

AAPS NEWS

VOLUME 1 No. 3 - 2004

ASSOCIATION OF ADMINISTRATIVE AND PROFESSIONAL STAFF



Dear AAPS Colleagues

AAPS is pleased to announce that Inta Sloman joined the organization as Executive Director on September 1, 2004. Inta comes to us with over twenty years experience in management, strategic planning, communications, leadership, advocacy and negotiation. She is a lawyer by profession and has held the position of corporate ombudsman at ICBC, a position which involved negotiating settlements with senior management and where she used her skills in dispute resolution and negotiation.

Most recently, Inta was appointed to the Board of the College of Licensed Practical Nurses of BC as a public member in recognition of her superior skills in the areas of law, management, and public and government relations. As Chairman of the Board, Inta led the LPN through a culture change which improved efficiencies and

achieved optimum board governance. We are confident that the skills Inta brings to this position will serve our members well. Please join the AAPS Board in welcoming Inta to her new position with AAPS at UBC.

Inta can be reached at 822-8230,
e-mail address is: inta.sloman@ubc.ca.

We've Moved!

AAPS new office is in the Gerald McGavin Building, at the north-east corner of East Mall and Agronomy Road. It's a bright new office with room to grow.

Our new address is:
**312 - 2386 East Mall
Vancouver, BC, V6T 1Z3
Tel:(604) 822-9025
Fax:(604) 822-4699**

e-mail: aaps@interchange.ubc.ca

IN THIS ISSUE

Dear AAPS Colleagues

We've Moved!

President's Message

AAPS U-Pass
Flex-Pass Survey

United Way Campaign

Message from the
Executive Director

Advocacy Committee

Joint UBC/AAPS Market
Study

Updated HR Website

Merit for M&P Staff

Managing Absenteeism

Successfully Completing
Probation

Conferences
& Courses

.....
Editor: Nancy Vered

www.aaps.ubc.ca





PRESIDENT'S MESSAGE

"It's that time again"

Ever Hopeful. That's how I feel heading into the next year, after a year of ups and downs for AAPS members and your Board. The highlight has been working with the people around your AAPS Board table. These gifted people, working on your behalf with a strong sense of AAPS' strategic mission, have built on the legacy from past Boards to strengthen our association and to promote your welfare. Through their hard work, we are now positioned for the next year, a year which will include negotiations on a wage re-opener (this fall), new Agreement on Conditions and Terms of Employment (ACTE) next spring, and the recent market survey; discussions on what role AAPS will play in representing administrative and professional staff at the new UBC Okanagan campus; and, discussions on whether or not to participate in a staff U-Pass program. These are HUGE initiatives, and to be successful will demand a strong two-way communication. If you want to reduce the chances of another 0% settlement, you owe it to yourself to stay plugged into and engaged throughout these discussions via input at our feedback sessions, replies to our e-mails, visits to our web-site, and reading our bulletins. You were hired by UBC as being among the best in your respective fields, so help yourself (and UBC) by keeping that creative genius tapped into your Association business.

Although we live in exciting times, there have been some tremendous challenges to overcome this year. We've lost three peo-

ple from our Board. Albert Sawchuk resigned due to personal and health reasons. Stephen Lavigne was terminated by UBC as part of an IT Services departmental re-organization. Marietta Kozak has left UBC for greener pastures. The silver lining is that we have a large pool of great people from which to draw replacements. We are very thankful that Bernice Urbaniuk has agreed to serve on your behalf. And from our AAPS staff, we lost Anne Mason. A special thanks for AAPS Secretary Petra Ormsby (nee Meyer, congratulations!) for holding the fort in the interim. After an intensive search process, we are very pleased that Inta Sloman has joined AAPS as our new Executive Director. I hope you'll all join me in welcoming her to UBC, and to the exciting years ahead for AAPS. Pro-actively, we've had an organizational review done of AAPS HR needs, in view of the challenge of a large, complex, and still-growing membership – almost 2,000 members at last count. Stay tuned for updates over the coming months regarding AAPS support staff.

