

UBC REPORTS

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December 1, 1994



Gavin Wilson photo

Award-winning graduate student Nancy Paris-Seeley uses a paper airplane to help elementary school students understand engineering.

Engineer rewarded for promoting field

by Gavin Wilson

Staff writer

When UBC graduate student Nancy Paris-Seeley tries to explain her research to a classroom of eight-year-olds, she has them make paper airplanes.

The kids love it, but as the air fills with their flying creations, she delivers the serious message behind the fun.

"I tell them that the steps they've just taken are similar to the ones I do in my research as a biomedical engineer. It's the same basic concept," she said.

"You design, build, test, observe the results, modify your design and then test again."

Paris-Seeley's graduate studies and promotion of engineering have earned her a Canadian Engineering Memorial Foundation scholarship — one of three \$5,000 awards given to female engineering students in Canada and the only one presented to a graduate student.

Created by the Canadian Council of Professional Engineers as a memorial to the 14 women slain in Montreal in 1989, the foundation aims to help youth, particularly women, re-

ceive training and education in engineering.

Paris-Seeley, a professional engineer, is pursuing a master's degree in mechanical engineering with an emphasis on biomedical applications.

In 1990, she graduated from UBC with a Bachelor of Applied Science and worked for three years in the university's Dept. of Orthopedics. There she joined a team that was trying improve the lives of patients being treated for infections associated with artificial hip and knee joint implants.

Previously, such patients faced lengthy stays in hospital as their artificial joints were removed during treatment. The UBC team developed a new type of temporary joint that is filled with infection-fighting antibiotics, allowing patients to retain their mobility and return home while being treated. Two patents were issued as a result of the research.

Paris-Seeley's current studies involve looking for improved methods of measuring the pressure medical devices put on human tissue. Her research could result in better mammograms, tourniquets and surgical retraction devices.

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Building ties with industry

Executive to head industry liaison office

by Gavin Wilson

Staff writer

William N. Palm has been appointed director of the University-Industry Liaison Office. His appointment, announced by UBC President David Strangway, takes effect Jan. 1, 1995.

Palm brings more than 20 years of industry experience as a senior executive in sales and marketing, information systems, business operations, human resources and advertising.

"We are delighted to have Bill Palm as the next director of the University-Industry Liaison Office," said Robert Miller, vice-president, Research. "We are pleased to be in a position to take advantage of his unique qualifications."

Palm comes to UBC after a long association with the Canadian information technology and telecommunications industries, having held various vice-presidential positions with IBM Canada for 17 years. From 1986 to 1988 he was president, ROLM Canada Inc.

"I am looking forward to being involved with the many exciting research developments taking place at UBC," Palm said. "I am equally impressed with the accomplishments of the University-Industry

Liaison Office and the skills of its staff. They have a lot to be proud of."

From 1990 to 1993 Palm held the position of senior vice-president, Information Services, Canadian Airlines International and was also the senior executive in B.C. responsible for community liaison.

Most recently, he was retained as a full-time marketing consultant by Prologic Computer Corp., a Richmond-based software products company.

Palm is a director of the Vancouver Board of Trade and also chair of the board's Community Affairs Committee. He is a past director of the B.C. Quality Council and has been a member of the Dean's Advisory Committee at BCIT's School of Engineering Technology.

He graduated with an honours Bachelor of Applied Science in Chemical Engineering from the University of Toronto. He also attended the Executive MBA program at Dartmouth College, Amos Tuck School of Business.

The University-Industry Liaison Office facilitates technology transfer from university research labs and affiliated research organizations to industry by identifying, protecting, developing and commercializing technologies and ideas.



Palm

Vigil honours women

UBC will host a candlelight vigil on Friday, Dec. 2 to commemorate the deaths of 14 women killed at Montreal's l'Ecole Polytechnique on Dec. 6, 1989.

Everyone is invited to gather at 12:30 p.m. at the Ladner Clock Tower in front of Main Library to begin a procession to the Student Union Building. Guest speakers will make presentations on issues concerning women and violence.

The vigil is a co-operative effort of the Alma Mater Society's (AMS) Women's Centre, the Engineering Undergraduate Society, the Women Students' Office (WSO) and members of CUPE 2950.

The WSO and AMS will sponsor two free lectures by registered social worker David Baxter Dec. 6.

Baxter will present Male Violence: Naming the Problem to a male-only audience from 10:30 a.m. to 11:30 a.m. in the party room of the Student Union Building.

His second lecture, Working Together: Where Do We Go From Here, is open to all members of the campus community and will take place between 2 p.m. and 3 p.m. in the same location.

UBC's white ribbon campaign, which honours the Montreal victims and all women who have suffered from violence, begins Dec. 1 and continues until Dec. 6.

Ribbons are available at the WSO in Brock Hall, the Graduate Student Centre and The Beanery coffee house in the Fairview Crescent Residences.

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Letters

New policy marks good beginning

Editor:

We wish to register our support to the President's Office for its new Policy on Discrimination and Harassment. Such a policy is long overdue.

This policy will go far in providing protection to the most vulnerable group of people at UBC, its student body. While professors have

the support of the administration, the Faculty Association and their colleagues, and while the staff members have the support and protection of their respective labour unions, the students have no association, group or resource that they can rely on when they are confronted with discrimination and harassment. We can only hope that this policy will redress this imbalance.

This policy defines what the university considers discrimination and harassment to be, and, more importantly, it spells out in clear terms what the administration will do to

stop and correct such unwelcome behaviour. Hopefully it will be a wake-up call to those incorrigible individuals whose behaviour has made such a policy necessary at UBC.

We are confident that the majority of students will give their full support to the efforts being made by the President's Office in its attempts to curtail discrimination and harassment at UBC. Only time will tell how successful this policy is, but it is a beginning.

Brian McGregor-Foxcroft
English graduate student
Florence McGregor-Foxcroft
UBC employee

Policy requires debate before implementation

Editor:

I am glad that Prof. Stanley Coren has broken the ice on public discussion of the Draft Policy on Discrimination and Harassment (*UBC Reports*, Nov. 3). While I do not agree with all of what Prof. Coren has to say on the question of the "reasonable person" standard, I would like to raise a much more fundamental problem. That is the question of defining the behaviour to which the "reasonable person of a similar background to the complainant" standard is to be applied.

One of the offences under the Draft Policy is "harassment." It is defined as "physical, visual, or verbal behaviour that a reasonable person would consider to affect adversely a positive study and work environment at the University." "Harassment" is to be one of the areas within the jurisdiction of the largely unaccountable bureaucracy, composed of "Equity Advisors," investigators and "Adjudication Panels," that the Draft Policy also envisions. This will mean, given the definition of "harass-

ment" set forth above, that all of us will be responsible to an elaborate bureaucracy given the mandate to review, through complicated and exhausting procedures, virtually all behaviour at the University and to mete out punishments for acts, words or gestures deemed to be "adverse to a positive environment." The prospect should be a frightening one.

Negative opinions expressed about female circumcision, for example, could very reasonably be "adverse to a positive study environment" to someone from a culture where that practice is not only accepted but vested with religious or other legitimation. The same could be said with respect to the espousal, or even the mention, of gay and lesbian rights to someone from a tradition that considers homosexual practices to be sinful abomination. The display of pornography for purposes of analysis or criticism could be extremely offensive and "adverse to a positive environment" for any number of people from a variety of backgrounds. Do we want a system which would allow, or even encourage, listeners under those circumstances to bring formal complaints to Advisors and Adjudi-

cation Panels that will decide whether such comments "adversely affect a positive environment" for "reasonable persons of a similar background to the complainant?" Regardless of ultimate outcomes in particular cases, the very possibility of being caught up in such a system will have an incalculable and profoundly negative effect on the atmosphere in which learning takes place at this university.

It may be possible to define "sexual harassment" or "discrimination" (other offences under the policy) with some measure of clarity and precision, and to establish mechanisms to try to ensure that they do not occur and to deal with them when they do. It is quite another thing to propose, through the inclusion of "harassment" as defined in the draft policy, what is essentially a universal code of conduct, with the vague and extremely unsettling aim of maintaining a "positive environment." We had best think twice and engage in considerable public discussion and debate before we put such a system in place.

Stephan M. Salzberg
Assistant Professor
UBC Faculty of Law

Engineer

Continued from Page 1

Supervising her research as Asst. Prof. Douglas Romilly of the Dept. of Mechanical Engineering and James McEwen, adjunct professor in the Dept. of Electrical Engineering and a director of the Medical Device Development Centre at Vancouver Hospital and Health Sciences Centre.

Paris-Seeley takes time from her demanding graduate studies to promote engineering as a career to students from kindergarten to Grade 12.

A member of the Association of Professional Engineers and Geoscientists of B.C., she is chair of the career awareness committee and co-ordinator of school interaction in the Division for Advancement of Women in Engineering.

Paris-Seeley also visits classrooms as a member of the provincial government's Scientists and Innovators in the Schools program.



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UBC REPORTS

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Gavin Wilson photo

Bannock Bounty

Bushels of bannock like those displayed here by First Nations House of Learning secretary Angie Oleman, left, and director Jo-ann Archibald were sold at a recent United Way fund-raising event. UBC campaign chair Doug Napier says ongoing United Way campaigns like the one at UBC are crucial to the United Way's overall Lower Mainland campaign. The UBC campaign stands at just over 70 per cent of its \$315,000 goal. Napier says if you have misplaced your pledge card, contact the campaign office at 822-0913.

Discrimination, Harassment Policy Policy attempts to reconcile differences

by Gavin Wilson

Staff writer

UBC's draft policy on discrimination and harassment attempts to reconcile differing viewpoints on campus, says Sharon E. Kahn, associate vice-president, Equity.

The latest draft, which appears as a supplement in this issue of *UBC Reports*, is the result of consultation that began in 1990.

Kahn said everyone agrees the campus should be free of harassment and discrimination that interfere with work and study, but people disagree on the strategies for achieving that goal, particularly strategies that appear to affect academic freedom and traditional teaching practices.

"It's not equity that causes problems on campus — it's inequity that causes them," said Kahn. "We need to have systematic procedures for dealing with inequities."

Headed by Kahn, the Equity Office consolidates the former offices of Employment Equity, Multicultural Liaison, Sexual Harassment and Women and Gender Relations.

The office is developing a co-ordinated approach to a full range of human rights issues. In this approach, administrative heads of units will play an increasingly large role in resolving complaints of discrimination and harassment.

In addition, the Equity Office will work closely with equity-related offices, such as the First Nations House of Learning, the Women Students' Office and the Disability Resource Centre.

"Resolving issues of discrimination and harassment involves more than just identifying individuals who cause problems, it involves analysing power structures and the ways power is abused," Kahn said.

Since UBC joined the Federal Contractors Program, it has been studying campus policies and practices and urging revision of those that disadvantage individuals and groups protected by human rights legislation.

"We have to look at ways we hire and reward employees. We have to look at ways we admit students and encourage their studies. We want to create an environment that makes it possible for everyone, regardless of their gender, ethnicity or sexual orientation, to do their best at UBC," Kahn said.

"We need to move away from ad hoc, informal responses and move toward standardized, systematic procedures that we can implement, monitor, review and revise. This policy is a first step in that direction."

The policy is a lengthy document, but Kahn said it is important for everyone on campus to understand the procedures involved in its implementation.

New program to look beyond treatment of cancer to recovery

by Abe Heffer

Staff writer

It is one thing to survive the ravages of cancer. It is another to return to an active, productive and fulfilling lifestyle.

A group of UBC researchers has embarked on a project to develop a rehabilitation program that will help cancer patients during and after treatment.

The project, which will focus on childhood cancers and women who have been treated for breast cancer, will fill a need never before addressed, according to research team head Dr. Don McKenzie, a sports medicine physician and professor in the Faculty of Medicine and the School of Human Kinetics.

"Cancer research efforts to date have focused on prevention and the means of treatment," said McKenzie, who will be joined by researchers from the Dept. of Pediatrics, B.C.'s Children's Hospital, B.C. Cancer Agency, Faculty of Medicine, Division of Sports Medicine and School of Human Kinetics.

"Patients go from diagnosis to treatment and are then often left to their own means to recover physically, as well as emotionally, from the trauma of the disease, as well as the effects of the treatment.

"They don't know how active they can, or can't, be."

While the incidence of cancer in children has continued to rise in recent years, research figures indicate the mortality rate has decreased by 50 per cent. Now, more than 80 per cent survive, compared with only 30 per cent a decade ago. Minimizing the long-term consequences of malignant diseases and the physical effects of their treatment has become paramount, McKenzie said.

"Most survivors of childhood cancers, for example, can get around well enough. But some children can barely walk down the street without experiencing fatigue and shortness of breath.

"From our initial studies over the past three years, we've found it doesn't matter if it's six months or six years after treatment, there doesn't seem to be any intrinsic recovery rate. They continue to suffer significant decreases in heart and lung function and cardiovascular fitness levels."

McKenzie will attempt to determine whether it is the cancer itself, the treatment, or post-treatment inactivity that causes severe reduction in physiologi-

cal function.

McKenzie will recruit 40 adolescents between the ages of eight and 18 who are three to six months removed from chemotherapy and radiation treatment. Twenty of the children will be put on a program, designed and implemented by PhD candidate Sherri Niesen, that will stress both cardiovascular and anaerobic exercise. The other 20 will be put on a non-supervised program.

"Survivors of childhood cancers are often left withdrawn and depressed," said Niesen. "The children in this study will also receive psychological testing in an effort to evaluate self-esteem and self-

confidence. We want our rehabilitation program to address both the physical and emotional needs of the patient."

A similar study but separate recruitment will see the recruitment of women who have had chemotherapy and/or radiation treatment for breast cancer. Initially, they will receive physiological and psychological testing once a year for three years. These results will be compared to women who have had benign breast disease to establish whether or

"Survivors of childhood cancers are often left withdrawn and depressed. The children in this study will also receive psychological testing in an effort to evaluate self-esteem and self-confidence. We want our rehabilitation program to address both the physical and emotional needs of the patient."

- Sherri Niesen

not women treated for breast cancer have a similar sustained reduction in their physiological capacity.

A second group of women will then be tested four times a year to determine what kind of rate of recovery is evident in survivors of breast cancer, and what is the "normal" rate of recovery after cancer treatment.

The success of these two studies depends on financial support to assist with research efforts and establish rehabilitation programs for survivors of cancer. The researchers involved are looking for corporate and individual sponsors to aid their efforts.

McKenzie stressed that without the necessary funding, certain elements of research will not take place.

"The results of the childhood study will have a wide-ranging effect on the health and wellness of youth in B.C.," said McKenzie. "Too often children with chronic disease are not exposed to the opportunities afforded to their peers.

"We believe the physical and mental health of these patients will be positively influenced by this program."

McKenzie said this research effort will provide the foundation and framework to help establish community-based cancer clinics throughout the province, eventually extending the benefits to other cancer survivors.

Tenders awarded for new buildings

Tenders have been awarded for two major construction projects on campus: the Chan Centre for the Performing Arts and the C.K. Choi Building for the Institute of Asian Research.

