

define a university.





# How do you **define** a university ?

Universities are steeped in tradition. In fact, they pride themselves on their unique time-honoured rituals. You could say that they help to define a university.

Yet, at the same time, the world around us is changing rapidly. Businesses and organizations are only as good as their most recent undertaking or decision, and it is no longer enough to have a tradition of excellence or a successful track-record. Every bold move forward defines an organization today.

This principle is not lost on today's universities. Regardless of past successes or reputation, universities must keep pace with the needs of a changing society.

UBC recognizes this. Our roadmap to taking bold moves forward into the 21st century is "Trek 2000." This document is more than a series of goals and strategies for the administration. It is a shared vision developed by consulting extensively with a wide range of people—UBC faculty and staff, British Columbians across the province, alumni, and government.

In developing our vision, we've thought about the important qualities that define a university, and the important things a university needs to do. Can a university listen? Can a university develop leaders? Can a university have a soul? Can a university change the future? Can a university inspire?

We believe that the answer to all of these questions is "yes." A university must do all of these things and more.

It is with this in mind that UBC reflects on the past year. This annual report tells the story of the many accomplishments and milestones achieved by our students, faculty, staff and alumni in 1998/99—the last year before the millennium—that are part of what defines UBC.

  
**Dr. Martha Piper**  
President, UBC



(l-r) Melanie Lahmer, first-year Arts student; Nick Rongione, second-year Computer Science master's student; Elizabeth Anton, first-year Applied Sciences student; and Martha Piper, UBC President.

# How do you become Canada's best university ?

“Trek 2000” outlines the path that we believe must be followed if UBC is to attain its vision of becoming Canada's best university. It contains a series of principles, goals, strategies and operational timelines that will guide the university into the 21st century.



## 1922 Year of “The Great Trek”

When UBC first opened its doors in 1915, it was at temporary quarters at the Fairview site of Vancouver General Hospital as construction at the Point Grey campus had been halted at the outbreak of the First World War.

In 1922, tired of overcrowded and inadequate facilities, UBC students launched a campaign known as “Build the University” to resume construction at the Point Grey campus.

With 56,000 names on a petition for the government, 1,200 students with floats, bands and banners marched through the streets of downtown Vancouver to the Point Grey campus.

This pilgrimage successfully convinced the Government of BC to resume work on the Point Grey site and is known as the Great Trek. The first classes were held on the UBC campus three years later in 1925.

The Great Trek represents one of the greatest efforts of an undergraduate student body in support of its university and still reflects the spirit and pride of UBC students.

## 1998 Year of “Trek 2000”

UBC—Canada’s first university in Western Canada and largest in British Columbia—owes its early beginnings to the pioneering spirit of innovation of the students of 1922.

It was in the same spirit of innovation that UBC’s strategic plan “Trek 2000” was launched to campus and the community in the fall of 1998.

It is the first document of its kind in almost a decade at UBC and has been developed through extensive consultation with members of the community, as well as university faculty, staff and students. Input was also received from a 33-member Community Advisory Council comprising representatives from government, business, labour, and cultural groups.

We’ve already made good progress in many areas. For example, an initial draft of our academic plan has been developed, co-op programs for students have been expanded, classrooms have been renovated and the groundwork for establishing a downtown presence has been completed.

Copies of “Trek 2000” are available upon request, or it can be viewed on-line at [www.vision.ubc.ca](http://www.vision.ubc.ca).



# overview

## Trek 2000 / overview

**Our roadmap for becoming Canada’s best university. Developed with input from the community, this strategic plan is based on five key areas: people, learning, research, community and internationalization.**

# Can a university develop leaders?



**Irfhan Rawji thinks so.** Making the impossible possible is what motivates this fourth-year Commerce student who was recognized with a prestigious Volunteer Vancouver Leaders of Tomorrow award.

And he has done just that for numerous charities throughout the Lower Mainland of British Columbia.

At 21 years of age, Rawji has directed his boundless energy and enthusiasm to helping raise millions of dollars for several non-profit organizations. He currently serves on the board of the Heart and Stroke Foundation, UBC's student Alma Mater Society and Pueblito Canada. He's also the incoming President of UBC's Commerce Undergraduate Society.

"Working with non-profits is my hobby," says Rawji. "Some of the most interesting people I know, I've met through volunteering. It's an opportunity to meet people as young as 12 and as old as 70 with fascinating life experience."