Your hard-work and creative genius are helping UBC in its TREK 2010 pursuit to be one of the finest universities in the world, and to build the UBC Endowment Fund to \$1 Billion by 2010. AAPS members play key roles in UBC's success, whether its keeping the IT network unscathed, recruiting the best students, pursuing alumni and philanthropic fund raising, devising successful Canadian Foundation for Innovation (CFI) research grant applications, planning and administering sustainable campus communities, or administering academic programming (to name only a few). Our university executive recognize this, President Piper has directed UBC HR to conduct joint studies of AAPS turnover and total compensation rates versus sixteen university/non-university comparators (see articles on adjoining pages). The 0-0-0 Public Sector Employer Council (PSEC) compensation freeze has put UBC significantly behind in compensation, and it shows in significantly higher turnover rates. AAPS members are voting with their feet, and putting UBC's success and reputation at risk. Each of our members that leaves takes with them valuable institutional memory, expertise, and experience that cannot be easily or quickly replaced. Your Board are working together with UBC HR to devise effective AAPS

retention strategies to help UBC reduce its over 10% AAPS annual turnover rate (versus 6 to 7% comparator turnover rates), while abiding by Public Sector Employer Council regulations.

Your University and your AAPS Board are relying on your expertise and your working with us to meet the needs of future students, staff, faculty, businesses, and residents at UBC, and citizens around the world. We live in exciting times, those not for the faint of heart. As you ponder what part you play in shaping UBC's present and future TREK 2010 success, ask yourself these questions:

How long do I plan to stay at UBC?
What do I want the UBC campuses to look, feel, and act like in 50 years?
To that end, what legacy do I want to leave behind when I leave UBC? How can I make a difference for AAPS members in giving of my time and expertise? In a 0-0-0 climate, what HR / compensation strategies would help retain me?

Your Board will be soliciting your responses to these and other challenges over the coming months – please keep yourselves plugged in! It's been a pleasure serving you on the Board, thank-you again for the opportunity.

Gordon Lovegrove, President AAPS



AAPS U-Pass / Flex-Pass Survey – Interim Report October 2004

At the Spring General Meeting, your Executive was requested to research an AAPS U-Pass program and report back to the Fall AGM, including cost considerations. U-Pass is a universal transportation pass that provides privileges for transit, carpooling, local merchants, bicycling, and campus shuttles (see www.upass.ubc.ca for details of the student U-Pass program). A Flex-Pass is similar to a U-Pass, but would also include some parking privileges. A working group has been working since then to determine possible pricing, design, and implementation strategies. A web-based AAPS survey was launched the week of September 15th by e-mail to all members listed in the UBC interchange directory (1,826 – over 95% of our members). By September 24th we had over 750 completed surveys – an astounding 40% response rate – well done! Although it was a self-selecting survey (i.e. you decided whether or not to respond) versus a randomly selected sample, this high response rate will still allow us to place good confidence in the results regarding the preferences of our entire AAPS membership on this U-Pass issue (19 times out of 20!). It turns out that at least 77% are interested in some form of U-Pass or Flex-Pass program, with 11% saying they are not interested (12% were neutral). Results are summarized in the table below.

Summary of Raw Results

| | U-Pass only | U-Pass + 5 days parking | U-Pass + 10 days parking | U-Pass + 15 days parking | U-Pass + Full Parking Permit |
|----------------|-------------|----------------------------|-----------------------------|-----------------------------|---------------------------------|
| Definitely Buy | 36% | 13% | 4% | 3% | 2% |
| Probably Buy | 21% | 22% | 14% | 9% | 5% |
| Forecast* | 41% | 21% | 9% | 6% | 4% |

*Forecast based on 0.8 x 'definitely' +0.5 x 'probably'

Despite the very preliminary nature of product design and pricing details, you have told us there is a strong majority support for some form of U-Pass / Flex-Pass that combines transit and parking as a more flexible, affordable way to get to/from work each day. These AAPS survey results are very similar to the campus-wide staff/faculty/student transportation survey done in January 2004.

