-Moodley. She believes that looking at similar issues in other countries, such as South Africa and Germany, helps us to learn from the mistakes and experiences with ethnic relations in other parts of the world.

Racism in Canada exists in very subtle forms according to Adam-Moodley. “Multiculturalism education needs to be integrated into all areas of study—not just separate courses. Students need to learn the analytical skills necessary to understand how racism works and question conventional wisdom.”

Adam-Moodley is the first holder of the David Lam Chair of Multicultural Education and the former director of UBC’s Multicultural Liaison Office. She is currently the president of the International Sociological Association’s Research Committee on Ethnic Minority and Race Relations.

“Multiculturalism education needs to be integrated into all areas of study—not just separate courses. Students need to learn the analytical skills necessary to understand how racism works and question conventional wisdom.”

Prof. Kogila Adam-Moodley,  
Dept. of Educational Studies



# Think About Internationalization

## Language, culture and technology influence work experience

Imagine giving a presentation at a South American university on what you learned during your recent work experience at a multinational company—all in Spanish. Now imagine that less than a year ago you spoke hardly any Spanish.

Kevin Maloney, a fourth-year Chemical Engineering student, doesn't need to imagine this scenario. It is one of many incredible memories collected during his one-year work term at Methanex in Punta Arenas, Chile, as part of UBC's Engineering Co-operative Program.

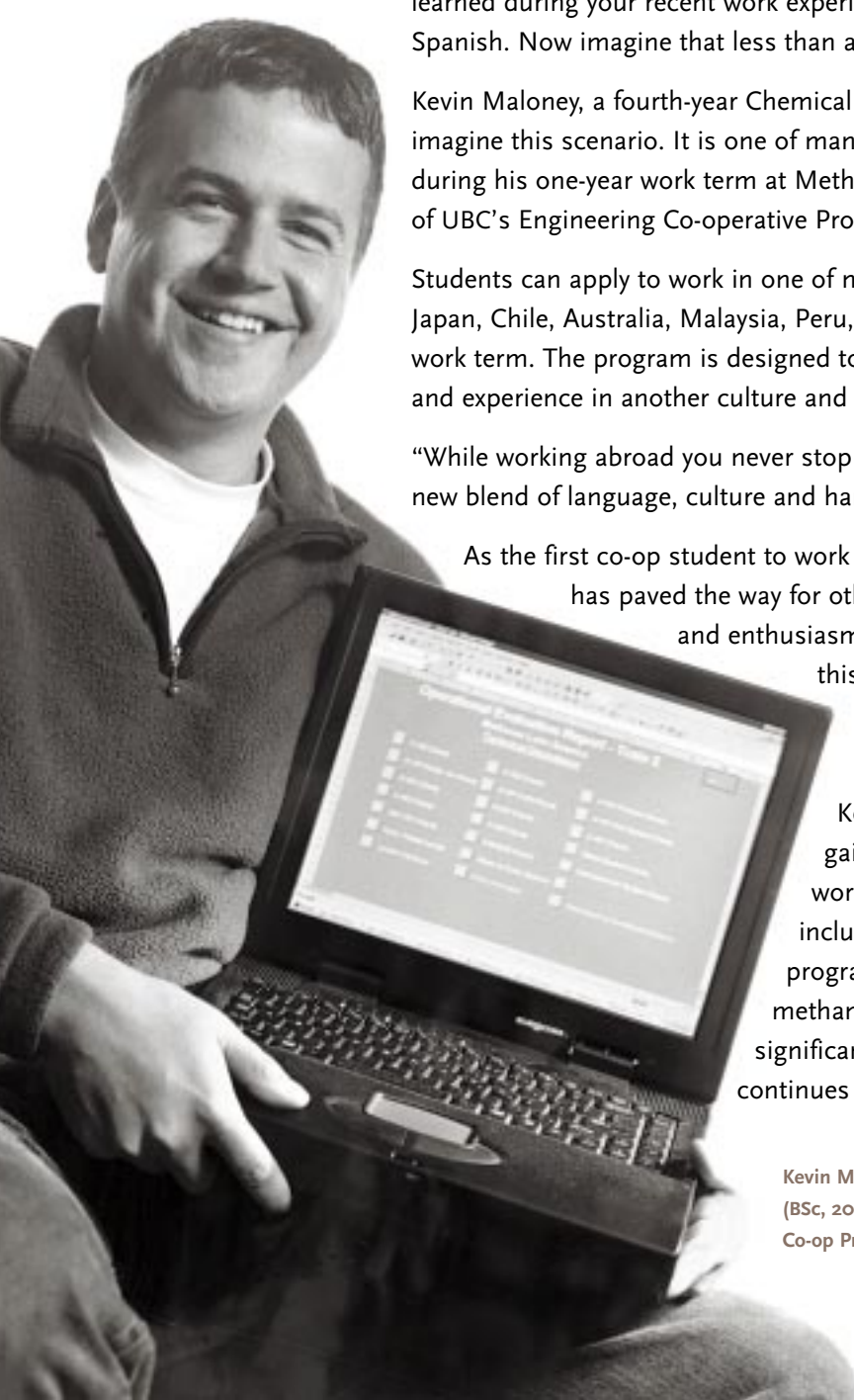
Students can apply to work in one of more than 22 countries—including Japan, Chile, Australia, Malaysia, Peru, Germany and Canada—for their co-op work term. The program is designed to provide students with technical skills and experience in another culture and language.