The contract for construction manager of the \$25-million Chan Centre has been awarded to Ellis-Don Construction Ltd. Site preparation has already begun

at the building's location between Crescent Road and North West Marine Drive. Completion is expected in March, 1996.

The tender for the \$6.25-million C.K. Choi Building has been awarded to Country West Construction Ltd. Excavation is set to continue through December. The projected occupation date is February, 1996.

Calendar

December 4 to December 17

Sunday, Dec. 4

Museum of Anthropology Concert

World AIDS Day: Piano Pieces For Christopher. MOA Great Hall at 2pm. Admission program includes Mozart, Debussy and Glass. Call 822-5087.

Physics Lecture

The Universe And I. Sir Denys Wilkinson, Physics, U. of Sussex. Part of the Scientific Symposium for Dr. Erich Vogt in honour of his retirement. Hebb Theatre at 3pm. All welcome. Call 222-1047.

Monday, Dec. 5

Special Computer Science/IBM Lecture

The Future Of Database Technology. Dr. Pat Selinger, IBM Almaden Research Centre. CICS/CS 208 from 11am-12pm. Call 822-3061.

Plant Science Seminar

Assembly And General Applications Of High-Diversity Recombinant Antibody Phage Display Libraries. Bill Crosby, NRC, Plant Biotech Institute, MacMillan 318-D at 12:30pm. Call 822-9646.

Medical Genetics Graduate Program Seminar

Genetic Studies Of Complex Learning Memory: The Quest For Candidate Genes. Dr. Jeanne Wehner, U. of Colorado. Wesbrook 201 at 1pm. Refreshments at 12:45pm. Call 822-8764.

Biochemistry/Molecular Biology Seminar

An Amphipathic Helix Mediates The Membrane Binding And Activation Of An Amphitropic Enzyme, Cytidylyltransferase. Dr. Rosemary Cornell, Inst. of Molecular Biology/Chemistry, SFU. IRC #4 at 3:45pm. Refreshments. Call 822-9871.

Astronomy Seminar

Dwarf Carbon Stars: Subverting The Dominant Paradigm. Paul Green, Center for Astrophysics, Cambridge, Mass. Geophysics/Astronomy 260 at 4pm. Refreshments at 3:30pm. Call 822-2267/2696.

Economics Seminar

Organization, Incentives And Distribution. Gregory Dow, U. of Alberta. Buchanan D-225 from 4-5:30pm. Call 822-8216.

Tuesday, Dec. 6

Faculty Women's Club Christmas Boutique

Annual traditional boutique, luncheon and carol sing. Cecil Green Park main floor at 10am. Call 535-7995.

Animal Science Seminar Series

Energetics Of Ion Regulation In Fish. John Morgan, PhD student, Animal Science, MacMillan 260 at 12:30pm. Refreshments. Call 822-4593.

Pharmaceutical Sciences Seminar

Effect Of Acute Moderate Hypoxemia On Pharmacokinetics Of Metoclopramide And Its Metabolite In Chronically Instrumented Sheep. John Kim, grad student, Pharmaceutics/

Biopharmaceutics. IRC #3 from 12:30-1:30pm. Call 822-4645.

Medical Genetics Seminar

Genetics Of Cleft Lip. Dr. Diana Juriloff, Medical Genetics. Wesbrook 201 from 4:30-5:30pm. Refreshments at 4:15pm. Call 822-5312.

Green College Seminar

B.C.'s Mountain Environments—Are They Sustainable? Dr. Olav Slaymaker, Geography. Green College Coach House at 5:30pm. Call 822-8660.

Wednesday, Dec. 7

Orthopaedics Grand Rounds

Sports: Patella Infera. Chair: Robert McGraw. Vancouver Hosp/HSC Eye Care Centre Auditorium at 7am. Call 875-4272.

MOST Course

Safety Skills. Brock Hall 0017 from 9am-12pm. Refreshments. Continues on Dec. 8. Call 822-9644.

CSCI/Education Seminar

Masculinity And Schooling. Dr. Blye Frank, visiting scholar, Educational Studies. Ponderosa F-201 at 12:30pm. Call 822-6502.

Thursday, Dec. 8

Physics Colloquium

Atom: Measuring The Quantum Wave Function Of Optical Fields. Michael G. Raymer, U. of Oregon. Hennings 201 at 4pm. Call 822-3853.

Friday, Dec. 9

Pediatrics Grand Rounds

Provincial Perinatal Initiative. Dr. Margaret Pendray, medical director, Special Care Nursery. Children's Hosp. GF Strong auditorium at 9am. Call 875-2307.

Health Care/Epidemiology Rounds

Primary Health Care And Epidemiology In Zimbabwe: Successes And Constraints. Shiraz Ramji, visiting lecturer, epidemiologist, Ministry of Health, U. of Zimbabwe. Mather 253 from 9-10am. Call 822-2772.

Oral Biology/Dentistry Symposium

Cell Adhesion: Adhesion Of Epithelial Cells, Leukocytes And Bacteria. Dr. Brett Finlay, Dr. Hannu Larjava, UBC; Dr. John Harlan, U. of Washington. Vancouver Hosp/University Site Psychiatry lecture theatre at 1pm. Call 822-5996.

Medical Genetics Graduate Program Seminar

Paramutation: An Allelic Interaction Which Leads To An Altered Transcription State. Dr. Vicki L. Chandler, Inst. of Molecular Biology, U. of Oregon. Wesbrook 201 at 1:30pm. Refreshments at 1:15pm. Call 822-8764.

Adult Education Public Lecture

Molecular Velcro: Getting A Grip On Cell Adhesion. Dr. John Harlan, head of Hematology, U. of WA, Seattle. Vancouver Hosp/University Site, Psychiatry lecture theatre at 3pm. Call 822-3897.

Saturday, Dec. 10

International Crafts, Gifts, Bake Sale

Sponsored by Faculty of Education housing students. A variety of Christmas crafts made by housing students. Family Housing Commons Block activity room from 11am-1:30pm. Call 228-1520.

Annual Children's Christmas Party

UBC Grad Students' Society hosts Christmas party with magic show, Santa Claus and gift giving. Grad Centre Penthouse from 2-4pm. Please bring a wrapped gift with your child's name on it (under \$10 value); \$6 students; \$8 undergrads/faculty/staff. To pre-register your family, call 822-3203.

Sunday, Dec. 11

First Nations House of Learning

Christmas Craft Fair At The Longhouse. Christmas decorations, First Nations crafts and baking. Sty-Wet-Tan (Great Hall) from 11am-3pm. Call 822-5023.

Holiday Choral Music

UBC University Singers. Singing your Christmas favorites at MOA Great Hall at 2:30pm. Call 822-5087.

Monday, Dec. 12

Plant Science Seminar

The Future Of U.S. Colleges Of Agriculture: Whose Interests Shall We Save? Larry Grabau, U. of Kentucky. MacMillan 318-D at 12:30pm. Call 822-9646.

Faculty of Commerce Seminar

Life In The Fast Lane: The Management/Governance Issues In The Federal Public Service. Dr. Harry Swain, Deputy Minister, Industry Canada. Angus 215 at 1pm. Call 822-8518.

Green College Science/Society Seminar

The Culture Of Information Technology. Readings and references available from Green College. Green College Coach House from 8-10pm. Call 822-8660.

Tuesday, Dec. 13

Animal Science Seminar Series

Acid-base Regulation In Fish: Localization Of Transporters. Jonathan Wilson, MSc student, Animal Science, MacMillan 260 at 12:30pm. Refreshments. Call 822-4593.

Wednesday, Dec. 14

Orthopaedics Grand Rounds

Trauma: Early Femoral IM Fixation - A Necessary Evil. Dr. R.N. Meek, Eye Care Centre Auditorium at 7am. Call 875-4272.

Thursday, Dec. 15

Invited Speaker Seminar Series

Real-Time Verification. Prof. Robert Brayton, U. of Cal., Berkeley. CICS/CS 208 from 11:30am-1pm. Call 822-0557.

Health Care/Epidemiology Presentation

James M. Robinson Memorial Reward. This year's winner is Dr. Judith Isaac-Renton. Mather 253 from 3:30-4pm. Free parking in B-Lot. Call 822-2772.

Friday, Dec. 16

Pediatrics Grand Rounds

Anaphylaxis To Bees And Bee Products: Are We Treating

Them Correctly? Dr. John M. Dean, Pediatrics, Allergy/Clinical Immunology. GF Strong auditorium at 9am. Call 875-2307.

Health Care/Epidemiology Rounds

HIV: AIDS In The Caribbean. Dr. John Farley, PAHO consultant, Caribbean Epidemiological Centre. Mather 253 from 9-10am. Free parking in B-lot. Call 822-2772.

Notices

Student Housing

A new service offered by the AMS has been established to provide a housing listing service for both students and landlords. This new service utilizes a computer voice messaging system. Students call 822-9844, landlords call 1-900-451-5585 (touch-tone calling) or 822-0888, info only.

Grad Centre Activities

Dance To A Latin Beat. Every Wed. at the Graduate Centre at 8:30pm. To find out more about Mon. movies, Tues. pool tourney, Thurs. coffee house and Fri. folk, call the hot-line at 822-0999.

Women Students' Office

Advocacy/personal counselling services available. Call 822-2415.

Research Study Volunteers Needed

Role Stress In Dual-earner Parents Of Pre-school Children. Wendy Hall, UBC School of Nursing. Participants will complete two short questionnaires only. Honorarium offered. Call 686-0877.

Dermatology Studies

Genital Herpes. 16 yrs/older. Approx. 8 visits over one-yr. period. All patients will be treated with medication. No control group. Call 875-5296. Skin Infection. Looking for participants with infections such as infected wounds, burns, boils, sebaceous cysts or impetigo. 18 yrs/older. 4 visits over maximum 26 days. Honorarium. Call 875-5296.

Psychology Study

Music/Mood Study. Comprises two one-hour sessions, booked two days apart. Participants will be paid \$20 upon completion of both sessions. Kenny 1708. Call 822-2022.

Audiology/Speech Sciences Study

Volunteers needed with normal

hearing who are native-English speakers. 18-35 years old, with no previous instruction in linguistics to participate in a study of speech perception in noise. Honorarium paid. Call 822-9474.

Speakers Wanted

Eastern Europe & Russia: A Perspective. Third annual symposium, focusing on these areas. Any faculty, staff or student who has travelled, worked or studied in these areas in 1994 is welcome as a speaker. Call 222-9225(ans.) or fax 224-4492.

Clinical Research Support Group

CRSG operates under the auspices of Health Care/Epidemiology to provide methodological, biostatistical, computational and analytical support for health researchers. Call 822-4530 for an appointment.

Fine Arts Gallery

Open Tues.-Fri from 10am-5pm. Saturdays 12pm-5pm. Free admission. Basement of Main Library. Call 822-2759.

Botanical Garden

Annual Shop-In-The-Garden Christmas Sale. All proceeds support the garden. Fresh green Christmas wreaths, dried arrangements; seeds from the garden; gardening books; fine tools and garden accessories. Open daily from 11am-5pm. Shop In The Garden, call 822-4529; garden information, 822-9666.

Surplus Equipment Recycling Facility (SERF)

Disposal of all surplus items. Every Wednesday, 12-5pm. Task Force Bldg., 2352 Health Sciences Mall. Call Vince at 822-2582/Rich at 822-2813.

Nitobe Garden

Winter hours are Mon-Fri from 10am-2:30pm. Admission is free. Call 822-6038.

UBC REPORTS

CALENDAR POLICY AND DEADLINES

The UBC Reports Calendar lists university-related or university-sponsored events on campus and off campus within the Lower Mainland.

Calendar items must be submitted on forms available from the UBC Community Relations Office, 207-6328 Memorial Road, Vancouver, B.C. V6T 1Z2. Phone: 822-3131. Fax: 822-2684. Please limit to 35 words. Submissions for the Calendar's Notices section may be limited due to space.

Deadline for the December 15 issue of UBC Reports — which covers the period December 18 to January 14 — is noon, December 6.

UBC Reports Supplement Section

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THE UNIVERSITY OF BRITISH COLUMBIA

Communications Plan - Draft



THE UNIVERSITY OF BRITISH COLUMBIA

December 1, 1994

Dear Colleague:

This draft communications plan, excerpted from a longer, more detailed proposal, is the most comprehensive plan drafted to date for overall university communications and was developed with input from several sources. It is designed to respond to the changing communications environment in which the University of British Columbia operates.

A communications on-site was held by External Affairs staff in May 1994. While communications activities and responsibilities at UBC are numerous and varied (ie faculty/departmental newsletters, brochures and annual plans, Human Resources/staff relations outreach, Continuing Studies/program information, Computing and Communications/services and newsletter), the on-site dealt primarily with internal and external public relations and media communications. The major communications issues that arose during that process are contained in this plan.

Essential to the on-site, and to this plan, was input from senior administrators, deans, faculty members, the Board of Governors, the Deans' Communications Committee, External Affairs staff, public interest groups, consultants, and students.

The plan proposes the ways and means to implement many of the elements defined in UBC's official Policy on Communications, which was approved by the Board of Governors in May 1994. Many of the activities proposed in the plan are already underway and, in some cases, close to completion. Detailed, calendarized one- and three-year workplans are being drafted to implement elements of the communications plan.

Your comments and suggestions on this draft plan would be most welcome. Please forward them to my office.

Sincerely,

David Strangway
President

EXECUTIVE SUMMARY

The Media Relations unit of the Community Relations Office has traditionally had two main functions: internal communications, largely through the production of *UBC Reports*, and external communications, largely through media contact of varying kinds. However, the environment in which we work, both on-campus and in society as a whole, has changed significantly in recent years. The unit's workplan and proposal for re-organization reflect some of these changes.

The proposed workplan for the Media Relations unit, in support of the university's overall communication goals, is designed with several factors in mind: It is based on listening, on providing service (especially to the internal UBC community) and on self-evaluation.

Through input examined at the on-site,

five themes were identified and became the foundation or "organizational emphases" of the workplan. They are:

Internal Communication

Two-way Communication

External Communication

Critical Issues Management

Public Information Centre

The workplan is organized around these themes, with a monitoring and evaluation component built into each proposed activity.