Next steps will be final analysis, financial model, product design, and report, followed by recommendations to AAPS members on possible implementation and timelines. An interim report with further details will be presented at the upcoming October AAPS AGM. By the way, winner of our prize draw for a \$50 Sage gift certificate is Mahara Jacksen from Housing & Conferences. Congratulations Mahara – enjoy!

UBC United Way Campaign – Focusing on What Matters

It's that time of year again! The 2004 UBC United Way Campaign kicked off this month for its annual campaign, with a goal this year of raising \$525,000 for United Way of the Lower Mainland.

UBC has had a relationship with United Way of the Lower Mainland spanning over 30 years. United Way supports and funds social services and organizations in your community in the Lower Mainland—areas of focus include:

Children, Youth and Families

Helping Seniors stay healthy and connected

Helping those living with a health condition or disability

Assisting those living in or affected by poverty

AAPS members have donated generously in the past and we ask that you consider giving again this year.

Pledge packages were sent out to all staff the week of September 27th by Campus Mail—our campaign will run until October 31st. Check online at www.unitedway.ubc.ca for up-to-date information about your package, how to donate to United Way of the Lower Mainland and for details on the various events happening throughout the campaign.

Volunteer opportunities are available—if you're interested in acting as a contact for your department, running a campaign or fundraising event in your unit or helping out at a special event on campus, please let us know! For more information about the UBC United Way Campaign, how to donate or details about the kick-off, please phone Liz King, Campaign Coordinator at 604-822-8929 or email united.way@ubc.ca.



Every megabyte sent over the Internet takes two lumps of coal to power



Message from the Director

With fall in the air and the new academic year beginning, this is a wonderful time to reflect on new beginnings and upcoming goals and plans. It is a great time to be joining AAPS as your Executive Director and I am committed to doing all that I can to meet all of the expectations and challenges in the upcoming year.

There is no denying the magnitude of the construction on campus. It is everywhere and it is fitting to note that AAPS too is "under construction". We have moved into new office space and you will be seeing many changes and a lot of building on past work and successes to create a solidly built association with a strong foundation and structure. This will enable us to fully engage in those activities that will allow AAPS to embrace and fulfill its mandate.

We are launching a new communications strategy including a refreshed web site. There will be an emphasis on communicating in a way which will provide the membership with an improved sense of engagement. Two way communications will be a priority and we will check in with you to ensure that our communications are effective and meet your needs.

Negotiations around a wide range of issues arising out of the conditions and terms of employment are a high priority and there will be a great deal of activity in this area. This month you will be get-

ting the results of the current market survey on compensation as it relates to AAPS positions. This survey will be a pivotal launching point for a great deal of the work that we will be doing with respect to negotiating remediation in this area.

AAPS is committed to passionate advocacy on behalf of the membership and this will continue to be a high priority. We are looking at re-engineering the procedures around how we do this with an eye to ensuring optimum service to you. Our approach will not only be responsive but there will be a renewed commitment to proactivity; working towards stemming problems at the source.

Our philosophy has always been to work respectfully with the University and this will continue. We will endeavour to conduct business in a manner which both benefits the membership and UBC. A high value will continue to be made on continuous improvement and a fostering of individual and University growth. We believe that by pursuing a mutuality of interests, the greatest successes can be achieved.

These commitments are our roadmap and I invite you to participate fully in the journey. It is going to be a great year!

Inta Sloman, Executive Director AAPS



Advocacy Committee

The role of the Advocacy Committee is to ensure that individual M&P staff members are treated fairly in matters relating to their employment at UBC. There are many ways in which the committee fulfills this responsibility, including assisting and advising M&P staff on their rights under the Agreement of Conditions and Terms of Employment, and by providing representation to M&P staff regarding discipline and grievances.