“While working abroad you never stop learning,” says Maloney. “Every day is a new blend of language, culture and hands-on work experience.”

As the first co-op student to work at the Methanex Chilean plant, Kevin has paved the way for other UBC students. “The commitment and enthusiasm shown by Methanex in establishing this position was a real boost to me— as I'm sure it will be for future students who get the same opportunity.”

Kevin credits his work term in Chile for gaining valuable industry experience. He worked on a range of interesting projects, including the development of a software program that monitors the efficiency of the methanol plant. This program resulted in significant cost-savings for the company and continues to be used today.

Kevin Maloney,  
(BSc, 2000, UBC), Engineering  
Co-op Program



# facts

- Approximately 84 universities throughout Asia, Europe, Australia, New Zealand, Africa, South America, the US and Mexico have been approved for UBC Education Abroad programs for undergraduates.
- The Faculty of Commerce and Business Administration received recognition from the Association of Universities and Colleges of Canada (AUCC) in 1997 for its success in building educational ties between Chinese universities, academics, business and government officials and the Vancouver academic and business communities.
- UBC has linkage agreements with 171 universities in 44 countries around the world.
- The total number of international undergraduate and graduate students at UBC is 2,134.
- UBC alumni live in 120 nations.

## Strengthening ties between Canada and Japan

Co-op Japan is a Canadian university-based international placement program that links science and engineering students and recent graduates to internship opportunities at leading companies in Japan.

In 1998, 59 students from across Canada participated in Co-op Japan. Twenty-seven of these students were from UBC, including Marnie Williston, a third-year Engineering student. Marnie is on an 11-month stint working for Chichibu Onoda Cement Corp.

According to the leader of Chichibu Onoda's central research laboratory management team, these types of exchanges are important because they strengthen international ties and provide direct benefits to the company.

Marnie is gaining valuable experience developing English manuals for high-tech analytical machines, and giving reports and presentations on her experiments. "I am pleased to be able to share Canadian culture by speaking regularly to high school students—particularly about women in science and engineering," she says. "And I continue to be amazed by Japan's extremely rich culture."





# Think About Community

## Industry need led to new co-op program

Training today's young people for the challenging careers of tomorrow has always been among the roles of a university.

That's what led to the creation of a new co-operative program at UBC that was specifically designed to meet the changing needs of industry—and it's proving the enormous value of partnerships with industry.

UBC's Wood Products Processing Program was launched in 1995 after UBC was selected to develop the program by an industry-led national education initiative. And the program's more than 85 students are in high demand.

More than 40 companies across Canada have employed UBC's Wood Products Processing co-op students. They see the specialized knowledge students are gaining as key to ensuring the Canadian industry can compete internationally according to Assoc. Prof. Tom Maness, who heads up the co-op program.

"The strength of this dynamic and challenging program is that it integrates engineering, forestry, business and computer principles—providing students with skills to adapt to a rapidly changing global economy," says Rahim Nazarali, a student in his fourth year of the program.

Members of industry play an important role in shaping the program and ensuring its relevancy and also serve as frequent guest lecturers.

Rahim Nazarali,  
(BSc, 2001, UBC), Wood Products  
Processing Co-op Program

Assoc. Prof. Tom Maness,  
Centre for Advanced  
Wood Processing



## facts

- Each year more than 40,000 students and community members participate in fitness and recreation activities on campus.
- Donations to UBC—from alumni, parents, faculty and staff, individuals and organizations through annual giving, planned giving (deferred gifts) and other fund raising activities totaled more than \$37 million in 1997.
- UBC offers 100 distance education courses to more than 4,000 people across Canada and around the world through its Continuing Studies programme.

## A long-standing community resource in downtown Vancouver

People throughout the Lower Mainland rely on a valuable UBC community service for counselling on personal and career planning issues. In fact, no less than 20,000 people every year turn to the services of the UBC Women's Resources Centre.