AUDIENCES, MESSAGES, MEANS

AUDIENCES

The university communicates through its External Affairs Division with many

varied audiences, including:

Internal (on-campus)

- faculty
- staff
- students

External (local, regional, provincial, national and international)

- alumni
- government (municipal/provincial/federal)
- donors (individual/corporate/foundation)
- business/industry sector
- media (print/radio/tv/wire/magazine)
- public (UEL, regional/provincial/national/international)
- friends of UBC
- organized labour
- visitors to campus

MESSAGES

UBC's messages reflect its mission statement and the goals set for the university. UBC's many messages, for different audiences, include:

- UBC is a world-class educational and research facility
- UBC is open and accountable, is meeting and serving community needs, and is encouraging input and participation
- UBC fosters and contributes to the social, economic, scientific, cultural and educational benefits for society
- UBC plays a leadership role in advancing British Columbia on the provincial, national and international scene
- UBC's faculty, staff and students are part of a unique community and their participation in the university is valued

MEANS

The university, through the External Affairs Division, utilizes a wide variety of means to communicate UBC's messages, including:

- *UBC Reports* (tabloid newspaper published 21 times annually)
- News releases and tip sheets (to media outlets)
- Phone contact
- News conferences
- Electronic mail
- *Alumni Chronicle*, newsletters and events
- ViewUBC electronic network
- Public process and meetings
- President's tours and breakfasts
- Open House
- Homecoming events
- President's Reports
- Speakers' Bureau
- consultation services

- Campus Tours
- UBC Experts Guide
- Brochures and other publications
- Speeches
- Congregation
- MLA/MP visits
- Donor publications
- Video productions
- personal contact/one-on-one meetings
- letters/direct mail
- contributions to faculty/departmental newsletters

ORGANIZATIONAL EMPHASIS: INTERNAL COMMUNICATION

Background

UBC's communications policy emphasizes UBC's responsibility "to inform its internal community (students and members of faculty and staff)." The model for good internal communications must begin within the External Affairs Division and radiate outwards to the entire campus. First, we, the communicators, must communicate with each other about our work and goals more efficiently and effectively. Once we have achieved this, we can do a better job of receiving and disseminating information.

Goal

To develop an internal communications strategy that will help build and foster a sense of community among UBC campus constituents. The strategy will include means to keep the campus informed on a regular and timely basis about developments in university policies, research, teaching, staff, and events, and to help them understand UBC's position on a wide range of issues.

Ongoing Activity

- *UBC Reports* - 21 issues annually
- reception - 50,000 calls annually
- critical issues management
- public process
- ongoing coverage of Senate and BOG meetings
- speechwriting
- media training
- personal contact/face-to-face meetings
- faculty/staff/administration consultation
- president's breakfasts and tours
- committee participation by staff
- dissemination of university policies and programs
- dissemination of faculty and departmental annual plans

PROPOSED ACTIVITY

Immediately establish an External Affairs communications working group — with representatives from Public Affairs, Development Office, Government Rela-



Communications Plan - Draft

tions, International Relations, the Alumni Association and Ceremonies and Events — to share and co-ordinate information on messages, issues, events and publications, and to strategically plan External Affairs' communications activities.

PROPOSED ACTIVITY

Fully integrate communication functions once External Affairs relocation is complete and establish a publications unit through negotiation with Development Office and Alumni Association. Investigate new publishing technologies once physical integration is finished. Some integration and collaboration is already underway in editorial and advertising.

PROPOSED ACTIVITY

Rename Media Relations as Public Affairs to convey scope and purpose of communications activity. Rename staff positions to more accurately describe specific functions and reflect organizational emphases.

PROPOSED ACTIVITY

Dedicate one communications staff position to campus to emphasize news, events and stories of personal achievement that will build a sense of community at UBC.

PROPOSED ACTIVITY

Increase coverage of Senate and BOG debates and decisions which affect the whole campus.

PROPOSED ACTIVITY

Develop a "daily bulletin" on ViewUBC, the campus electronic communications system, containing news of interest to the entire campus.

PROPOSED ACTIVITY

Develop a daily "electronic clips" service for campus on ViewUBC to keep faculty and staff abreast of post-secondary education issues in the daily media.

PROPOSED ACTIVITY

Meet with deans to consult on developing a new format for communicating with deans to replace "dean's letters."

ORGANIZATIONAL EMPHASIS: TWO-WAY COMMUNICATION

Background

Society in general, and UBC's audiences specifically, demand that they have avenues through which to communicate to public institutions. Two-way communication is vital to developing a public process model for UBC and is essential if the university is to be accountable and credible in its communications efforts.

Goal

To develop means for campus and off-campus constituents to communicate with the university and provide for acknowledgement and feedback to those constituents.

Ongoing Activity

Letters to the editor (*UBC Reports*)
"Forum" opinion pieces (*UBC Reports*)
Public process meetings
Telephone contact

PROPOSED ACTIVITY

Investigate ways to utilize new forms of communications technology (ViewUBC, e-mail, fax modems, Local Area Network, Internet) to expand our capability to receive and disseminate information.

ORGANIZATIONAL EMPHASIS: EXTERNAL COMMUNICATION

Background

External communication has traditionally been a strength of the Media Relations unit and has focused on communicating to the public via the print and broadcast media. However, a broader approach to external communications will allow the university to take advantage of some untapped communications opportunities.

Goal

To develop broader and previously untried means of external communications to position the university's research, teaching, facilities and image in the public eye.

Ongoing Activity

UBC Reports
Tipsheets
News releases
Media advisories
Phone contact
News conferences/materials
UBC experts resource guide
Speechwriting
Critical Issues Management
Media Kit
Personal contact
Letters/direct mail
Group meetings

PROPOSED ACTIVITY

Establish a marketing program, linked to the corporate sponsorship program, to take advantage of strategic opportunities to position the university and its mission in the public eye. Marketing tools could include video production, advertising, focus groups, direct mail, posters, and important campus events such as Homecoming and Open House.

PROPOSED ACTIVITY

Dedicate one communications staff position to media relations targeting and contact.

PROPOSED ACTIVITY

Investigate new technologies, such as the Internet, to disseminate material from UBC to media, government, etc.

PROPOSED ACTIVITY

Develop a Government Relations communications plan, as a component of the broader university communications plan, to enhance the flow of information between UBC and all levels of government and to increase governments' awareness of the important contributions UBC is making locally, provincially, nationally and internationally. To date, this function has been carried out in several ways, including: government visits to campus, MLA Days at UBC, one-on-one meetings between the president, ministers and deputies, meetings between UBC staff

and government staff, *UBC Reports* coverage, written correspondence and special functions in Victoria, Ottawa and at UBC. Proposed initiatives include a Government Relations Newsletter to ministers, MLAs and MPs that would provide an update on key issues and developments at UBC.

ORGANIZATIONAL EMPHASIS: CRITICAL ISSUES MANAGEMENT

Background

Critical issues management — the identification and management of issues or crises which may affect UBC's reputation, political or economic status, or the safety of its campus — has become a major strength of the Media Relations unit during the past three years, with an increasingly large amount of staff time devoted to this area. Based on past experience, it is anticipated that this key area will continue to grow, with important ramifications for UBC, its image, and its credibility.

Goal

To develop a plan which will help the campus identify and minimize negative critical issues and take full advantage of opportunities for positive issues management.

Ongoing Activity

Daily issues management
UBC Reports stories
News releases
Phone contact
News conferences
Public meetings
Liaison/consultation with senior administration, deans, heads, directors
One-on-one meetings
Letters/direct mail

PROPOSED ACTIVITY

Develop a set of guidelines to assist the campus in identifying and managing issues and opportunities.

PROPOSED ACTIVITY

Develop guidelines for crisis communications and guidelines for operating with the crisis response team.

ORGANIZATIONAL EMPHASIS: PUBLIC INFORMATION CENTRE

Background

The need for a central information point or public information centre has been identified by several different constituencies on and off-campus for many years, and is one of the recommendations in the Spaxman report on the public process. There is a perceived need for a centralized "one-stop shopping" location for information about UBC, including events, operating hours, parking, ticket purchases, directions, etc.

Goal

To establish an easily accessible, comprehensive information centre on the UBC campus.

Ongoing Activity

Community Relations Office reception —

50,000 calls annually
Events publicity

PROPOSED ACTIVITY

Provide co-ordination and research for the establishment of a UBC Public Information Centre. The working group can take responsibility for a feasibility study on location, cost, staffing, needs, etc. Immediately establish a 1-800 information line to enable the public to have better access to UBC.

ORGANIZATIONAL STRUCTURE

Background

Historically, what is currently called the Media Relations unit has dealt primarily with media contact/promotion and the publishing of *UBC Reports*. Prior to 1990, the unit was called the UBC News Bureau. The name was changed to more accurately portray the function of the office.

Since 1990, the functions of the office have grown to a point far beyond just promoting story ideas with the media and publishing *UBC Reports*.

The office now serves in an official university spokesperson role; it is the university's main point of contact for crisis and issues management. Approximately 75 per cent of the manager position is now spent on critical issues management, up from 20 per cent three years ago; unit staff has taken on an expanded role in overall communications consulting for faculties and departments; the office has taken a lead role in facilitating and developing a public consultation program for the university; the office has become an active participant in communicating with government ministries; the unit has taken on an expanded role in providing publications services to other External Affairs and university departments.

Goal

Based on the continuing evolution and expanded role of the communications function within External Affairs, to restructure and rename the Media Relations Unit as Public Affairs Office to more accurately reflect its role and responsibilities and to provide more targeted service to the campus. Also, rename positions within the office to more accurately reflect job functions and emphasis on internal/external communications.

These changes capture the five on-site themes, reflect the current roles and responsibilities of the unit, recognize the broader mandate and evolution of responsibilities for the office, delineate the internal and external communications focus, formalize the important function/responsibility of critical issues management, allow for some professional advancement within a small unit, and create a sense for the campus and external communities that UBC is changing proactively with the times.



THE UNIVERSITY OF BRITISH COLUMBIA

Draft Policy on Discrimination and Harassment

November 16, 1994



THE UNIVERSITY OF BRITISH COLUMBIA

December 1, 1994

Dear Colleagues:

Many of you took the time to send in suggestions for improvement to the previous draft policy on discrimination and harassment. Thank you.

Many recommendations were received, some conflicting with others. They have all been considered, and the draft in this edition of UBC Reports reflects the integration of most of them.

Please review this draft and forward any further suggestions for change to Vice Provost Libby Nason by December 14. For your convenience, changes are underlined.

Sincerely yours,

David W. Strangway
President

SUBJECT

Discrimination and Harassment

RESPONSIBLE VICE PRESIDENT

Vice President Academic and Provost
Vice President Administration and Finance
Vice President External Affairs
Vice President Research
Vice President Student and Academic Affairs

INTRODUCTION

- (1) The University of British Columbia is committed to providing its employees and students with the best possible environment for working and learning. The University therefore does not condone discrimination and harassment, including sexual harassment, of any kind. Indeed, the University regards discrimination and harassment as serious offenses that are subject to a wide range of disciplinary measures, including dismissal or expulsion from the University.
- (2) The fundamental objectives of this University policy are to prevent discrimination and harassment from occurring, and to provide procedures for handling complaints and imposing discipline when they do occur. These objectives are to be achieved in a number of ways. The University is committed to providing programs that raise campus awareness of the nature of and problems associated with discrimination and harassment, including sexual harassment, and to educating administrators in the objectives and implementation of the policy. The University also provides support and counselling for those affected by discrimination and harassment and establishes procedures for handling complaints.
- (3) In addition, the University has the obligation to ensure that its policy and procedures are fair and are applied fairly. It is therefore necessary to provide an environment in which victims of discrimination and harassment, including

sexual harassment, feel free to bring complaints forward. It is equally important that those against whom allegations are made have a full and fair opportunity to meet those allegations.

- (4) In this policy, the word discrimination refers to intentional or unintentional treatment for which there is no *bona fide* and reasonable justification. Such discrimination imposes burdens, obligations, or disadvantages on specific individuals or groups as defined by the British Columbia Human Rights Act (1984, amended 1992.) The grounds protected against discrimination by the British Columbia Human Rights Act include age, race, colour, ancestry, place of origin, political belief, religion, marital status, family status, physical or mental disability, sex, sexual orientation, and unrelated criminal convictions. The Act contains a number of exemptions and defenses. For example, the University's Employment Equity Policy, which has as its object the amelioration of conditions of disadvantage, is exempt from a complaint of discrimination under the Act. Similarly, the Supreme Court of Canada upheld the University's policy on mandatory retirement, and therefore, it also is exempt under the Act. See Appendix for examples.
- (5) In this policy, harassment refers to physical, visual, or verbal behaviour that a reasonable person would consider to affect adversely a positive study and work environment at the University. See Appendix for examples.
- (6) In this policy, sexual harassment refers to comment or conduct of a sexual nature, when any one or more of the following conditions are satisfied:
 - the conduct is engaged in or the comment is made by a person who knows or ought reasonably to know that the conduct or comment is unwanted or unwelcome;
 - the conduct or comment is accom-
- (7) Discrimination and harassment, including sexual harassment, can occur between individuals of the same or different status, and both men and women can be the subject of harassment by members of either gender. Discrimination and harassment, including sexual harassment, can involve individuals or groups; can occur during one incident, or over a series of incidents including single incidents, which, in isolation, would not necessarily constitute harassment; and can occur on campus or off, during working hours or not.
- (8) The impact of behaviour on the complainant defines the comment or conduct as discrimination and harassment, subject to the test of a reasonable person.
- (9) This policy is to be interpreted in a way that is consistent with the UBC Calendar statement on academic freedom. (See definition section) Neither this policy in general, nor its definitions in particular, are to be applied in such a way as to detract from the right of faculty, staff, and students to engage in the frank discussion of potentially controversial matters, such as age, race, politics, religion, sex and sexual orientation. These are legitimate topics and no University policy should have the effect of limiting discussion of them or of prohibiting instructional techniques, such as the use of irony, the use of conjecture and refutation, or the assignment of readings that advocate controversial positions, provided that such discussion and instructional techniques are conducted in a mutually respectful and non-coercive manner.
- (9a) Neither this policy in general, nor its definitions in particular, are to be applied in such a way as to detract from the right of those in supervisory roles to manage and discipline employees and students subject to managerial and instructional practices.

PURPOSE

- (10) To provide and maintain a study and work environment free from discrimination and harassment, including sexual harassment.

POLICY

- (11) Every student and member of faculty and staff at the University of British Columbia has the right to study and work in an environ-

ment free from discrimination and harassment, including sexual harassment. The University and all members of the University community share responsibility for ensuring that the work and study environment at UBC is free from discrimination and harassment. Specifically, Administrative Heads of Unit bear the primary responsibility for maintaining a study and work environment free from discrimination and harassment, including sexual harassment; Administrative Heads of Unit are free to act, and should act, on this responsibility, whether or not they are in receipt of individual complaints; and the knowledge and experience of the Equity Office are available to all members of the University community.

ACCESS TO COMPLAINT PROCEDURES

- (12) A complaint of discrimination or harassment pertaining to University work, studies, or participation in campus life may be lodged by any member(s) of the University community against other member(s) of the University community and/or the University.
- (13) A complaint may be lodged even when there has been apparent acquiescence of the complainant in the conduct or comment in question.
- (14) Contractors, their employees and agents, and visitors to the University also are expected to conduct themselves in any University-related activity in a manner consistent with this policy. Allegations of discrimination and harassment, including sexual harassment, against such persons will be dealt with by the University as potential breaches of contract, and/or may result in suspension of University privileges, such as access to the campus.
- (15) Although contractors, their employees and agents, and visitors to the University who suffer discrimination or harassment do not have access to these complaint procedures, such individuals are encouraged to consult with an Equity Advisor or express their concerns directly to the Associate Vice President Equity.