It's not surprising that Rawji also applies the same level of motivation to his studies. His dedication earned him a place in UBC's highly competitive Faculty of Commerce and Business Administration undergraduate program, where each year more than 2,500 students vie for 400 positions. "We're told by recruiters that UBC has some of the brightest students in Canada," he says.

**Fahreen Dossa knows what it takes to be a leader.** This recent UBC grad has demonstrated her leadership qualities time and again as an award-winning scholar, a student society leader and an international exchange student.

While at UBC, Dossa served as President of both the Golden Key National Honour Society—a non-profit student-run organization that fosters academic excellence, service and leadership—and the Canadian Society for Chemistry UBC Student Chapter, which received a National Merit Award for its work and student activities this year.

She was the first-ever recipient of the Golden Key Scholar Award, and received numerous student awards, including a Sherwood Lett Scholarship and designation as a Wesbrook scholar.

The Chemistry and Biochemistry major opted to spend her third year of studies at Lund university in Sweden—part of UBC’s Education Abroad Program—where she found the interdisciplinary, integrated and personal approach to learning paralleled her experience in UBC’s Science One program.

“Interactive learning is exciting,” says Dossa. “Working in small, intimate classes, teacher-student discussions were promoted and debates were encouraged—even in science classes. Instead of learning facts, we learned to question.”

All of these skills and experiences will serve Dossa well in the future, as she heads off to Cambridge University this fall on a three-year scholarship to pursue her PhD.



# internationalization

Trek 2000 / **internationalization**

**Goal: To participate as an active member of the society of the 21st century by educating future citizens to think globally and by advancing international scholarship and research.**



# Can a university inspire?

**Brihas Sarathy thinks so.** He's one of 60 UBC graduate students helping elementary and secondary students throughout the Lower Mainland discover the mystery and fun of science.

These grad students are volunteers in a national student program called "Let's Talk Science." They develop a year-long partnership with a local teacher and class of students and connect with the teacher once a month to discuss course ideas. They also visit the classroom to conduct science experiments two or three times during the year.

"It's incredibly rewarding to see the way these kids smile as their interest in science is sparked," says Sarathy, a Chemical Engineering grad student and one of the program's co-ordinators. "It's also a chance to explain things to people outside your field. It really helps you to understand what you've learned."

"Let's Talk Science" was designed to excite and interest young students in science, and help them understand the importance of science in our world. It's an opportunity for UBC students to share their enthusiasm and knowledge with younger students.

With the largest membership of "Let's Talk Science" in Canada, participants include student volunteers from five UBC faculties—Science, Applied Science, Forestry, Medicine and Agricultural Sciences—and 22 different departments.



## learning

### Trek 2000 / learning

**Goal:** To offer students an intellectually challenging education that prepares them to become citizens of the 21st century through programs that are international in scope, interactive in process, and interdisciplinary in content and approach.





**Steven Lee is the students' professor.** “Kinetic,” a “powerhouse of inspiring energy,” a “dynamo,” and “riveting” are just a few of the reviews that students give his history and international relations courses.

This extraordinary reputation earned him UBC’s highest teaching honour—a Killam Award for Excellence in Teaching. Lee was one of 23 UBC professors who received this award this year.

However, his reputation extends well beyond the UBC campus. In 1996, he was named one of the most sought-after professors at UBC in the Maclean’s *Guide to Canadian Universities*.

One student notes that Lee is the type of professor that students hate to disappoint and that many regard him as the “students’ professor.” He is also acknowledged by students for his accessibility after classes and his willingness to provide advice.

In his more than six years at UBC, Lee has taught hundreds of students in courses on Twentieth Century History, Canadian International Relations and Korean History.

# Can a university listen?



**Linda Thorstad thinks so.** Because that's what she does on behalf of the university as President of UBC's Alumni Association and as a member of its Board of Governors—listens.

As a UBC grad, she joins an impressive network of more than 130,000 UBC alumni who live and work in 120 countries around the world—a network that grows by approximately 6,000 individuals a year.

"This highly educated, accomplished group of individuals offers a unique perspective on the university and how it can continue to meet the needs of the community and industry," says Thorstad, who is also a VP of corporate relations for an international gold producer. "And this kind of perspective is just what we need to help us meet the goals outlined in Trek 2000—UBC's vision for the 21st century."