The Committee is frequently contacted by members experiencing difficulties in the workplace. M&P staff members should not hesitate to contact a member of the Advocacy Committee to seek support and advice in matters such as workplace conflicts and medical accommodations. All committee members have significant experience and training in human resources management and can provide valuable insight and suggestions to members who are experiencing workplace problems.

We recently added a new member to the committee; Suzanne Moore from the School of Social Work and Family studies. Suzanne's current experience as an Administrator in the School as well as her previous campus positions as well as her experience on the AAPS board will make her a valuable addition to the Advocacy Committee.

We are very pleased to have our new Executive Director, Inta Sloman, working very closely with the Advocacy Committee. Her extensive work in advocacy coupled with her legal background make her a valuable resource to our members. If you need assistance in an employment-related matter, please contact the AAPS office at (604) 822-9025.

Over the next while Human Resources will be carefully reviewing the objectives and outcomes of the performance-based merit pay system in anticipation of preparing a proposal for the Board of Governors for 2004/05.

Bernice Urbanaiik, Advocacy Chair

Joint UBC/AAPS Market Study on Total Compensation - Interim Report

In response to member concerns, a joint review was initiated to explore how UBC compensation levels compare with other universities and non-university employers across Canada. The Hay Group, a global human resources consulting firm with significant experience in total compensation surveys, administered this market study. This is the second comprehensive joint AAPS-UBC study, which cost \$85,000 and was shared 50/50 between AAPS and Human Resources.

While final results are still being tabulated, we wanted to give you an update on preliminary results. 77 AAPS jobs, representing 35 of 40 AAPS job families (covering 76% of AAPS jobs) were evaluated, using total compensation levels as of June 1, 2004 as the benchmark date. The survey was launched in June, and the high response rate (over 70%) is indicative of the timeliness of this issue – we are in a very competitive job market.

The two markets surveyed were the university market and Lower Mainland non-university employers who were similar in size and had AAPS-like positions. The data surveyed included base salary, bonuses, benefits (staff pension, health, medical services plan, dental, vacation leave, etc.), staff turnover, probation periods, and term staffing levels. Eight Canadian universities and eight Lower Mainland non-university employers agreed to participate in the study. Universities included: McGill, McMaster, Alberta, Calgary, Northern BC, Saskatoon, Toronto, and Victoria. Lower Mainland employers included: BC Hydro, City of Vancouver, Finning, HSBC, ICBC, Teck Cominco, Telus, and Terasen. To maintain strict confidentiality only aggregate data will be provided and organizations that submitted data will be receiving survey summaries from the Hay Group.

We won't have final figures until all the data are in, but some interim observations can be made, as follows:

- UBC turnover is 10%, compared with an average of 6 to 7% at other universities and Lower Mainland employers.
- The UBC AAPS 12-month probation period is comparable with other universities, but is four times the three month average of Lower Mainland employers
- Lower Mainland employers, as a group, pay higher than university employers due, in part, to bonus programs for managers.
- Overall, UBC's total compensation, when compared to the university market, is below market in 55% of the positions surveyed, whereas 44% of the positions surveyed were at or above market.

When completed, this study will provide a comprehensive UBC comparison with other Canadian universities and Lower Mainland employers. Final results will quantify any differences in total compensation, and will be used by UBC and AAPS in future compensation discussions. Additional information will be available at the AAPS October AGM – so come to the meeting!

Contributors

Gordon Lovegrove, President AAPS
Elaine Kashani, Director, HR Total Compensation
and **Scott Wallace**, AAPS member-at-large

factoid Didaskaleinophobia is the fear of going to school.



PHOTO: RANDY ELLIS

Updated HR Website

Please note that Human Resources has updated their website to include the new Job Family Matrix as well as all descriptions for levels within each family.

You can find this information at www.hr.ubc.ca in the Compensation section.



2004/05 Merit for M&P Staff

The University's Board of Governors has once again approved funding for merit pay for 2004/2005 and we once again have the opportunity to reward outstanding M&P staff through our performance-based merit pay program. The merit program will function like it did last year – eligibility, types of merit rewards, timing of evaluations and funding available.