COMPLAINT PROCEDURES

- (16) Complaints of discrimination and harassment, including sexual harassment, can be resolved by employing any or all of the following procedures: (A) informal resolution, (B) mediation, (C) investigation and decision.

A. Informal Resolution

- (17) Informal resolution is a resolution to which the complainant consents, and is arrived at with the assistance of an Administrative Head of Unit and/or an Equity Advisor, but without the use of either mediation or adjudication. The possible means of achieving informal resolution are numerous. Examples include advice to the complainant, referral for counselling, investigation by the Administrative Head of Unit, letter to the respondent, relocation of the complainant and/or the respondent, disciplining the respondent, or any other appropriate and just measures. Informal resolution



Draft Policy on Discrimination and Harassment

can occur without knowledge to anyone other than the complainant and the Administrative Head of Unit, or the Equity Advisor who receives the complaint.

(17a) In all cases, the Administrative Head of Unit considers whether the complaint arises from a systemic problem, and if so, seeks the assistance of the Equity Office to resolve it.

(18) No informal resolution of a complaint that adversely affects the academic, employment, professional, or other interests of the respondent shall proceed without the consent of the respondent.

(19) The Equity Advisor or the Administrative Head of Unit (or designate) assists the complainant in clarifying the allegations, and their related consequences, and in considering the applicability of various options, such as an apology from the respondent or reassignment of duties. See Appendix for additional options for informal resolution.

(20) Written records of informal resolutions are kept in confidential files of the Equity Office.

B. Mediation

(21) At any time after a complaint has been received, the parties can attempt to resolve the complaint through a process of mediation, provided that both parties consent to such a process. Mediators are drawn from the Equity Resource Group and are selected by the Associate Vice President Equity. They are trained in alternate dispute resolution techniques that relate to the issues covered by this policy. Appointed mediators and the format of the mediation process must be acceptable to both the complainant and the respondent.

(22) A mediated settlement arrived at between the complainant and the respondent is written out, signed by the complainant and the respondent, and counter-signed by the mediators. If a potential settlement entails action to be taken by the University, the University becomes a third party to the mediation and also must agree for there to be a settlement.

(23) A copy of any agreement reached during mediation is provided to each of the signatories and to the Equity Office, and remains confidential.

(24) No person involved in a mediation proceeding shall give evidence or introduce documents from that proceeding during any other subsequent University proceeding where that evidence or those documents would disclose that any person had agreed or refused to agree to mediation or, if mediation occurred, what took place during the mediation.

C. Investigation and Decision

Request for Investigation and Decision

(25) At any time after the complaint has been made, if the complainant wishes to have the complaint investigated and decided, the complainant has the right to file a written request with the Equity Office. Requests include detailed accounts of the conduct or com-

ment on the part of the respondent that forms the basis of the complaint.

(26) Within five working days, the Equity Office delivers a copy of a request for investigation and decision to the respondent.

(27) The respondent has the right to respond to the request in writing, provided such right is exercised within ten working days from receipt of that request. The respondent may acknowledge or deny the validity of the complaint in whole or in part, provide new information, or propose a resolution of the complaint.

(28) Within five working days from receipt of the respondent's written reply to a request for investigation and decision, the Equity Office delivers a copy of that reply to the complainant.

(29) On receipt of the respondent's written reply, the complainant may accept the reply as full resolution of the complaint, or on the basis of the respondent's written reply, the complainant may choose to pursue either informal resolution or mediation, in which case an Equity Advisor puts into effect the appropriate procedures.

Investigation

(30) When informal resolution or mediation has failed to resolve a complaint, the Equity Office informs the respondent's Administrative Head of Unit, and the Associate Vice President Equity assigns a member of the Equity Resource Group to investigate.

(31) The investigator interviews the complainant, the respondent, and such other persons as she or he considers may have information pertaining to the complaint. The investigator re-interviews or seeks additional witnesses in order to confirm evidence or explore discrepancies. The investigator prepares a written recommendation indicating whether or not in his/her opinion the policy applies to the complaint and the facts of the case.

(32) Interviews are private and held away from the work areas of those involved.

(33) The investigator submits and discusses the report with a Panel comprised of three people (one of whom is external to UBC) appointed for two-year renewable terms by the Associate Vice President Equity. This Panel meets with the complainant and with the respondent to discuss the contents of the report. The Panel may request supplementary reports from the investigator as well as any history of previous discipline.

(34) The Panel decides on the following:

- whether the policy applies in the circumstances;
- whether on the balance of probabilities, and with the onus of proof being on the complainant, there has been a violation of the policy;
- whether discipline or remedies are appropriate.

(35) If the Panel concludes that other University policies or procedures bear on the complaint, the Panel identifies them and refers the relevant parties to the University office with responsibility therefor.

(36) In the event that the Panel recommends that the complaint be upheld, it may recommend both a form of discipline for the respondent and a remedy for the complainant. It also may recommend any other measures it considers appropriate in the circumstances. Such recommendations are made in writing and supported by reasons.

(37) In the event that the Panel recommends the complaint be dismissed, it may recommend counselling, support, education, and such other measures as it considers appropriate for the complainant or the respondent. It also may recommend such measures as it considers appropriate to restore the complainant's or respondent's unit to effective functioning. Such recommendations are made in writing and supported by reasons.

(38) In the event that the Panel recommends not only dismissal of the complaint but contemplates finding the complaint to have been made in bad faith, it shall meet with the complainant and provide an opportunity for the complainant to respond prior to making its recommendation. It may recommend both a form of discipline for the complainant and a remedy for the respondent. The Panel also may recommend any other measures it considers appropriate in the circumstances. Such recommendations are made in writing and supported by reasons.

(39) The Panel distributes its recommendations and reasons to the Associate Vice President Equity, the complainant, the respondent, and their Administrative Heads of Unit.

Decision

(40) For students, the Administrative Head of Unit with authority to receive the Panel's recommendations is the President; for members of staff, it is the Director or Head of Department; for faculty, the authority may be either the President or the Dean/Head, depending on the nature of the discipline contemplated. The Agreement on Conditions of Appointment states that only the President may discipline a faculty member by dismissal or suspension without pay. The individual receiving the Panel's recommendations meets with the complainant and with the respondent, confers with the Associate Vice President Equity and his or her own Vice President, and considers the Panel's recommendations.

(41) The individual receiving the Panel's recommendations may take such disciplinary and remedial measures as he or she considers appropriate. A written report of measures taken with supporting reasons is distributed to the Associate Vice President Equity, the complainant, the respondent, their Administrative Heads of Unit, the investigator, and the Panel.

Appeal

(42) A student who denies that a violation of the policy took place or who disagrees with an imposed penalty has recourse through the Senate Committee on Appeals on Academic Discipline. A member of staff or faculty has recourse through the provisions of the collective agreement or terms and conditions of employment. Complainants may also appeal through these channels. As well, the complainant and respondent may have recourse to extra-University processes.

INITIATION OF COMPLAINT PROCEDURES

(43) While it is possible for anyone to seek anonymously the advice and assistance of an Equity Advisor, only those complaints in which the complainant's identity is disclosed may be taken through the mediation and investigation/decision stages.

(44) Only those complaints lodged within one calendar year of an event, or in the case of a series of events, the last event in a series are processed. The Associate Vice President Equity may grant extensions beyond this one-year limit.

(45) The procedures in this policy can be initiated by persons directly affected (by the conduct or comment that forms the basis of the complaint) or by Administrative Heads of Unit.

A. Initiation of Procedures by Persons Directly Affected

(46) Persons directly affected by the conduct or comment that forms the basis of the complaint may lodge the complaint with either an Administrative Head of Unit or with an Equity Advisor.

(47) At any time, complainants may choose to withdraw from these complaint proceedings. Nevertheless, the University's legal responsibility to provide an environment free from discrimination and harassment, including sexual harassment, may obligate the University to proceed in the absence of a complaint from the persons directly affected. In such cases, the Administrative Head of Unit and the Equity Advisor decide whether to proceed, taking into account the need for protection against retaliation on the part of witnesses and the need for due process on the part of respondents.

Response of Administrative Heads of Unit

(48) In responding to complaints of discrimination or harassment including sexual harassment, Administrative Heads of Unit are encouraged to seek the assistance of the Equity Office.

(49) Administrative Heads of Unit deal immediately with allegations of discrimination and harassment, including sexual harassment, by investigating, and when appropriate, ordering the behaviour to stop, and taking preventive, interim, and/or remedial measures.

(50) The Administrative Head of Unit provides the complainant with a copy of this policy and explains available options. In addition,



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with the consent of the complainant, the Administrative Head of Unit attempts to effect an informal resolution of the complaint.

- (51) If the complaint cannot be resolved informally, and the complainant wishes to access mediation or to make a written request for investigation and decision, the Administrative Head of Unit directs the complainant to the Equity Office.
- (52) If the Administrative Head of Unit believes that these complaint procedures do not apply, the Administrative Head of Unit confers with an Equity Advisor about the matter and explains to the complainant why this policy has no application. In addition, the Administrative Head of Unit deals with the complainant on the basis of the appropriate University policy, if necessary by referring the complainant to another University office or support service, and informs the complainant of the existence of extra-University support and complaint services.
- (53) If at any time, the complainant is dissatisfied with the actions taken by an Administrative Head of Unit, the complainant can lodge the same complaint with an Equity Advisor or extra-University agencies.

Response of Equity Advisors

- (54) The Equity Advisor provides the complainant with a copy of this policy and explains available options. In addition, with the consent of the complainant, the Equity Advisor attempts to effect an informal resolution of the complaint. As well, the Equity Advisor recommends to the Administrative Head of Unit measures to protect the safety, academic, and other interests of the complainant pending resolution of the complaint.
- (55) If the complaint cannot be resolved informally, and the complainant wishes to access mediation or to make a written request for investigation and decision, the Equity Advisor assists the complainant in so doing.
- (56) If the Equity Advisor believes that these complaint procedures do not apply, the Equity Advisor explains to the complainant why this policy has no application. In addition, the Equity Advisor refers the complainant to another University office or support service and informs the complainant of the existence of extra-University agencies.

B. Initiation of Procedures by Administrative Heads of Unit

- (57) Administrative Heads of Unit may lodge complaints with an Equity Advisor to resolve allegations of discrimination or harassment, including sexual harassment. An Administrative Head of Unit who lodges a complaint is identified as the complainant, and the persons directly affected by the conduct or comment that forms the basis of the complaint may be called upon as witnesses in any subsequent investigation or decision.
- (58) When an Administrative Head of Unit becomes a complainant, she or he surrenders any rights or

responsibilities assigned to administrators by these procedures. The individual to whom this complainant reports assumes the latter's rights and responsibilities. Any disputes that arise over the applicability of any of the procedures shall be referred to the Associate Vice President Equity, whose decision shall be final.

- (59) If an Administrative Head of Unit lodges a complaint with an Equity Advisor, and the Equity Advisor believes that these complaint procedures apply, the Advisor, in consultation with the complainant, considers the appropriateness of an informal resolution of the complaint, and where appropriate follows the procedures provided for informal resolution or mediation; advises and assists the complainant in taking necessary measures to protect the interests of those directly affected by the complaint; and if the complaint cannot be resolved informally or by mediation, and the complainant wishes to make a written request for investigation and decision, assists him or her in so doing.
- (60) If the Equity Advisor believes that these complaint procedures do not apply, the Advisor explains to the Administrative Head of Unit why this policy has no application and refers him or her to another University office or extra-university agencies.
- (61) Where the identity of the persons responsible for acts of harassment is unknown to the Administrative Head of Unit, the Associate Vice President Equity arranges an investigation and notifies appropriate authorities both inside and outside the University. In addition, the Administrative Head of Unit, in consultation with the Associate Vice President Equity, arranges for remedial measures to restore the unit to effective functioning.

GENERAL PROVISIONS

Right of Parties to Support and Assistance

- (62) The complainant and respondent are at all times during these procedures entitled to support and assistance.
- (63) The complainant is entitled to the support and assistance of an Equity Advisor.
- (64) The respondent is entitled to the support and assistance of a member of the Equity Resource Group.
- (65) Members of unions and employee associations have all rights to representation that their collective agreements confer.

Obstructing the Process

- (66) Any person whose willful actions or inactions obstruct the application of these procedures or who willfully breaks an undertaking or agreement shall be subject to discipline.

Retaliation

- (67) No one shall suffer reprisal for refusing to violate this policy or for bringing forward, in good faith, a complaint or concern about discrimination or harassment,

including sexual harassment. The University considers retaliation or the threat of retaliation at any stage to be a serious offense because it prevents potential complainants, witnesses, colleagues, and administrators from acting on their concerns. See Appendix for examples of retaliation.

- (68) All persons involved in these procedures shall report threats and other safety concerns immediately to the Equity Office and relevant administrators.
- (69) Administrative Heads of Unit deal immediately with allegations of retaliation by investigating, and when appropriate, ordering the behaviour to stop, and taking preventive, interim, disciplinary and/or remedial measures.
- (70) In its deliberations and recommendations, the investigative panel shall consider any allegations of retaliation.

Confidentiality

- (71) All members of the University community involved in a case are expected to maintain confidentiality, particularly within the work or study area in question and in shared professional or social circles. These members include Equity Advisors, support staff, Administrative Heads of Unit, and witnesses, as well as the respondent and the complainant. Although at times difficult to avoid, the breach of confidentiality undermines the provision of due process, and thus prove a disservice to both the complainant and the respondent.
- (72) Confidentiality is not the same as anonymity: For a complaint to go forward to mediation or investigation and decision, the identity of the complainant and the details of the complaint must be released to the Equity Advisor, the respondent, and those involved in the application of these procedures.
- (73) Terms of confidentiality, including the need to disclose information that restores a unit to effective functioning, may be agreed on in mediation agreements between the complainant(s) and respondent(s), or recommended by the Panel, or ruled on by the Administrative Head of Unit.
- (74) The University, through the Associate Vice President Equity, may take necessary steps to ensure the health, safety, and security of any member of the University community.

- (75) For educational purposes, the Equity Office may discuss specific cases and their resolutions without identifiers.

- (76) Confidentiality may not apply to persons subject to extra-University judicial processes.

Use of Documents

- (77) Documents are used only for the purpose for which they were created and are retained by the Equity Office. Access to Equity Office files is restricted to current members of the Equity Office staff. In cases involving repeat complaints or security and safety issues, a University Vice President

may review Equity Office files.

- (78) Documents may be required by law to be released to extra-University processes.

Multiple Proceedings

- (79) A complaint under this policy may also be pursued in extra-University processes.
- (80) The fact that a complaint is being pursued under these procedures does not preclude the complainant from pursuing an extra-University process.
- (81) Where there are multiple complaints against an individual, a unit, or the University, the complainants shall clarify whether the complaints comprise a systemic complaint or a series of individual complaints.
- (82) Where two or more complaints have been lodged against the same respondent, these complaints may be dealt with by a single investigative panel.

Limited Role of Resource Group Members

- (83) No member of the Equity Resource Group shall act in more than one capacity in any given case.