UBC's Alumni Association was established to help graduates maintain a life-long relationship with the university and support UBC in achieving its goals. Grads stay connected to the university through local division and branch events, an interactive web site and *The Chronicle*, an alumni magazine published three times a year.

"Our grads are a tremendous source of innovative ideas and resources," says Thorstad. "We're here to listen to our alumni and work with the university to put their ideas into action."

**Susan Harris is a good listener.** As a UBC physical therapist conducting research that focuses on safe levels of activity for breast cancer survivors, she has listened carefully to the needs of many of these women.

For many years, physicians believed that activities, such as canoeing or even raking, dramatically increased a woman's risk of developing chronic lymphedema—a permanent, irreversible and possibly incapacitating swelling of the arm and chest area.

But thanks to Harris' work, this reality is changing. She believes that graduated exercise can be done safely by women who have undergone lymph node removal as part of their treatment. Her innovative research is helping to enhance the quality of life—both physically and emotionally—for breast cancer survivors by identifying safe levels of activity.

An encouraging breakthrough in her post-treatment research has come from “Abreast in a Boat,” the first-ever Dragon Boat team composed entirely of breast cancer survivors. Established three years ago by UBC colleague Dr. Don McKenzie, the Vancouver-based Dragon Boat team comprises 24 women who range in age from 31 to 60.

Not one woman on the team has shown any ill effects or sign of lymphedema from this very strenuous sport.

“The success of our dragon boat adventure sends a clear and loud message to the millions of women currently living with breast cancer that you can participate in fun-filled strenuous athletic activity—providing you undergo progressive exercise training prior to competition,” says Harris.



community  
Trek 2000 / **community**

**Goal: To collaborate with our local and regional communities to foster intellectual, social, cultural and economic development in the Vancouver region, the Province of British Columbia and Canada.**

# Can a university change the future?

**Murray Goldberg thinks so.** Students and teachers around the world are discovering how an on-line web-based learning application he developed is changing the face of learning.

The learning application they're discovering is WebCT. It's the world leader in on-line teaching. It's used by about two million students in more than 800 universities and colleges in 42 countries. And it's a UBC spin-off company.

First developed by Goldberg in 1997, WebCT is a tool that enables non-technical users to develop entire on-line courses or publish materials that supplement existing courses.

"Distance education used to be a solitary experience revolving around paper, textbooks and a telephone number," says Goldberg, the company's founder and President and a senior Computer Science instructor at UBC. "WebCT creates a sense of community akin to a virtual classroom."



UBC History Prof. Bob Kubicek is just one of many professors who find WebCT a valuable tool for courses taught in the classroom. It provides his students with access to course outlines, a comprehensive glossary of terms, maps—and most importantly, the ability to communicate with him and other students using the electronic bulletin board feature.

US-based Universal Learning Technology recently acquired WebCT to enhance its product range and develop its market share. WebCT has been renamed ULT Canada and has doubled its staff from 35 to 70 employees in Vancouver.

## research

Trek 2000 / **research**

**Goal: To enhance our research capacity, strengthen our research performance, promote the transfer of our research findings, and achieve the reputation of being the leading research university in Canada and one of the leading research universities in the world.**

**Brett Finlay is combating deadly diseases.** He knows that a vaccine for the deadly E. coli bacteria could prevent the deaths of more than one million children who die every year from this disease.

That's why Finlay is working hard to advance his bacterial disease research and look for new ways to treat diseases caused by salmonella and E. coli. These diseases include typhoid fever, hamburger disease and diarrhea.

Finlay is a member of UBC's Biotechnology Laboratory and is internationally recognized for his research on treatments of these bacterial diseases. This year he received the Steacie Prize in the natural sciences—Canada's top award for young scientists and engineers.

The focus of Finlay's research is on the interactions between disease-causing bacteria and their host cells. He looks at how these bacteria adhere, enter, survive, replicate and exit host cells. He refers to this as "observing the dance between the host cell and the pathogens." His job as a microbiologist is to investigate the pathogenic mechanisms of these bacteria and find new ways to control their infection.

"No one area or researcher can find all the answers," says Finlay. "The joy of the Biotechnology Lab is that its members can draw on a rich variety of expertise. We're constantly shifting boundaries to create collaborations that stretch across disciplines."