From its store-front location on Robson Street in downtown Vancouver, the Women's Resources Centre offers drop-in counselling, advice and guidance to women and men in crisis. This year, the centre celebrates 25 years of community service.

More than 100 trained volunteer counsellors provide a number of services for those who want to make positive changes in their personal and professional lives. Some of the services which the counsellors can offer assistance include life planning, building self-esteem, stress management, career programs and positive relationship skills.

The centre is able to operate thanks to the support of extremely well-educated and talented volunteers, who, if paid, would cost the centre over \$1 million in operation costs.

“There are a lot of people in the community around us falling through the cracks. I think we help catch a few at the Women's Resources Centre—and that's a very rewarding feeling.”

Judi Majewski  
Volunteer Counsellor,  
UBC Women's Resources Centre



# Financial Highlights

(April 1, 1997–March 31, 1998)

The University of British Columbia's financial statements for the year ended March 31, 1998 have been reported on by the Auditor General of the Province of British Columbia, the auditor appointed under the University Act. The following represents highlights of UBC's Financial Statements for the year ended March 31, 1998.

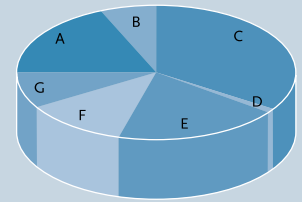
| (\$ millions)           | 1997/98 | 1996/97 |
|-------------------------|---------|---------|
| Total Revenues          | 793.9   | 749.2   |
| Research Awarded to UBC | 137.0   | 134.0   |
| Endowment Market Value  | 579.9   | 498.4   |
| Operating Deficit       | (2.7)   | (1.8)   |

- The provincial government's 1997/98 operating grant to UBC was reduced by \$1.3 million from 1996/97.
- Domestic student tuition fees were frozen in 1997/98 at the same levels as 1996/97.
- The university's investment income increased by \$16.3 million, and sales and services income increased by \$11.3 million in 1997/98.
- \$23.3 million in scholarships, fellowships and bursaries were awarded to more than 8,000 UBC students.
- The university's total assets are recorded at a book value of \$1.4 billion.
- UBC has an accumulated operating deficit of \$4.5 million as of March 31, 1998.



## Total Revenues

Revenues for the university are generated from a variety of sources, including provincial operating grants, endowments, government grants and contracts, student fees, sales and services, non-government grants, contracts and donations and other investment income. Revenues for the 1997/98 fiscal year totaled \$794 million, with the provincial government operating grant accounting for \$272 million of the total.



### Total Revenues by Source (\$794)

For the year ended March 31, 1998  
(millions of dollars)

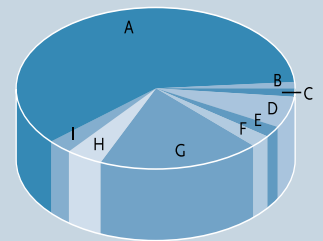
- A Government grants and contracts (\$153) 19%
- B Endowment income (\$52) 6%
- C Provincial operating grant (\$272) 34%
- D Other investment income (\$5) 1%
- E Sales and services (\$156) 20%
- F Student fees (\$95) 12%
- G Non-government grants, contracts and donations (\$61) 8%

## Total Expenses and Transfers

Expenses for the 1997/98 fiscal year totaled \$797 million, with salaries and benefits accounting for \$478 million of the total.

## Operating Deficit

The university ended the 1997/98 academic year with an operating deficit of \$2.7 million. The deficit results from a new sewerage charge retroactive to 1996/97 pursuant to an agreement between UBC and the Greater Vancouver Regional District. When this deficit is combined with the 1996/97 operating deficit of \$1.8 million, the accumulated operating deficit is \$4.5 million. This deficit will be eliminated over the 1999/2000 and 2000/2001 fiscal years.



### Total Expenses and Transfers (\$797)

For the year ended March 31, 1998  
(millions of dollars)

- A Salaries and employee benefits (\$478) 60%
- B Grants to other agencies (\$10) 1%
- C Renovations and alterations (\$13) 2%
- D Depreciation (\$49) 6%
- E Other transfers (\$17) 2%
- F Transfer to endowment principal (\$21) 3%
- G Supplies and expenses (\$151) 19%
- H Cost of goods sold (\$35) 4%
- I Student awards (\$23) 3%