Conflict of Interest

- (84) Members of the University community are governed by the terms of the University Conflict of Interest Policy. Individuals in an intimate or sexual relationship with a subordinate shall disclose the relationship to the Administrative Head of Unit and shall cooperate with those measures the Administrative Head of Unit considers appropriate to avoid conflict of interest in matters such as supervision and evaluation.
- (85) When power differentials exist amongst or between faculty, staff, and students, those holding positions of authority shall not abuse, nor seem to abuse, the power with which they are entrusted. Such relationships include, but are not limited to, those between a coach, an academic advisor, an instructor/professor, a counsellor, a residence advisor, a tutor, a thesis/practicum supervisor, a research head, or a director and his or her subordinate, junior colleague, or student. Anyone who enters into a sexual relationship with a person where a professional power differential exists must realize that, if a charge of sexual harassment is subsequently lodged, it will be extremely difficult to defend the conduct on grounds of mutual consent.

- (86) An inappropriate sexual relationship may create a negative work or study environment for others and give rise to a complaint under this policy.

Interim Solutions

- (87) The complainant, respondent, or unit may require immediate measures to preserve safety, morale, or efficiency while a situation is being resolved, investigated, or decided. Such measures, whether carried out by the Administrative Head of Unit or by the Equity Advisor, should not be viewed as judgment of the credibility of the complainant or respondent, who may appeal such



Draft Policy on Discrimination and Harassment

measures with the Associate Vice President Equity. His or her decision is final, subject to the provisions of collective agreements. See Appendix for examples of interim solutions.

Remedy Options

(88) Once a case has been decided, the complainant or the respondent may require measures be taken to correct damage done to her or his career development, academic record, physical or emotional health, reputation, or finances. Arrangements are negotiated with the appropriate University officer. See paragraph 40. See Appendix for examples of remedy options.

Discipline Options

(89) Discipline is appropriate to the offense and relevant circumstances of the case, and is applied after an admission or judgment of wrongdoing. Considerations in determining discipline include, but are not limited to, work history, previous discipline, respondent's acknowledgment of wrong, relationship of parties, degree of aggression and physical contact, number of events, impact on the complainant, and intent of the respondent. See Appendix for examples of discipline.

Appeals

(90) Nothing in this policy shall be construed to remove any rights of appeal or rights to grieve that members of the University community have independent of this policy, or to remove any rights to take action against the University or members of the University community in other processes within or without the University.

Concerns and Complaints about Procedures

(91) General or specific complaints about the application of these procedures may be addressed to the Associate Vice President Equity.

THE EQUITY OFFICE

(92) The Equity Office has responsibility for

- providing advice and assistance to Administrative Heads of Unit and others seeking direction in the handling of cases;
- advising and assisting those who bring forward complaints during all stages of the procedures, including the initiation of a complaint, as well as the undertaking of informal resolution, and arranging for mediation or investigation;
- ensuring that the policy and procedures in this document have been appropriately and effectively implemented;
- providing information and advice on the complaint process and limitations to confidentiality to any member of the University community;
- providing education on the prevention and remediation of discrimination and harassment, including sexual harassment;
- publishing annually in *UBC Reports* statistical and summary reports on the number of complaints made, types of complaints, outcomes, educational activities, and an evaluation of this policy and its procedures.

EQUITY RESOURCE GROUP

(93) The Associate Vice President Equity appoints knowledgeable professionals who do not work at UBC to serve as members of the Equity Resource Group for renewable terms of two years.

(94) The Associate Vice President Equity ensures that at least four members of the Equity Resource Group are available to advise respondents, mediate cases, and investigate cases.

PRESIDENT'S ADVISORY COMMITTEE ON DISCRIMINATION AND HARASSMENT

(95) The Associate Vice President Equity ensures that the President's Advisory Committee on Discrimination and Harassment reflects the diversity of members of the University with regard to gender, culture, ethnicity, disability, and sexual orientation.

(96) The tasks of this Committee are to

- (a) advise and assist the Associate Vice President Equity in creating and implementing an educational program designed to make all members of the University aware of
 - the nature of discrimination and harassment, including sexual harassment;
 - measures that should be taken to prevent discrimination and harassment from occurring; and
 - the procedures to be followed in the event of a complaint.
- (b) advise and assist the Associate Vice President Equity in the evaluation of Equity Office services, procedures, and educational programs.

DEFINITIONS

Academic freedom at UBC is defined in the UBC Calendar: "The members of the University enjoy certain rights and privileges essential to the fulfilment of its primary functions: instruction and the pursuit of knowledge. Central among these rights is the freedom, within the law, to pursue what seem to them fruitful avenues of inquiry, to teach and learn unhindered by external or nonacademic constraints, to engage in full and unrestricted consideration of any opinion. This freedom extends not only to the regular members of the University but to all who are invited to participate in its forum. Suppression of this freedom, whether by institutions of the state, the officers of the University or the actions of private individuals, would prevent the University carrying out its primary functions. All members of the University must recognize this fundamental principle and must share responsibility for supporting, safeguarding and preserving this central freedom. Behavior which obstructs free and full discussion, not only of ideas which are safe and accepted, but of those which may be unpopular or even abhorrent, vitally threatens the integrity of the University's forum. Such behavior cannot be tolerated."

Administrative head of unit is Director of a service unit; Head of an academic department; Director of a centre, institute or school; Principal of a college; Dean; Associate Vice President; University Librarian; Registrar; Vice President; or President.

Complaint for investigation and decision under these procedures means a written complaint by an individual or group that he/she/they have been

discriminated against or harassed including sexually harassed; or that there has been retaliation for consulting with an Equity Advisor or for participating in proceedings under this policy; or that there has been a breach of an undertaking as to future conduct.

Contractors include vendors of goods and services to the University, volunteers, homestay families, persons in the community guiding practicum and internship placements, and others with similar connections to the University.

Discrimination refers to intentional or unintentional treatment for which there is no bona fide and reasonable justification. Such discrimination imposes burdens, obligations, or disadvantages on specific individuals or groups as defined by the British Columbia Human Rights Act (1984, amended 1992.) The grounds protected against discrimination by the British Columbia Human Rights Act include age, race, colour, ancestry, place of origin, political belief, religion, marital status, family status, physical or mental disability, sex, sexual orientation, and unrelated criminal convictions. The Act contains a number of exemptions and defenses. For example, the University's Employment Equity Policy, which has as its object the amelioration of conditions of disadvantage, is exempt from a complaint of discrimination under the Act. Similarly, the Supreme Court of Canada upheld the University's policy on mandatory retirement, and therefore, it also is exempt under the Act. See Appendix for examples.

Harassment refers to physical, visual, or verbal behaviour that a reasonable person would consider to affect adversely a positive study and work environment at the University. See Appendix for examples.

Member of the University community is a student, a member of faculty, or a member of staff.

Reasonable person test gives unprejudiced and as neutral as possible consideration to a complaint. Without limiting the scope of issues relevant to the case, the investigative panel and the Administrative Head of Unit must take into account the perspectives of both the complainant and respondent.

Sexual Harassment refers to comment or conduct of a sexual nature, when any one or more of the following conditions are satisfied:

- the conduct is engaged in or the comment is made by a person who knows or ought reasonably to know that the conduct or comment is unwanted or unwelcome;
- the conduct or comment is accompanied by a reward, or the expressed or implied promise of a reward, for compliance;
- the conduct or comment is accompanied by reprisal, or an expressed or implied threat of reprisal, for refusal to comply;
- the conduct or comment is accompanied by the actual denial of opportunity, or the expressed or implied threat of the denial of opportunity, for failure to comply;
- the conduct or comment is intended to, or has the effect of, creating an intimidating or hostile environment. Such comment or conduct may include sexual advances; requests for sexual favours; suggestive and/or derogatory comments or gestures emphasizing sex or sexual orientation; or physical contact. See Appendix for examples.

APPENDIX

Examples of Discrimination based on prohibited grounds include

- refusal to provide services or facilities;
- exclusion from employment or educational opportunities or benefits;
- refusal to teach, work with, or participate in a group learning project with someone;
- failure to provide physical access;
- practices that are applied equally to all individuals but differentially impact on a specific group;
- distinctions in treatment for which there are no bona fide justifications.

Examples of Harassment, including Sexual Harassment, include

- insults, innuendos, derogatory comments, taunting, or slurs;
- verbal abuse or threats involving race, sexuality or gender;
- touching, stroking, pushing, impeding or blocking movement, crowding, pinching, or any unwelcome physical contact;
- condescension that undermines self-respect;
- display of pornography;
- retaliation for complaining or supporting a complaint of harassment;
- practical jokes involving race, sexuality, ethnicity, ancestry or gender that cause awkwardness or embarrassment;
- repeated, unwelcome invitations or requests for social or sexual interaction, whether indirect or explicit;
- leering, following, intimidating or stalking;
- use of media, including telephone and computer technology, to impose racist or sexist material on others;
- consensual sexual behaviour that interferes with the work or study environment of others.

Options for Informal Resolution of Discrimination and Harassment, including Sexual Harassment, include

- discussing concerns directly with or writing to the respondent;
- discussing concerns directly with the respondent, with the assistance of the advisor, an administrative head of unit, or other third party;
- requesting that the Advisor, Administrative Head of Unit, or other third party meet with the respondent to discuss the complaint;
- requesting that the Advisor or the Administrative Head of Unit work separately with the parties to create a mutual agreement;
- taking preventive action without notifying the respondent or the Administrative Head of Unit;
- requesting remedial measures from the Administrative Head of Unit, with or without the involvement of the respondent;
- requesting the Advisor or the Administrative Head of Unit offer educational sessions to the unit;
- taking no action at this time.

Interim Solutions for Situations Involving Discrimination and Harassment, including Sexual Harassment, include

- suspension of respondent from certain duties, areas, routines;
- forbidding respondent to contact complainant;
- re-routing work through other people;
- shifting evaluation or supervision of complainant to someone other than the respondent;
- official leave or stress leave for complainant or respondent;



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Draft Policy on Discrimination and Harassment

- close daily monitoring of complainant or respondent;
- support or counselling for complainant or respondent;
- rules of conduct agreed to by both parties;
- relocation of complainant or respondent;
- restraining order sought against the respondent;
- campus security and/or police involvement sought;
- behavioural guidelines issued to individuals or groups within a unit;
- administrative intervention regarding gossip or rumours.

Retaliation in Situations Involving Discrimination and Harassment, including Sexual Harassment, includes

- unfair evaluation of work or performance;
- breaking confidentiality, especially within the unit or profession;
- turning mutual colleagues against the complainant;
- spreading gossip about the complainant or witnesses;
- identifying to the unit, class, or colleagues the complainant in a case against oneself;
- negatively affecting the career or study opportunities of a complainant, witness, or others who are party to the complaint;
- following, phoning, stalking, or otherwise monitoring the complainant, witnesses, their friends, or family;
- approaching the complainant or witnesses directly, unless invited to do so;

- confronting, yelling at, or physically threatening a complainant or witness;
- filing frivolous or vexatious charges or lawsuits;
- actions by members of a unit to embarrass, intimidate, or exclude the complainant or witnesses for having laid a complaint;
- actions by an administrator to trivialize the complaint or discredit the complainant;
- withdrawal of services or relationships to which the person is entitled;
- excluding a complainant from work, study or social interactions

Remedy Options in Situations Involving Discrimination and Harassment, including Sexual Harassment, include

- providing paid leave or leave of absence from program until health is restored;
- counselling provided by appropriate resource;
- refunding tuition;
- calling in a qualified neutral expert to evaluate disputed work;
- changing complainant's unit assignment or moving his/her work area;
- extending work or study deadlines until complainant can cope and is ready to perform;
- suspending academic or work requirements for a period of time;
- redressing losses of opportunity, promotion, employment, etc.;
- requesting an apology from the respondent;
- assisting skill building, e.g. assert-

- iveness, self-defense;
- countering damage to reputation caused by the situation and procedures;
- educating the unit about issues of discrimination and harassment;
- educating management staff about their responsibilities regarding discrimination and harassment, including sexual harassment;
- supporting the complainant and clarifying the University's judgment regarding the respondent in a formal letter;
- providing a letter of reference from a suitable supervisor;
- circulating a statement regarding the case outcome;
- helping the complainant or respondent re-establish in a new location or program;
- reviewing policies and procedures within the unit or the University;
- providing education and training on discrimination and harassment, including sexual harassment, to members of the unit;
- improving safety measures in the work area;
- creating special programs to redress systemic exclusions of specific groups.

Discipline Options in Situations of Discrimination and Harassment, including Sexual Harassment, and bad faith complaints include

- oral warning
- letter of reprimand on file, or note on transcript or personnel file, with time and method of removal to be specified;

- refusal to provide references, or requirement to mention the offense in any recommendations provided;
- apology by the respondent in person or by letter;
- mandatory counselling for specific minimum number of sessions, with report by counsellor;
- attendance at educational courses on issues and awareness of discrimination and harassment, including sexual harassment, with report to unit outlining;
- loss of privileges regarding use of facility, work with students or staff, etc.;
- prohibition against leading field trips alone with students;
- prohibition against individual contact with students, staff, etc., in the office;
- loss of position or title;
- relocation of work area away from the complainant;
- change of routine to avoid contact with the complainant;
- transfer to another unit with supervisor notified as to reason;
- prohibition against contact with complainant or others in similar group;
- denial or denial of salary increment;
- suspension without pay for specified days/weeks/months;
- expulsion for specified time or permanently;
- termination

Conflict Of Interest Policy Proposed Revisions To Procedures

December 1, 1994

Dear Colleagues:

As the result of a review of UBC policies and procedures in light of the three Concordia reviews, two important changes in the procedures dealing with extra-university activities have been recommended:

1. "The ambiguity in the current language regarding what is "a day" in counting the number of outside professional activity days in a year needs to be addressed. Since "a day" will include all 365 days in a year - that is, include vacations, weekends and so on - we will increase the number of days allowable without seeking advance permission of the head to 52 days per year."

2. "The reporting of outside professional activities requires attention. The procedures will be modified to introduce a standard university format to be used annually by all members of faculty and management and professional staff (and in situations where the head deems it appropriate, technical staff as well), for annual disclosure of all outside professional activities, or for affirmation by signature that there have been none."

A revision of the section on extra-university activities contained in Policy #97, Conflict of Interest, is published here for your review. Changes are noted for your convenience by underlining and cross-out.

Please send any comments to Vice Provost Libby Nason by December 14.

Yours sincerely,

David W. Strangway
President

Extra-University Activities

Full-time appointments involve a year-round (except for the vacation period) commitment to teaching, research, service, support activities, and participation in the life of the University.

Outside Professional Activities (Introduction):

Outside professional activities are extra-university activities which involve the same kind of specialized skills and knowl-

edge that the faculty or staff member practices in the employ of the University, and are at the cutting edge of the field or discipline.

Activities such as consulting, private contracts, professional practice, directorships on boards when not at UBC's request, being an officer of a company whose business relates to teaching/research interests of faculty, teaching at other institutions, are

examples of outside professional activities.