Finlay has also been designated a Medical Research Council Scientist, has twice been named a Howard Hughes Medical Institute International Research Scholar and is a recipient of UBC's Killam Research Prize.



# Can a university have a soul?



**Allison Dunnet thinks so.** She believes that although learning the ideas and teachings of the great philosophers Plato or Aristotle may not prepare you for a specific job or vocation, it can help you see the world in a whole new way and sharpen your critical thinking abilities.

This is the idea behind Humanities 101—an innovative new program she and fellow UBC grad Am Johal created last fall.

The first program of its kind in Canada, Humanities 101 offers residents of Vancouver's Downtown Eastside an opportunity to study humanities-related courses free of charge and a chance to feel part of UBC's campus. The inspiration for the program came from a similar program in New York City, with funding from the student Alma Mater Society.

Program participants are challenged and stimulated with lectures and thought-provoking discussions on literature, philosophy, art history and film. Though many of these students may face barriers to attending university in the traditional system, they have a passion for learning.

"The active and non-pressure approach to learning has inspired me to take more courses and contribute to the community in some way," says Ahjahla Nelson, a Humanities 101 participant.

With additional funding from UBC, Humanities 101 has been expanded to run from September to April in 1999.



**Beryl Morphet puts her heart and soul into her work.** That's what has made the efforts of this Administrative Assistant stand out for more than 30 years.

Morphet was one of five individuals who were recognized this year with a President's Service Award for Excellence—UBC's highest honour for a faculty or staff member.

"I enjoy making things work smoothly for other people—especially students," says Morphet. "It's the details that really count."

Morphet began her career at UBC as a Secretary in the Department of Germanic Studies in 1966, and in 1987 moved to the busy Department of History, where she was promoted to Administrative Assistant two years later.

Her client list is extensive. In addition to supervising a staff of four, she attends to the needs of 30 full-time faculty, an equal number of sessional lecturers and post-doctoral fellows, 18 teaching assistants, 60 graduate students, 30 honours students and some 3,000 students who enrol in history courses each year.

She is well-known for going above and beyond the call of duty in helping students with everything from getting into courses to securing research funding. "I've seen thousands of students walk through my doors over the years," says Morphet. "If a student comes to me with a problem and goes away happy, that makes me happy."



people  
Trek 2000 / people

**Goal: To attract and retain outstanding faculty, students and staff.**



## The year in review

One of a university's marks of excellence is the accomplishments and successes of its faculty, staff and students. It has certainly been a stellar year for UBC in this regard. The list of kudos, milestones, sports records, accolades and awards earned by faculty, staff and students is extensive — due in no small part to the considerable dedication and hard work of countless individuals.

### Kudos

Medicine Assoc. Prof. Carol-Ann Courneya and Nursing Assoc. Prof. Barbara Paterson are named 3M Teaching Fellows.



Noted academic Daniel F. Muzyka is appointed Dean of the Faculty of Commerce and Business Administration.

Biotechnology Laboratory researcher Dr. Brett Finlay wins the 1998 Steacie Prize — Canada's top award for young scientists and engineers.



Dr. Maria Klawe, Vice-President, Student and Academic Services, is appointed Dean of the Faculty of Science.

English Dept. head Prof. Sherrill Grace and Physics Prof. Janice McKenna are awarded UBC's top research prizes for 1998—the UBC Killam Research Prizes.

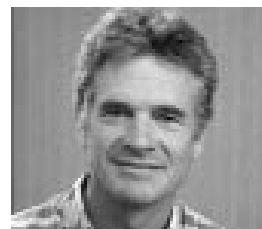
Poet and Creative Writing alumna Stephanie Bolster wins a Governor General's Literary Award.

Historical geographer Prof. Cole Harris earns the Dean of Arts award for exceptional contributions in teaching, research, administration and service.

Physicist Douglas Bonn is among four Canadians to receive the 1999 NSERC Steacie Fellowship.

Dr. Donald Galne, Dr. Judith Hall, Prof. Emeritus Michael Ames and Assoc. Prof. Emerita Verna Kirkness are named to the Order of Canada.

Math scholar Jingyi Chen, an Assistant Professor of Mathematics, is one of only two Canadians to win the prestigious Alfred P. Sloan Research Fellowship.