To recap:

- To be eligible for merit pay for 2004/05, the M&P staff member has to have completed probation and their base salary had to be at or above midpoint of their salary range, on July 1, 2003.
- The approved central funding is for GPOF positions, while ancillary and fee-for-service units will self-fund merit pay. Merit rewards under this plan may be ongoing salary increases, one-time lump sum payments or a combination of both.

• Effective dates for performance evaluations are up to each unit -- you may either stagger them throughout the year (e.g. staff member anniversary date) or conduct them at one time during the year (e.g. July 1).

• Merit adjustments are expected to fall within the 2% budget overall and the performance ratings are to range from 0% to 3% .

| Ratings and Maximum % of Merit |
|---|
| Extraordinary Performance (Merit of up to 3%) |
| Excellent Performance (Merit of up to 2%) |
| Above Average Performance (Merit of up to 1%) |
| Meets Job Requirements (Not eligible for merit) |
| Unsatisfactory Performance (Not eligible for merit) |

Managing Absenteeism

Many of you who handle administration and manage employees are also responsible for managing absenteeism. In order to do this effectively UBC needs to track absenteeism or sick leave statistics. There has been a recent change to the way in which sick leave is reported and to date there has been a very low response rate. Please review the process you will have received recently from Human Resources and report sick leave statistics for this year.

Linda McKnight, Director HR Advisory Services

Human Resources will be providing a list of eligible 2004/05 merit pay staff to each faculty or department administrator within the next few weeks. In the meantime, if you have any questions, please contact Marie Mohammed, Manager, Compensation at 604.822.8240.

Article contributed by **Marie Mohammed** who is UBC Compensation Manager and **Scott Wallace** who is AAPS Executive Member-at-large and Human Resources Manager within the VP Students portfolio.

WANTED! AAPS Orientation Facilitators

Do you like meeting people, facilitating information sessions and sharing your knowledge of UBC and AAPS with others? If you've answered yes to these questions, we have an opportunity for you! Our existing team of facilitators rotates through the bi-weekly orientation schedule, facilitating, on average, one 15-minute session every four to six weeks. As facilitators, they oversee the completion of AAPS registration documentation for new hires, facilitate 15 minutes of material, discuss the origins of AAPS, pay structures, probation, member activities, and other AAPS related topics, answer questions, and distribute and collect the orientation session evaluation.

Preferred Requirements

- 12 months or more UBC experience
- Confident, articulate, people-oriented, and patient
- Current AAPS member
- Previous facilitation experience an asset.

If you are interested in facilitating the AAPS orientation sessions, please send your name to AAPS Membership Chair, 312-2386 East Mall, Vancouver, BC V6T 1Z3 or email c/o_aaps-board@interchange.ubc.ca.



Successfully Completing Probation

As a newly hired staff member, one key to successfully completing probation is understanding your responsibilities as an employee, including the purpose of probation, job expectations and deliverables, feedback mechanisms and timing, and avenues for remedy, if required. In the majority of cases, staff encounters little difficulty in successfully completing their probationary period. However, from time to time AAPS has had to intervene and advocate on behalf of probationary employees who have not successfully satisfied the probationary requirements set by their supervisor. In these instances, a more thorough understanding of the probationary period and expectations against which the employee's performance was being measured may have avoided lengthened probation and, in some cases, termination.

Articles 5.1.1, 5.1.2, and 5.1.3 of the AAPS Agreement on Conditions and Terms of Employment (ACTE) describe the probationary requirements for new regular employees, term employees, and transferred or promoted employees. New regular, term, transferred, or promoted employees serve a probationary period of twelve (12) months. Conditions under which this requirement is lengthened or shortened are further described in the appropriate article on pages 2 and 3 of the ACTE.