Professional activities not considered "outside" because they contribute to teaching, research, or service include: being an external reviewer for a department at another university; editing a journal in one's field of study; teaching in UBC's continuing studies programs; participating as a committee member or member of the executive of one's regional, national or international organization; being an external reviewer for a promotion or tenure case; acting as a peer reviewer for a grant agency or publisher; being a director on a board at UBC's request.

Activities such as volunteer work, community work and the running of businesses not related to work done at the University are considered extra-university activities that are not "professional" for the purpose of this policy.

The University recognizes that the competence and effectiveness of faculty and staff may be enhanced by their participation in certain kinds of outside professional activities. For example, they can contribute to the professional development of the individual through the acquisition of new skills, external contexts and techniques or provide additional opportunity for application of knowledge to practical situations, and thus increase the individual's effectiveness in teaching, research, service and support endeavours. They can also open up academically-relevant opportunities for graduate students.

Furthermore, such participation fre-

quently advances the purpose of the University in serving the needs of the larger community which it is a part through fostering the transfer and application of knowledge.

Yet, extra-university activities may produce consequences that are not to be measured merely in terms of hours expended. The distraction of non-university occupations, the expenditure of emotional energies, the obligations continuing on accepting external fees and salaries may all interfere in the proper discharge of the primary University duties.

The essential principle of the University's policy on outside commitments to tasks outside the responsibilities of faculty or staff members to the University - that is their responsibilities to students, the discipline, colleagues, service and support - must be such that their University responsibilities are completely satisfied.

Outside Professional Activities, Members of Faculty

All faculty members shall disclose in writing the extent, nature, and timing of all outside professional activities, whether or not there were any, to the administrative head of their unit annually so that the individual's obligations and the extent of those obligations to outside organizations are known by the University. The form used for this purpose is the "Annual Report to the Department Head and Dean Regarding Extra-University Activities for the Period July 1, xxxx to June 30, xxxx", available from the Faculty Relations in the President's Office.

Prior written approval of the University (granted by the administrative head of the unit) is required in the following cases:

- when University services and facilities



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will be used for outside professional activities, except when such uses are already provided for in existing regulations of the University, Faculty or Department (such as approved secretarial assistance for a faculty member editing a journal); this approval may be given provided appropriate arrangements for such uses and for their payment (including reimbursement at fair rates for labour, materials, equipment and space) are made;

•when rescheduling or delegating of activities (e.g. classes or office hours) will result;

•when the total outside professional activity for a faculty member in any one year becomes substantial, that is, more than an accumulated 52 days per year, inclusive of evenings, weekends and vacation periods. (Subject to approval by the President, Departments or Faculties may formulate their own definition of "substantial" and formulate more detailed procedures on outside professional activities, consistent with these university-wide procedures, concerning the distinction between paid and unpaid professional activity, participation in continuing education courses,

the procedures for reporting outside professional activities, and other matters.);

•when a faculty member will be off campus for a period of 30 consecutive days (excluding holidays);

•when outside professional activities are increased during a period of study leave.

Outside Professional Activities, Members of Staff

Prior written approval of the University (granted by the administrative head of the unit) is required whenever a member

of staff wishes to engage in outside professional activities during normal hours of work.

Activities Not Related to the Member's Profession

Activities of a non-professional nature (such as running a business, or performing voluntary or community work), which do not enhance the competence and effectiveness of faculty and staff members in their work at the University, will neither interfere in any way with their commitment to full-time employment at the University nor use any resources of the University.



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Policy On Scholarly Integrity
Draft For Discussion

THE UNIVERSITY OF BRITISH COLUMBIA

December 1, 1994

Dear Colleagues:

Work started on developing a policy on scholarly integrity fifteen months ago, with the compilation of a compendium of policies from across Canada, from selected major research institutions in the U.S., and current articles on the subject of scholarly integrity and academic misconduct.

The draft policy was developed by a small working group composed of the Vice President Academic & Provost, the Deans of Law and Science, the Associate Vice President Academic, the Associate Deans of Arts and Medicine, and the Vice Provost. Changes from the version published Nov. 3 are underlined.

The policy has been reviewed at a meeting of the Committee of Deans, a meeting of Administrative Heads of Unit, and by the Executive Committee on Research for UBC. Advice has been received from the Faculty Association. A Canada-wide meeting has been called for November 29 and 30 by the Tri-council (Medical Research Council, Natural Sciences and Engineering Research Council, and Social Sciences and Humanities Research Council) on integrity in research and scholarship. I hope that we will make further refinements as the result of information from the conference and your review.

Please forward any recommendations for change to Vice Provost Libby Nason by December 14.

Sincerely yours,

David W. Strangway
President**RESPONSIBLE VICE PRESIDENT:**Vice President Academic & Provost
Vice President Research**PREAMBLE:**

The University recognizes that teaching, research, scholarship and creative activity are most likely to flourish in a climate of academic freedom. Since the conditions for proper teaching, research, scholarship and creative activity are quite different depending upon the discipline, individual investigators are expected to assume direct responsibility for the intellectual and ethical quality of their work.

The university community has always recognized the necessity for maintaining the highest ethical standards in the conduct of scholarly activities. The University of British Columbia has developed this policy to communicate expectations, increase awareness of integrity issues, and encourage scholars (be they students or members of faculty and staff) to assume personal responsibility.

PURPOSE:

• to promote scholarly integrity among scholars, in order to maintain and enhance the value of impartiality that

universities offer society;

- to proscribe activities which breach generally acceptable standards of scholarly conduct;
- to provide a process for dealing with allegations of scholarly misconduct quickly.

POLICY:

UBC is responsible for developing awareness among all students and members of faculty and staff involved in teaching and scholarly activities of the need for the highest standards of integrity, accountability and responsibility.

UBC holds scholars responsible for scholarly and scientific rigour and integrity in teaching and research, in obtaining, recording and analyzing data and in presenting, reporting and publishing results, through such means as:

- evaluating the work of students in a fair manner;
- giving appropriate recognition, including authorship, to those who have made an intellectual contribution to the contents of the publication, and only those people; using unpublished work of other researchers and scholars only with permission and with due

acknowledgement; and using archival material in accordance with the rules of the archives;

- obtaining the permission of the author before using new information, concepts or data originally obtained through access to confidential manuscripts or applications for funds for research or training that may have been seen as a result of processes such as peer review;
- maintaining confidentiality guarantees to research subjects;
- using research funds in accordance with the terms and conditions under which those funds were received;
- revealing to the University, journals, sponsors, funding agencies or those requesting opinions, any conflict of interest, financial or other, that might influence their decisions on whether the individual should be asked to review manuscripts or applications, test products or be permitted to undertake work sponsored from outside sources. (See Policy #97, Conflict of Interest.)

UBC investigates allegations of scholarly misconduct in a timely, impartial and accountable manner and takes appropriate action, including any necessary steps to preserve evidence, when it finds that scholarly misconduct has occurred.

PROCEDURE SUMMARY:

In order to maintain integrity in teaching, research, scholarship and creative activity and to avoid misconduct, members involved in teaching, research, scholarship and professional/creative activity shall in particular:

- evaluate the work of students fairly;
- recognize and acknowledge the intellectual contribution of others;
- not use new information obtained through access to confidential manuscripts or applications seen as a result of peer review;
- use scholarly and scientific rigour in obtaining, recording and analyzing data and in reporting results;
- ensure that authors of published work include all and only those who have intellectually contributed;
- maintain integrity in using research funds.

Acts of scholarly misconduct may be committed with varying degrees of deliberateness. It is recognized that the borderline between carelessness and negligence, on the one hand, and intentional dishonesty, on the other, may be very narrow. The result is objectionable in any case, even if different degrees of discipline are appropriate.

Careful supervision of new members of faculty and staff by their supervisors and department heads is in the best interest

of the institution, the supervisor, the trainee and the scholarly/scientific community. The complexity of scholarly and scientific methods, the necessity for caution in interpreting possibly ambiguous data, the need for advanced analysis, and the variety of protocols for reporting research data all require an active role for the supervisor in the guidance of new investigators.

Principal and co-investigators who have failed to exercise reasonable care in directing and supervising researchers who have committed academic misconduct share in the blame and should be disciplined accordingly.

A factor in many cases of alleged scholarly/scientific misconduct has been the absence of a complete set of verifiable data. The retention of accurately recorded and retrievable results is of utmost importance. For instance, in many scientific departments, a record of the primary data must be maintained in the laboratory and cannot be removed.

A gradual diffusion of responsibility for multi-authored or collaborative studies could lead to the publication of papers for which no single author is prepared to take full responsibility. Two safeguards in the publication of accurate reports are the active participation of each co-author in verifying that part of a manuscript that falls within his/her specialty area and the designation of one author who takes responsibility through reasonable care for the validity of the entire manuscript.

Formal procedures for the investigation of allegations of scholarly misconduct are essential to assure the protection of the rights of all those involved in the case until the basis of the allegations can be examined and a resolution of the problem can be determined.

DETAILED PROCEDURES:**Source of Allegation(s)**

The initial report of suspected misconduct may come from various sources within or without the University. For example, the allegation may come from an individual member of faculty or staff, a student, a member of the general public, a media report, a group of individuals, a granting source or from a University administrator.

Initial Disposition of Allegations

Allegations of scholarly misconduct received by an Administrative Head of Unit may be handled in one of three ways:

- the Head may look into the matter and deal directly with it, reporting the disposition of the case to the Dean;
- the Head may look into the matter and make a recommendation for its



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Policy On Scholarly Integrity - Draft For Discussion

disposition to the Dean:

- the Head may make a recommendation to the Dean that it be referred to the Vice President Academic & Provost for investigation.

Authority of the Dean and Vice President Academic & Provost

The Dean and the Vice President Academic & Provost have the authority: to close down and declare "off limits" facilities used for research; to obtain and retain relevant documentation (eg lab notes, computer disks, hard drives) related to an investigation; to request that members of the university community appear before an investigative committee and answer its questions or supply materials to it.

Allegations Referred to the Vice President Academic & Provost

The Vice President may choose to refer the matter back to the unit or to dismiss the allegation. If in the judgement of the Vice President or designate the allegations have sufficient substance to warrant investigation, he/she informs the student(s) and/or employee(s) named in the allegation, in writing. The written notice summarizes the allegation in sufficient detail to allow the individual(s) concerned an opportunity to respond. Responses received are forwarded to the investigative committee if established.

Appointment of Investigating Committee

The Vice President Academic & Provost or designate appoints an Investigative Committee consisting of three experienced members, one external to UBC, and all at arms length from both the person(s) alleging misconduct and the person(s) alleged to have misconducted themselves. The terms of reference of the Investigative Committee are to determine if scholarly misconduct has occurred, and if so, its extent and seriousness. The Committee elects one of its members as Chair.

As this is an internal investigative process, proceedings are conducted in private and persons alleged to have misconducted themselves are not entitled to representation by legal counsel when they meet with the Investigative Committee.

In cases of collaborative research involving other institutions, it may be desirable to conduct either parallel investigations, or a joint investigation, with appropriate changes to the procedures outlined below. Whichever method is chosen, UBC will cooperate fully with other institutions.

Investigation within Sixty Days

Due to the sensitive nature of allegations of scholarly misconduct, the inquiry by the Investigative Committee should be completed and a draft report prepared within sixty days of the initial written notification to the respondent(s). In complex cases a full report may not be possible in this time frame, but some assessment must be prepared within three months.

Considerations for the Investigative Committee

The Committee aims to review all scholarly activity with which the individual has been involved during the period of time considered pertinent in relation to the allegation, including any abstracts, papers or other methods of scholarly communication. A special audit of accounts may also be performed on the sponsored research accounts of the involved individual(s).

The Committee has the right to see any University documents and question any students or members of faculty and staff during its investigation.

The Committee ensures that it is cognizant of all real or apparent conflicts of interest on the part of those involved in the inquiry, including both those accused and those making the allegations.

It may seek impartial expert opinions, as necessary and appropriate, to ensure the investigation is thorough and authoritative.

In the investigation process, the persons alleged to have engaged in misconduct have the right to know all allegations against them and the right to respond fully.

Review of Draft Report

The involved individual, any collaborators or supervisor related to the investigation are given reasonable opportunity to review and comment on the draft report.

Findings and Recommendations of the Investigative Committee

The Investigative Committee, upon reviewing all the elements in the case, will report on its finding of whether or not scholarly misconduct occurred, and, if so, its extent and seriousness. If the allegations are proven on a balance of probabilities, the Investigative Committee shall also make recommendations in its report on the need to:

- withdraw all pending relevant publications;
- notify editors of publications in which the involved research was reported;
- redefine the status of the involved individuals;
- ensure that the units involved are informed about appropriate practices for promoting the proper conduct of research;
- inform any outside funding agency of the results of the inquiry and of actions to be taken;
- recommend any disciplinary action to be taken.

If the allegations are not substantiated, the Committee may make recommendations in its report on the need for remedies.

The report is considered a private, not public document.

Materials from the Investigation

The Chair of the Committee will keep

copies of all materials that have been collected and hand them over to the Vice President Academic & Provost or designate within the President's Office, along with the Committee's report.

Report to the Appropriate Administrative Head of Unit within 75 days

For students, the Administrative Head of Unit with authority to receive and act on the Committee's report is the President; for members of staff, it is the Director or Head of Department; for members of faculty, the authority may be either the President or the Dean/Head, depending on the nature of the discipline contemplated. (The Agreement on Conditions of Appointment states that only the President may discipline a faculty member by dismissal or suspension without pay.) The individual receiving the Committee's report consults with the President, the Vice President Academic & Provost, the Vice President Research, the Dean, and if appropriate the Head of Department, about its report. In cases where scholarly misconduct is judged to have occurred, the Vice President Academic & Provost, the Vice President Research, the Dean, the Head and the President will discuss appropriate action based on the nature and seriousness of the misconduct.

Appeal of Discipline

Discipline imposed for scholarly misconduct may be appealed:

- By Faculty members in the Bargaining Unit: through the grievance procedure outlined in Section 21 of the Agreement on the Framework for Collective Bargaining with the Faculty Association or Section 10 of the Agreement on Conditions of Appointment.
- By Staff Members in Unions: through the grievance procedure established in the relevant collective agreements.
- By Management and Professional Staff: through the grievance procedure established in the Framework Agreement (yet to be negotiated).
- By Employees not covered above: directly to the President in writing.
- By Students: through the Senate Committee on Student Appeals on Student Discipline.

Protection of Reputation

When no scholarly misconduct is found, every effort will be made by the Vice President Academic & Provost to protect the reputation of the individual named from undue harm, as well as the reputation of the University. The Provost, Dean and Head may consult about any remedial steps that need to be taken in the circumstances.

Good Faith

In all proceedings and subsequent to a final decision, the University will undertake to assure that those making an allegation in good faith and without demonstrably malicious intent are protected from reprisals or harassment. False allegations made purposefully will give lead to discipline for the individual making the allegation by the University.

Annual Report

In order to disseminate information about issues this policy is intended to address, the Vice President Academic and Provost publishes annually a report summarizing the facts of cases of scholarly misconduct and their disposition.