Brian D. Sullivan, former AVP of Student Affairs at the University of Guelph, is appointed as Vice-President, Students.

UBC Nobel Prize laureate Michael Smith receives the 1999 Royal Bank Award in recognition of his contribution to science, and furthering education by encouraging young people to pursue careers in science.

> **UBC's total economic impact on the Lower Mainland has resulted in over 27,000 jobs and \$3.3 billion in annual income.**

> **A university graduate will earn approximately 35 per cent more than a high school graduate.**

> **The economy is demanding more highly trained workers than the local educational system is producing.**

Teaching excellence is recognized with 24 faculty members receiving UBC's highest honour—the Killam Teaching prize.

Five UBC faculty and staff members are recognized for their dedication and willingness to go above and beyond the call of duty with President's Service Awards for Excellence: the School of Music's Isabel da Silva, Commerce and Business Administration Prof. Stanley Hamilton, electronics expert Anthony Leugner, Beryl Morphet of the History Dept., and Anatomy Prof. William Webber.



Dr. Walter Hardy, a UBC professor and Associate of the Superconductivity Program of the Canadian Institute of Advanced Research, is recognized for his outstanding career contributions with the Killam Prize for Natural Sciences.

Six UBC researchers are appointed to the Royal Society of Canada—one of the highest honours in the Canadian academic community. The fellows for 1998 are Mathematics Prof. Martin Barlow, Prof. Emeritus Larry Bongie of the Dept. of French, Geography Prof. David Ley, Prof. Indira Samarasekera of

the Dept. of Metals and Materials Engineering, Earth and Ocean Sciences Prof. Leslie Smith and Prof. Carl Walters of the Zoology Dept. and Fisheries Centre.

Two UBC faculty members and a former Alma Mater Society (AMS) executive member are among the 10 women recognized for their achievements in the Vancouver YWCA's Women of Distinction awards. Dr. Gillian Lockitch, a Professor of Pathology and Laboratory Medicine, wins in the Science and Technology category. Leora Kuttner, a Clinical Associate Professor in the Pediatrics Dept., is chosen in the Health and Wellness category for her work in managing pain in children. The Young Women of Distinction award goes to alumna Leah Costello (BA'95), who was President of the UBC Entrepreneurs Club from 1993 to 1994 and is now owner of Silver Spoon Catering Inc., a company she founded at age 22.

### Sports Kudos



First gold medal finish in the Canadian Interuniversity Athletic Union (CIAU) Women's Field Hockey Championship since 1990.

Women's rugby team competes in the first-ever CIAU Championship at McMaster University where they win bronze medals.



T-birds continue to dominate Canadian swimming, winning both the men's and women's CIAU national swimming titles for the second year in a row.



### Community Initiatives

More than 300 people attend UBC's first-ever Annual General Meeting held downtown and on campus.

"Trek 2000," UBC's vision for the 21st century is approved by UBC's Board of Governors and launched to the community.

## The year in review

### UBC Milestones

*The Ubyyssey* student newspaper celebrates its 80th anniversary.



The Forest Sciences Centre—a spectacular 15,268-square-metre building offering state-of-the-art teaching, laboratory and office space for the Faculty of Forestry—opens its doors.

UBC alumnus and diamond explorer **Stewart Blusson** donates \$50 million to the university to fund research.

UBC maintains its ranking as fourth overall in *Maclean's* annual ranking of Canadian universities. In student services, the survey shows UBC second only to the University of Toronto.



UBC's former Faculty Club reopens in the spring as the Leon and Thea Koerner University Centre. The new facility's restaurant and lounge are open to members of the community and campus for lunch and evening receptions.



The Museum of Anthropology celebrates its 50th anniversary.

UBC raises more than \$107 million in donations for the year ended March 1999—the highest amount ever raised in one year at the university.

The UBC Bookstore is honoured as a co-winner of the Canadian Bookseller of the Year from the Canadian Booksellers Association. The Award is presented annually to a university or college bookseller in recognition of excellence in book retailing and is based on the store's range of stock relative to store size, helpfulness and knowledge of store staff, overall store atmosphere, customer service, new initiatives and buying judgment.