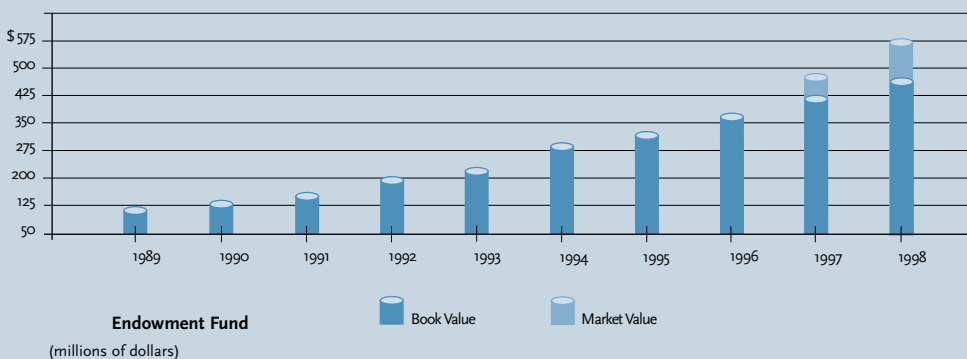
## Endowment Highlights

The university's endowment consists of restricted donations to the university and internal allocations, the principal of which is required to be maintained in perpetuity. The investment income generated from endowments can be spent only in accordance with the various purposes established by the donors or UBC's Board of Governors. University policy stipulates that the endowment's economic value must be protected. This is achieved by limiting the amount of income that may be expended annually, thereby ensuring growth in endowment purchasing power in the face of inflation.

The endowment has grown significantly over the past 10 years from a book value of \$121.2 million in 1989. In fiscal 1997/98, contributions of \$23 million and capitalized income of \$21.2 million brought the endowment to a total book value of \$470.7 million. The market value of all endowments held for the benefit of UBC is \$579.9 million at March 31, 1998.

The overall growth in the endowment is attributable to donations, the leasing of university property for the construction of market housing and return on investments.

The following graph shows the growth of the university's endowment over the past 10 years:



(millions of dollars)

# Financial Summary

## The University of British Columbia

For the year ended March 31, 1998 (in thousands of dollars)

1998

1997

### Statement of Revenues, Expenses and Changes in Operating Equity

#### Revenues

|  |                |                |
|--|----------------|----------------|
| Government grants and contracts                | \$ 425,213     | \$ 410,612     |
| Student fees                                   | 95,303         | 89,753         |
| Non-government grants, contracts and donations | 60,836         | 63,923         |
| Investment income                              | 57,013         | 40,702         |
| Sales and services                             | 155,570        | 144,259        |
|  | <b>793,935</b> | <b>749,249</b> |

#### Expenses

|   |                |                |
|---|----------------|----------------|
| Salaries and employee benefits          | 477,813        | 461,367        |
| Supplies and general expenses           | 150,634        | 140,804        |
| Depreciation                            | 48,663         | 45,174         |
| Cost of goods sold                      | 34,602         | 31,351         |
| Renovations and alterations             | 12,860         | 10,695         |
| Scholarships, fellowships and bursaries | 23,305         | 20,885         |
| Grants to other agencies                | 10,149         | 11,282         |
|   | <b>758,026</b> | <b>721,558</b> |

|   |          |          |
|---|----------|----------|
| Excess of revenues over expenses            | 35,909   | 27,691   |
| Increase in equity in capital assets        | (6,961)  | (7,751)  |
| Transferred to endowment principal          | (21,157) | (16,659) |
| Increase in reserves                        | (1,990)  | (1,523)  |
| Increase in equity in related organizations | (8,468)  | (3,429)  |

|                                     |            |            |
|-------------------------------------|------------|------------|
| Net change in operating equity      | (2,667)    | (1,671)    |
| Operating equity, beginning of year | (1,793)    | (122)      |
| Operating equity, end of year       | \$ (4,460) | \$ (1,793) |

### Balance Sheet

#### Assets

|                |                  |                  |
|----------------|------------------|------------------|
| Current assets | \$ 152,606       | \$ 163,893       |
| Investments    | 458,172          | 397,499          |
| Capital assets | 778,102          | 731,307          |
| Total assets   | <b>1,388,880</b> | <b>1,292,699</b> |

#### Liabilities

|                         |                |                |
|-------------------------|----------------|----------------|
| Current liabilities     | 88,710         | 83,757         |
| Non-current liabilities | 662,764        | 630,493        |
| Total liabilities       | <b>751,474</b> | <b>714,250</b> |

|                              |                     |                    |
|------------------------------|---------------------|--------------------|
| Equity                       | 637,406             | 578,449            |
| Total liabilities and equity | <b>\$ 1,388,880</b> | <b>\$1,292,699</b> |

# UBC Leadership 1997/98

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\*All Deans are members of the Senate.

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