Cross-References

See also, Policy # 87 - Research, Policy #88 - Patents and Licensing, Policy # 97 - Conflict of Interest, Statement on Academic Freedom in UBC Calendar.

DEFINITIONS:

Scholarly misconduct includes:

- plagiarism;
- fabrication or falsification of research data;
- conflict of scholarly interest, such as suppressing the publication of the work of another scholar;
- the unfair evaluation of a student's work;
- failure to obtain approvals for research involving animal and human subjects or to conduct such research in accordance with the protocols prescribed;
- other practices that deviate significantly from those which are acceptable as appropriate within scholarly communities;
- specific definitions or clarifications adopted by a Faculty of any matter in the points above and any other matter specifically defined by a Faculty as misconduct in scholarly activity, in order to ensure proper recognition of the standards appropriate to the scholarly communities within that Faculty, taking into account Codes of Professional Conduct where applicable; but
- "misconduct" does not include any matter involving only an honest difference of opinion, mistake or an honest error of judgment.

Scholarly Activity includes all activity that were it to be undertaken by a faculty member would be appropriate for inclusion on a curriculum vitae or in an Annual Report to the Head as teaching, scholarship, research or other creative/professional activity.

Falsification means alteration, selective omission or misrepresentation of research data or citations.

Fabrication means inventing or forging of research data or citations.

Plagiarism means representing the thoughts, writings or inventions of another as one's own.

Principal Investigator means the person who has ultimate responsibility for a research project. In the case of a project funded by an external or internal grant, normally the holder of the grant. In the case of a project that is not funded, the initiator of the project. The principal investigator is usually the supervisor of the research team (which may include other faculty members) and is usually a faculty member.



UBC PRESS: Looking to the Future

The University of British Columbia Press (which publishes under the UBC Press imprint) has made substantial progress in the last four years, transforming itself into one of the most dynamic university presses in North America. This report summarizes these recent accomplishments, then looks ahead, outlining the Press's goals and strategies in the years to come.

THE ROLE OF A UNIVERSITY PRESS

Teaching, research, and dissemination of the results of scholarly inquiry are the prime functions of a great university, and the university press represents a crucial element in establishing the reputation of its parent university. The imprint of any university press is, by and large, a stamp and symbol of the university and its accomplishments.

University presses capture and preserve substantial pieces of scholarship—works of excellence which might otherwise be lost. They accomplish this task by managing an editorial screening process based on academic peer review and by providing specialized editorial, marketing, and distribution services to ensure the ideas and information embodied in scholarly research are made broadly available. University presses also play a major role in supporting the careers of faculty members—those at the host institution as well as those in the wider academic community. This is especially true for faculty working in departments that consider published books an important criterion in tenure and promotion decisions.

In recent years, however, university presses have faced a number of challenges. These include diminishing markets, strained institutional budgets, rising costs, and technological change, the latter requiring substantial investment in equipment and training. In order to thrive, and to maintain the high quality of their publications, university presses have had to become much more creative and energetic. UBC Press, since its reorganization in 1990, has responded very effectively to these challenges and has succeeded in revitalizing itself so that it thoroughly performs its role as a university press.

BACKGROUND

The Press has played an important and influential role in disseminating the results of scholarly inquiry since 1971. It is Canada's third largest university press, having published approximately 300 books since its inception. Presently, the Press adds from 25 to 30 new titles to its list every year. Since 1992 UBC Press has been a department of UBC Computing and Communications.

UBC Press's publishing program reflects the diversity and vigour of UBC's faculty. Its publications also reflect subject areas which are of interest to the broader community. The Press's principal areas of publication are within a range of social science disciplines focusing on British Columbia, Canada and the Canadian North, the Pacific Rim, Native studies, sustainable development, international relations, and environmental issues.

UBC Press's first mandate is to publish the works of Canadian scholars, enabling the University to play an important role in Canada's cultural life. Books published with UBC Press must be approved by a committee of scholars chosen by the President to represent, for the most part, the disciplines in which the Press publishes. Before the committee approves a book, it evaluates its contribution to scholarship and the University's reputation. Before it

is presented for consideration, each book will have been subjected to an anonymous peer review process and has often been reviewed and approved by an external funding agency as well. The existence of UBC Press and its strong regional focus also enables the support of Canadian scholarship in other centres of excellence, including Simon Fraser University, the University of Northern British Columbia, and the University of Victoria, as well as the various university colleges in British Columbia.

UBC Press is also an important international publisher, drawing its authors from the scholarly community at large, and distributing books with the UBC Press imprint worldwide. Nearly 40 per cent of the Press's sales revenues come from outside Canada.

As a Canadian publisher, UBC Press participates in a variety of federal and provincial publishing support programs. The most significant agencies funding the overall program, through block grants, are the Department of Canadian Heritage, the Canada Council, and the British Columbia Cultural Services Branch. Funds in aid of publication of individual titles are routinely sought from the Aid to Scholarly Publications Program, operated jointly by the Social Science Federation of Canada and the Canadian Federation for the Humanities, and from the Heritage Cultures and Languages Program of Multiculturalism Canada. As well, a variety of other sources of subsidy are sought out for individual titles. It should be emphasized, however, that these subsidies do not enable the Press to break even on most titles, given the specialized nature of the books it produces and the substantial overheads entailed in a publishing organization of this kind.

THE LAST FIVE YEARS, 1990-95

In 1990, UBC Press was charged with the responsibility of revitalizing and reorganizing itself. The University made its expectations clear: while most scholarly book publishing could not be expected to be self-sustaining, the Press should be able, with good management, to improve its reputation, develop a more viable list of publications, stabilize and substantially improve its financial situation, and develop other means of support.

A commitment was made that the Press would continue to receive a grant for the following five fiscal years (1991-92 to 1995-96). The grant was fixed at \$200,000 per annum. Over that period, the Press was expected to reorganize, improve its sales revenues and reduce its cost ratios, and maximize grant revenues from other sources. Once the operating deficit was eliminated, the Press was expected to refrain from drawing on its endowment fund so that fund revenues could compound to the point that enough endowment revenue would be available to replace a substantial part of the cash grant. If this was accomplished, it was estimated in the summer of 1990, that at the end of the five-year period the endowment would build to \$2 million. This would make available an annual sum that would replace a substantial part of the \$200,000 cash grant.

The director and managers at the Press were indeed confronted with a formidable task. At the end of fiscal 1990-91, the Press had sales of \$582,000 and showed an operating deficit of \$335,000 (which still stood at \$135,000 after application of the UBC grant). In addition, the Canadian economy was reeling from a recession, the costs of book production were rising, and subsidies for books were de-

clining. Worst of all, the Press needed to improve a reputation which had been slipping badly during the 1980s.

As of 1994, the Press has significantly improved both its reputation as a scholarly publisher and its financial situation. It is widely recognized for the quality of its publications and the efficiency with which they are produced. A number of its books have received awards, and the overall program has been commended by its principal funding agencies. It has generally improved efficiency through the adoption of new technology and operating methods, and it is now by far the most technically sophisticated university press in Canada. It has increased its sales, reduced costs, and branched out into a new role as one of the principal book distributors and publisher's agents in western Canada. Its senior officers have also taken a leading role in the British Columbia and Canadian publishing industries, and are particularly active in areas that affect the development of public policy with respect to scholarly and general publishing.

In the last four years, UBC Press has become one of the more financially stable university presses in the country. As the initial phase of restructuring and repositioning nears completion, it is clear that by the end of Year 5, income from external sources will have grown to a significant level, and the Press will have been able to build a sufficiently large sum in the endowment to replace a significant part of the UBC cash grant. The figures presented in **Table 1** confirm the progress the Press has made in addressing its financial situation.

Revenue and Expenses

From 1990-91 to 1993-94 overall revenue grew by 51 per cent, and revenue is projected to be double the 90-91 level by 1995-96. Expenditures have remained about the same over the period despite substantial investment in equipment and increases in revenue. The source of much new revenue growth is income from agencies and distribution and production services. This has increased substantially each year and is expected to net the Press \$124,000 in 1995-96 with the full integration of distribution services for the University of Alberta Press, University of Calgary Press, and Pacific Educational Press, and agency revenues from the distinguished University of Washington Press list.

Grants

The Press has substantially increased its grants from public sector sources and broadened the number of sources from which they are received. In its last two competitions, juries of the Canada Council have taken the unusual step of congratulating the Press on its outstanding performance in improving the production

values of scholarly books and in taking pains to bring many of these books to a wider audience. In 1992-93 the Press received a special bonus grant in recognition of that achievement, and in 1991-92 and 1992-93 it received extraordinary grants for the purchase of technology.

Technology

The Press has invested substantially in technology and staff development in the last three years. The cost-effective use of coordinated computer technology for in-house and freelance editorial and production processes places it in the forefront of North American university press publishing. This has also enabled the Press to decrease the turnaround time for its books in production, reduce costs, and ensure an even higher standard of quality. Investment in new order, inventory, royalty, and shipping systems has significantly reduced relative overheads, and the Press is able to compete against private sector suppliers for fee-paying customers for production and distribution services.

Inventory Management

The Press has introduced new, more business-like inventory management systems and an efficient inventory valuation and write-down policy. The Press now evaluates its holdings of older titles and sells excess stock (which it might otherwise have to destroy) to remainder dealers, recovering value of stock that has already been written off while freeing valuable storage space. (A single sale in 1993-94 netted \$23,000.)

In 1993-94, surplus revenues were applied to a program of accelerated inventory write-down, thereby improving margins and inventory costs in the coming years. Even before this extraordinary write-down, the Press's ratio of inventory to sales was well below the norm for university presses.

Innovation

Marketing. UBC Press is the only Canadian university press to undertake agency arrangements with foreign publishers. Using existing expertise and marketing channels, it sells books from one UK and five US scholarly publishers. The Press is a leader among commercial and scholarly presses in the coordinated use of telephone and e-mail to promote its titles to university instructors for course adoption.

Exports. In the last three years, UBC Press has expanded its focus on exports through copublication and through new agency arrangements with UCL Press (University College London) for the UK and Europe and with the University of Washington Press for the US book trade. (Profitable direct distribution to US wholesalers and college adoption markets has been retained by the Press.)

Table 1: Financial indicators (actual and projected), 1990-95 (\$000s)

	90-91	91-92	92-93	93-94	94-95	95-96
UBC Press sales revenue ¹	582	683	797	861	976	1,090
Sales of distributed books			23	75	400	500
External grants	190	234	325	240	266	300
Services income	0	3	28	65	95	124
Expenditures	801	865	825	816	938	970
Earnings (after UBC grant)	(135)	(38)	142	26 ²	76	198
Use of endowment income	117 ³	0	0	0	0	0

¹ Sales after returns of own imprint titles.

² An extraordinary inventory write-down of \$181,537 aimed at improving the Press's balance sheet was applied; without it revenue would have been \$207,529.

³ This amount was used to offset the Press's deficit and was the last time that endowment income was withdrawn.



THE UNIVERSITY OF BRITISH COLUMBIA

UBC PRESS: Looking to the Future

Distribution services. UBC Press offers distribution services to several other university presses. The University of Alberta Press and the University of Calgary Press, for example, share UBC's warehousing and fulfilment overhead and enable UBC Press to create greater efficiencies and economies of scale. Publications of Pacific Educational Press, also based at UBC, are distributed by UBC Press as well. UBC Press also acts as Canadian agent for a number of American and British university presses, including the university presses of Washington, Utah, Nevada, and Colorado.

Internet. UBC Press was the first Canadian (and among the first North American) university press to actively market through the Internet. A UBC Press complete books-in-print catalogue and extensive marketing data are available on a "gopher" server. Orders are now regularly received on the Internet. UBC Press will also be the only Canadian founding member of the American Association of University Presses' Online Book Store which will commence in the spring of 1995.

Editorial acquisitions. UBC Press recently opened a one-person office in Toronto, staffed by a dynamic young scholarly editor. This provides a consistent presence for the Press in the largest scholarly markets in the country, attracting more nationally and internationally focused titles and providing a marketing presence in eastern Canada.

THE NEXT FIVE YEARS

As 1995 approaches, UBC Press is completing an initial process of restructuring. Poised to move forward, the Press now finds itself better positioned on a number of fronts. It has strengthened control over its financial situation by controlling costs and developing other sources of revenue. Investments in the latest publishing technology as well as the training of a highly professional and efficient staff are now paying off. The Press has also significantly increased the quality of its publications and the service to its authors. UBC Press now looks forward to moving in new directions, which are outlined below.

Expansion of the List

As the Press is a "full-service" publisher, expanding the number of titles that it publishes annually can be done with little additional cost in overheads. Although maintaining the quality of its publications is paramount, the Press seeks to double the number of titles it publishes in order to significantly reduce its per title overhead. The addition of a second acquisitions editor makes this goal realizable. In carrying out this expansion, the Press will carefully consider additional areas of specialization, with due regard to the needs of the UBC and national publishing communities. It will avoid duplication of areas strongly represented in the programs of other scholarly publishers. As its list already contains a strong BC component, it is likely that any additions will have unique national or international focuses.

Publishing and Selling Books for Courses

An important element of the Press's role as part of the university community is its capacity to support the teaching function by providing levels of editorial support that are potentially superior to those of commercial text publishers. However, university presses lack the resources to sell to the large competitive markets, and fail when trying to reach the much smaller, more difficult-to-target higher level courses that are often poorly served by commercial presses. The Press has been able to develop a unique expertise in

reaching these markets in a cost-effective manner (combining telephone and electronic mail with more conventional direct-mail methods). Building on its success in selling several recent titles across North America in the last two years, it plans to expand this activity.

Series Publishing

Strategically selecting publishing projects according to areas of focus makes sense intellectually and functionally. The Press will continue to actively seek titles in the various series of books now published under the UBC Press imprint. A number of new series are also being proposed and considered. As series make an ideal object for donor support, the Press hopes to eventually establish several fully or partially endowed series.

The Press currently publishes these series: *The Pioneers of British Columbia*, Jean Barman (UBC), general editor; *Canada and International Relations*, Brian L. Job (UBC) and Kim Richard Nossal (McMaster), general editors; *Mammals of British Columbia*, published in conjunction with the Royal British Columbia Museum; and *Northwest Native Studies*, Robin Fisher (UNBC), general editor.

Forthcoming series include: *Urbanization and Development of Asia*, Terry McGee (UBC), general editor, and *First Nations Languages*, Patricia A. Shaw, and M. Dale Kinkade (UBC), general editors. New series on Asian trade, historical photography in British Columbia, forestry, archaeology, and sustainable development are currently under consideration.

Funding Strategies

Many of the most important and enduring scholarly books have never sold sufficient copies to pay the costs of their publication. This is due to their specialized nature which severely limits their potential market. Such books have high unit costs resulting from small print runs and often complex production requirements. The organizations that publish them have high overhead costs due to rigorous, quality-driven peer review and editing processes and specialized marketing and distribution activities. That fact that it is not possible, without financial assistance, to publish the books

that university presses exist to publish, is confirmed by the fact that all North American university presses receive substantial institutional support. In order to continue publishing works of significant scholarly merit, and to publish them well, the Press must continually seek funding. As the Press continues to maximize support from shrinking public sector sources, new funding opportunities must be pursued. With the help of the university's fundraising expertise, the Press is developing a plan to involve individual and corporate funders in a range of possible funding options.