# UBC milestones

> **UBC is the largest employer in the GVRD, with 13,800 employees.**

> **UBC research has created 77 spin-off companies, which employ over 1,500 people in the Lower Mainland and generate annual revenues of more than \$42 million.**

> **The spillover effect of UBC research on the Lower Mainland has resulted in an estimated 5,000 employees and \$248 million in annual income.**

# upcoming initiatives

## Upcoming initiatives **Arts & Engineering combined degree**

The fall of 1999 will mark the first term of a new combined Bachelor of Arts and Bachelor of Applied Science (Engineering) degree at UBC. The program allows students to earn the two degrees in five years, while



broadening their critical thinking abilities and communication skills.

## **UBC to establish a downtown presence**

UBC is establishing a strong downtown presence to help the university meet the needs of the citizens and social sector agencies in the community.

A community liaison office is slated to open in the Downtown Eastside in January of 2000, that will include an information desk to provide news about UBC programs and activities to the community. As part of the initiative, UBC students will conduct participatory research in this area. Another goal is to establish partnerships with several social agencies to help place UBC student volunteers in appropriate programs to gain volunteer experience and exposure to community issues.



## **Improving Bike Access to Campus**

The more than 3,000 cyclists who commute to UBC every day along University Boulevard will find a big improvement in their travels this fall. Thanks to grants from the student Alma Mater Society, the Provincial Government, the Greater Vancouver Transportation Authority, the UBC TREK Program Centre and ICBC, the four narrow traffic lanes on the popular route have been converted into two lanes for vehicles and two lanes for cyclists this summer. The changes make the route safer and smoother for cyclists, pedestrians, and motorists, as well as buses.

## **Stage set for an academic plan**

UBC has set its sights on creating more dynamic learning environments, responding to the challenges and opportunities created by information technology and renewing its emphasis on teaching.

To achieve these goals an academic plan has been developed. This plan is being developed with input from members of the UBC community and UBC

stakeholders. An initial draft, which is available for comments and suggestions, will be revised and presented to Senate this fall.

## **Co-op opportunities expand**

UBC is adding the Faculty of Arts to its growing list of co-op programs. Students in the five-year undergraduate degree program have the opportunity to gain valuable work experience during a 13-week work-term. These students offer employers a range of excellent communication skills, including speaking, writing, and research abilities.

## **New First Nations Interdisciplinary Studies program**

UBC's Faculty of Arts plans to offer a new First Nations Studies program that could start as early as Sept. 2000. Students will take a core set of courses in each of the second, third, and fourth



years, with an opportunity to also choose from the large number of courses at UBC with a First Nations focus. The program will provide an opportunity for students to fully explore issues and topics central to First Nations peoples.

# Financial highlights

The University of British Columbia’s financial statements for the year ended March 31, 1999 have been reported on by the Auditor General of British Columbia, the auditor appointed under the University Act. The following represents the highlights of UBC’s financial statements for the year ended March 31, 1999:

April 1, 1998 – March 31, 1999 (millions of dollars)	1999	1998
Total Revenues	\$ 741.4	\$ 788.8
Research Awarded to UBC	141.0	137.0
Total Endowment Market Value	601.8	581.3
Operating Surplus (Deficit)	0.1	(2.7)

- Total revenues dropped by 6.0% due to a decrease in capital grants from the province and lower investment returns in the endowment portfolio.
- The university ended the 1998/99 year with an operating surplus of \$121,000.
- Domestic student tuition fees were frozen for the third year in a row at 1996/97 levels.
- During the year the university awarded scholarships, fellowships and bursaries to students totalling \$25.0 million.
- The university’s total assets, recorded at a book value of \$1.4 billion, are comprised primarily of capital assets and endowment investments.

**Total Revenues**

Revenues for the university are generated from a variety of sources, the largest being the provincial operating grant of \$274.8 million.

**Total Expenses and Transfers**

Expenses and transfers for the 1998/99 fiscal year totalled \$741.3 million. The largest expenditure is for salaries and benefits of \$492.6 million paid to faculty, staff and students who provide teaching, research and support services.

**Operating Surplus**

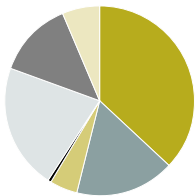
The university ended the 1998/99 year with an operating surplus of \$121,000. When this surplus is combined with the results of operations from previous years, the accumulated operating deficit is \$4.3 million. This deficit will be eliminated over the 1999/00 and 2000/01 fiscal years.