Tips for Staff

The primary purpose of probation is to assess the suitability of a staff member for

ongoing employment. Probation focuses on an assessment of the employee's performance against the work duties, responsibilities, goals, objectives, and behavioural requirements for the position. Therefore, shortly after beginning employment, discuss and confirm the following:

- your work duties as well as responsibilities and objectives to be completed during your probationary period (e.g. recruit 450 students to the Bachelor of Commerce program)
- the behavioural and work conduct expected (e.g. work effectively as a team member)
- additional work-related requirements (e.g. develop an orientation program for new staff)
- the circumstances under which probation can be extended
- the mechanism by which the above will be measured and the frequency of feedback being provided by your supervisor.

Newly hired staff should plan to meet with their supervisor at least twice during their probationary period to discuss their progress, strengths, and opportunities for improvement. Staff should also track their achievements, log formal and informal feedback received from customers, supervisors, and co-workers, and maintain a file of reports, projects, and other work completed during the probationary period.

Tips for Supervisors

Supervisors, including AAPS members who have supervisory responsibilities, contribute to the successful completion of team member's probation by thoroughly orienting staff to the workplace, sharing expectations and deliverables, and by providing timely and frequent constructive feedback during an employee's probationary period. Supervisors contribute to probationary employee success by:

- clearly identifying, in writing, the work duties, responsibilities, goals, objectives, and conduct expected during the probationary period
- providing a collaborative approach to setting expectations and to providing feedback
- providing frequent, constructive and timely feedback related to the employee's duties, goals, and conduct

- documenting and providing new employees a reasonable opportunity to correct problems in their work performance or conduct
- inviting employees to provide input on ways to improve their performance
- specifying the time frame for improvement and discussing possible consequences, including termination if improvement is not sufficient
- treating probationary staff consistently and fairly
- discussing consequences for not meeting expectations (e.g. lengthened probation, termination, etc)
- maintaining confidentiality.

Extending Probation

Probation may be extended under certain circumstances. Article 5.1.1, which applies to regular employees, provides provisions for the extension of probation for up to six additional months by mutual agreement between the employee and supervisor. In these cases, the employee should contact the AAPS office for advice and direction. If your probationary period is extended, discuss the length of your extension, the conditions and criteria under which your performance is being assessed, consequences of not meeting the conditions or criteria, and timing of feedback sessions from your supervisor. It is in the best interest of both parties that these are recorded and shared in writing.

Conclusion

Remember! Plan to meet with your supervisor early in your employment. A collaborative employee-supervisor approach to probation, goal and objective setting, clarified work expectations and conduct under which you will be measured combined with timely, constructive feedback will contribute to successful employment outcomes.

Article contributed by **Scott Wallace** who is an AAPS Board Member and a Human Resources Professional in the VP Students portfolio.

factoid

The Eiffel Tower shrinks 6 inches in winter

Conspiracy Theory:

Eighty-five percent of the people killed by lightning are male



SPEAKERS SERIES 2004

Dr. Michael Goldberg

Associate VP International and H.R. Fullerton Professor of Urban Land Policy in the Sauder School of Business

Monday, November 1, 2004

Lui Institute for Global Issues

6476 N.W. Marine Drive

11:00 a.m. to 12:30 p.m.

Dr. Goldberg will speak on "Regional Economic Development in British Columbia: Innovation and Renewal for BC's Two Economies. There are only 100 seats for this exciting presentation so please mark your calendars and plan on coming early to guarantee a seat.

Bring your lunch • Light Refreshments will be served.

CONFERENCES

Canadian Association of University Business Officers (CAUBO)

Annual Conference: The Art of Business Affairs

June 18-21, 2005

The University of Western Ontario, London, Ontario

www.caubo.ca

National Conference on Marketing, Recruitment and Student Retention

July 27-30, 2005

Washington, DC

www.noellevitz.com

COURSES

Centre for Higher Education Research and Development (CHERD)

University of Manitoba

Ongoing seminars and web-based courses for university management and administration

www.umanitoba.ca/centres/cherd

If you are aware of any conferences, courses, or workshops of interest to management and professional staff, we welcome your input for our newsletters and website. Please contact the AAPS office with your submissions so that others can take advantage of training and development opportunities out there in the field. Thank you.

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