**Endowment Highlights**

The university’s endowment consists of restricted donations and internal allocations whose principal must be maintained in perpetuity. In addition to maintaining the principal, the university protects the endowment’s total economic value from inflation by limiting the amount of income that may be expended annually.

The investment income generated from endowments can be spent only in accordance with the various purposes established by the donors and/or the university’s Board of Governors. Some of these purposes include providing scholarships, fellowships and bursaries to students.

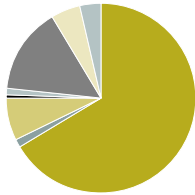
The endowment has grown over the years from a market value of \$124.7 million in 1989 to a market value of \$601.8 million ten years later. The overall growth in the endowment is attributable to donations, the leasing of university property for the construction of market housing, and investment returns.



**Total Revenues by Source (\$741)**

For the year ended March 31, 1999  
(millions of dollars)

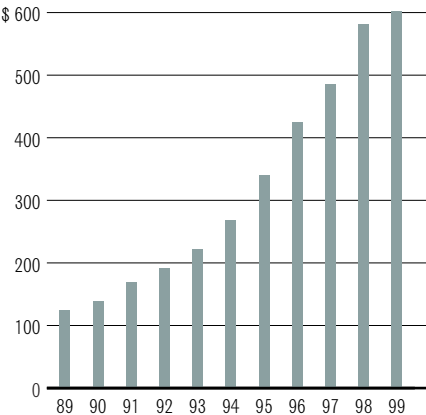
- Provincial operating grant (\$275) 37.1%
- Other government grants and contracts (\$125) 16.9%
- Endowment income (\$36) 4.9%
- Other investment income (\$4) 0.5%
- Sales and services (\$157) 21.2%
- Student fees (\$98) 13.2%
- Non-government grants, contracts and donations (\$46) 6.2%



**Total Expenses and Transfers (\$741)**

For the year ended March 31, 1999  
(millions of dollars)

- Salaries and employee benefits (\$493) 66.5%
- Grants to other agencies (\$10) 1.4%
- Depreciation (\$55) 7.4%
- Other transfers (\$2) 0.3%
- Transfer to endowment principal (\$9) 1.2%
- Supplies and expenses (\$110) 14.8%
- Cost of goods sold (\$37) 5%
- Student awards (\$25) 3.4%



**Endowment Fund**

(millions of dollars)  
■ Market Value

# Financial summary

For the year ended March 31, 1999 (thousands of dollars)		1999	1998
<b>Statement of Revenues, Expenses and Changes in Operating Equity</b>			
Revenues			
Government grants and contracts	\$ 400,287	\$ 426,565	
Student fees	98,169	95,303	
Non-government grants, contracts and donations	45,732	54,316	
Investment income	39,902	57,013	
Sales and services	157,295	155,570	
	741,385	788,767	
Expenses and transfers			
Salaries and employee benefits	492,648	477,813	
Supplies and general expenses	110,292	161,341	
Depreciation	55,064	50,506	
Cost of goods sold	37,075	34,941	
Scholarships, fellowships and bursaries	25,009	23,305	
Grants to other agencies	10,331	10,149	
Transfer to endowment principal	9,079	21,157	
Other transfers	1,766	12,222	
	741,264	791,434	
Net change in operating equity	121	(2,667)	
Accumulated operating equity (deficit), beginning of year	(4,460)	(1,793)	
Accumulated operating equity (deficit), end of year	\$ (4,339)	\$ (4,460)	
<b>Balance Sheet</b>			
Assets			
Current assets	\$ 124,829	\$ 156,184	
Investments	500,335	458,172	
Capital assets	776,632	765,803	
Total assets	\$1,401,796	\$ 1,380,159	
Liabilities and equity			
Current liabilities	\$ 66,018	\$ 88,710	
Non-current liabilities	98,174	403,121	
Deferred contributions	605,377	287,117	
Equity	632,227	601,211	
Total liabilities and equity	\$1,401,796	\$ 1,380,159	



# UBC leadership 98 / 99

April 1998 – March 1999

## SENATE

**Chancellor**  
William L. Sauder

**Chair**  
Martha C. Piper

**Vice-President**  
(Academic and Provost)  
Barry C. McBride

P. Adebare  
R. Appoo  
M. Beese  
I. Benbasat  
J. D. Berger  
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