Publication Support of Young Scholars

The Press recognizes that it is very difficult for young scholars and those working in interdisciplinary fields to publish their first book-length works. Delays in adjudication and reductions in available funding affect them at a point in their careers when rapid dissemination of their work is most critical. The Press hopes to establish a special fund to support the publication of outstanding works by scholars at the beginning of their careers. This would eliminate the necessity of awaiting adjudications by such external bodies as the Aid to Scholarly Publications Programme which often delays publication by a year or more. The fund would be administered by advisors appointed by the President who would act upon recommendations of the publications committee of the Press. It is hoped that the first awards can be given in 1995, funded initially from the Press's existing grant from the University, and that additional awards will become available from other funds.

Electronic Technology

UBC Press will continue to adapt human and computer systems to suit its needs in the editing, typesetting, printing, warehousing, and fulfilment functions. As one of the first publishers to see the value of the Internet as an inexpensive means of presenting information about its books, the Press is an enthusiastic and relatively knowledgeable user of the developing information highway. The Press will continue to expand its use of electronic means of

communication to market books, take orders, and exchange information with authors.

Electronic Publishing

Plans are currently under way for involvement in several multimedia projects, including an Atlas of British Columbia. Using its connectivity with the Internet, the Press has also begun to build on its experience in relatively simple activities, such as order-taking and the presentation of marketing information, to explore the issues and implications of publishing journals and books in electronic form. The Press plans to work closely with the UBC Library and members of the Computing and Communications division of the University to develop an electronic publishing strategy for UBC.

Production and Distribution Services

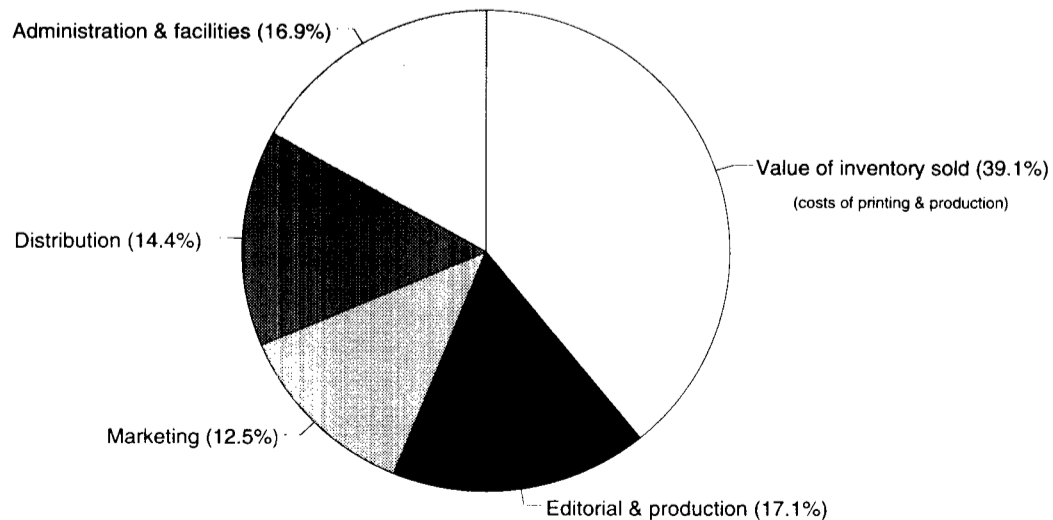
UBC Press's expertise in production and distribution has proven to be an attractive and profitable "product" for the Press. With the addition of a large number of books from other publishers to its distribution operations, the Press has become an important supplier to its principal customers. It has helped them to reduce their costs while improving its own economies of scale in marketing and distribution. It will continue this strategy.

Based on the Press's success in marketing its services as a distributor/agent, a plan has been developed to market the Press's production services to other UBC units and to other institutional customers. An attractive promotional package will be issued in the new year. It is anticipated that, in the future, the Press will derive a substantial part of its revenues from these services, using them to partially fund its primary scholarly publishing activities.

Finally it is appropriate, as the Press nears the end of this five-year period of renewal, to acknowledge the support and guidance that it has received from Dr. K.D. Srivastava, who, as the Vice President responsible for the Press, as the Chair of its Board, and as an active member of its Publishing Committee, has contributed substantially to its success.

UBC Press expenditures

1993/94



Total expenditures: \$1,340,099

UBC Press expenditures:

UBC Press expenditures have dropped steadily since 1991/92, while sales have increased every year. Greater efficiencies in editorial and production processes and an improved order fulfilment system have allowed the Press to significantly improve its financial position.

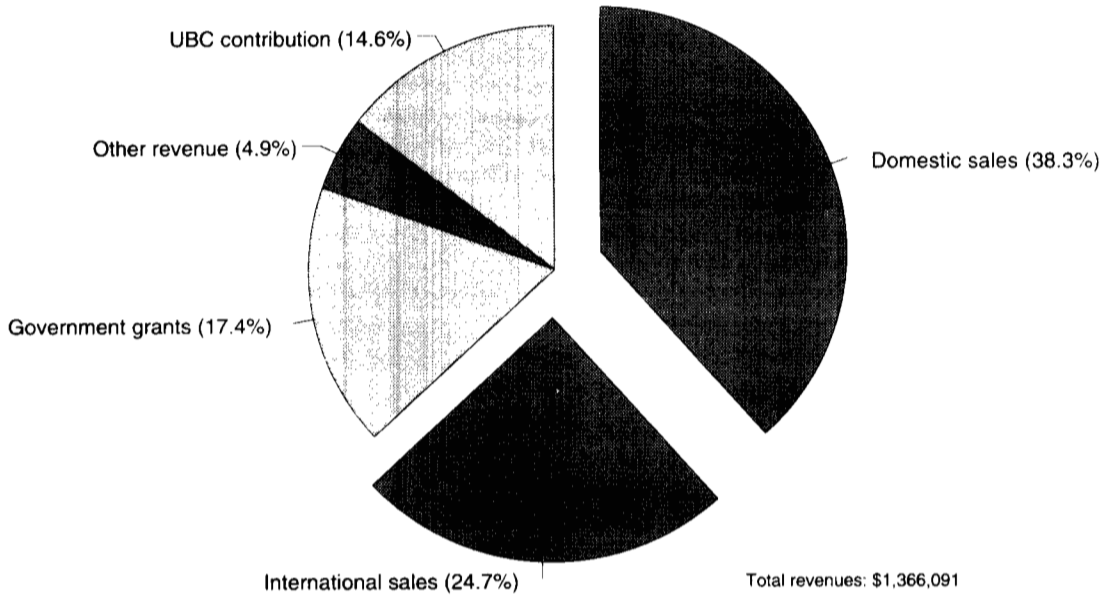


THE UNIVERSITY OF BRITISH COLUMBIA

UBC PRESS: Looking to the Future

UBC Press revenues

1993/94



UBC PRESS REVENUES:

UBC Press sales have risen gradually since its inception, but there have been dramatic increases in the past three years. The bulk of revenues come from sales to libraries, bookstores, and individuals in Canada and abroad. Additionally, the Press provides distribution for other publishers, and production and editorial services on a project basis, both growing sources of revenue that did not exist three years ago.

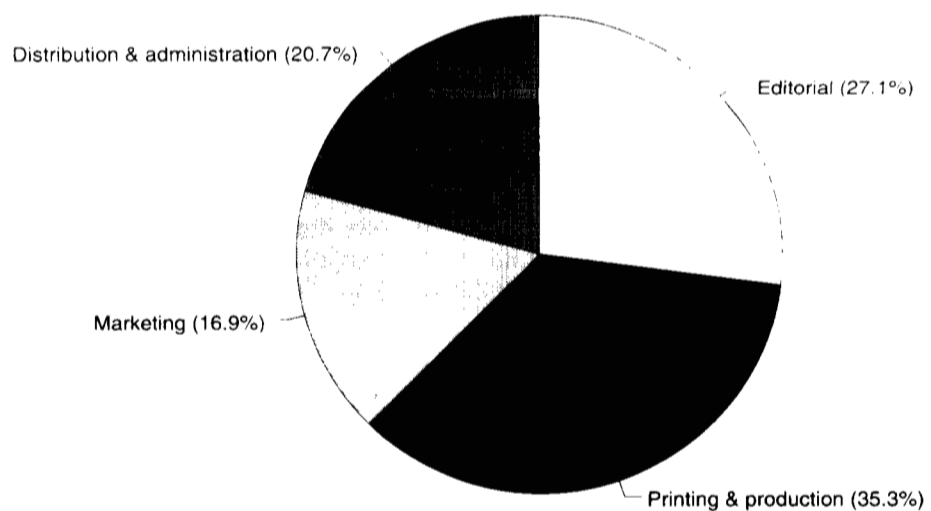
Like most Canadian publishers, the Press relies on grants from government agencies and institutions to help cover the gap between the costs of publishing in the small Canadian market and the sales revenues that result. Like all university presses, the Press receives support from its own institution in recognition of the value of scholarly book publication for the careers of many of its faculty and the lack of commercial viability inherent in specialized monographs.

COSTS OF ONE SCHOLARLY BOOK:

The specialized market and small print run of a scholarly book makes it difficult to keep unit manufacturing costs low. In-house editorial and production must be efficient to reduce costs. Marketing budgets for such projects are small and require ingenuity. The Press has significantly improved its in-house production processes in the last four years and is also able to efficiently target potential buyers in its areas of speciality because of the sophisticated capabilities of its order/inventory database.

Costs of one scholarly book

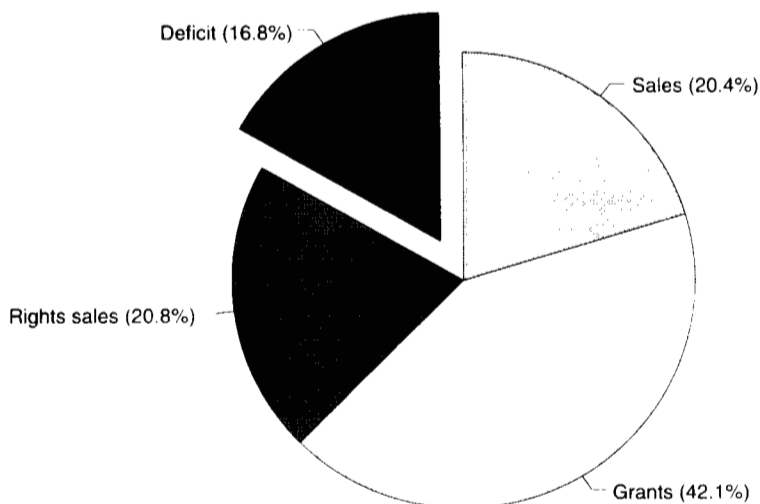
including in-house hours



Kwakwaka'wakw Settlement Sites, published 1993
Total cost to publish: \$37,679

Revenue of one scholarly book

related to costs at end of year 1



Kwakwaka'wakw Settlement Sites, published 1993
Total revenue after one year of sales: \$31,367

REVENUE OF ONE SCHOLARLY BOOK:

A scholarly book reaches a narrow, highly specialized market of libraries, professionals, and academics. To supplement sales revenue, UBC Press actively seeks individual project grants as well as sales of copublication rights to US and international publishers.

The example shown here presents data on Robert Galois' *Kwakwaka'wakw Settlement Sites*, a highly specialized but very important historical study that will be a reference on issues related to land claims as well as a valuable source of scholarly research for future generations of scholars. Publication was made possible by successfully obtaining project funding from two agencies, by substantial aid in kind from cartographers in the UBC Geography Department, and by selling US copublication rights to the University of Washington Press.

The graph shows the revenue picture at the end of the first year of publication, which is when the majority of sales to institutional buyers occurs. The book will continue to sell in small, steady numbers for years but will result in a deficit that must be offset partly by the general program grants from government. The balance must come from the university's grant to the Press or from endowment income.

City gets failing grade

by Abe Heffer

Staff writer

City Hall has so far failed to make the grade in its efforts to improve the quality of life for Mount Pleasant residents, according to a report card issued by School of Community and Regional Planning students.

As part of their urban studio project, the nine graduate students were asked by area residents to review the Mount Pleasant Community Plan prepared by the City Planning Dept. in 1987. They spent two months gathering and analysing data to

review what was promised, determine what was accomplished, and establish what remains to be done.

Among the results, residents indicated dissatisfaction with the live-work studios which failed to create affordable housing. They felt Mount Pleasant is not retaining enough historic buildings and is losing its heritage character. They also felt that streets in the Mount Pleasant area, which border on False Creek to the north, 16th Avenue to the south, Cambie to the west and Clark Drive to the east, are not pedestrian-friendly.

Residents had mixed opinions about the quality of social services and were moderately positive about the commercial core around Main and Broadway. The most positive comments related to the Neighbourhood Garden program which was instituted by the community itself.

"Both the residents and the students were pleased with this collaborative effort," said Prof. Michael Seelig, who teaches the second-year course.

"For students, the Mount Pleasant project provided a unique opportunity to put to use the skills they have been taught at UBC. For residents, the results of the students' work began an on-going process of holding City Hall accountable for meeting community needs."

This is the first such report card issued by School of Community and Regional Planning students. Previous urban studio projects have dealt with on-going residential issues, most recently in Point Grey and Dunbar. Seelig said an increasing number of community groups are beginning to take note of the kind of community planning expertise UBC students have to offer.

The work prepared by the students this term included a 70-page report and an exhibit of the various community issues addressed in the study, including rezoning, street patterns and heritage preservation. A Report Card for City Hall, complete with grades and comments, will be delivered to Vancouver City Council and the Planning Departments.



D. Thomson photo

Jazz'n It Up

These three saxophone players were among 250 student musicians who converged on the UBC School of Music, Nov. 11-13, for the 12th annual High School Honour Band Weekend. The students came from 65 schools, some as far away as Kitimat and Port Hardy.

Senate Briefs

The Alma Mater Society (AMS) has gained more responsibility for conducting student elections to Senate under changes approved by Senate at its Nov. 16 meeting.

Previously, the Registrar's Office issued the call for nominations and counted ballots, but these will now be the responsibilities of the AMS. As well, spending limits will be brought into line with AMS election rules.

The changes benefit both students and the university, said Registrar Richard Spencer.

"The students were somewhat concerned that two elections were taking place at the same time (one for AMS positions and another for Senate) but under different rules, and we also wanted to reduce the workload for our staff," he said.

The new procedures will be in effect in time for the January elections.

• • • • •

Senate also approved changes designed to streamline the process of curriculum revision. New guidelines will help categorize the revisions as either editorial or substantive.

Editorial revisions, such as changes in course number, course names and prerequisite requirements, will be fast-tracked through the system.

Major revisions, such as new programs, new courses, deletion of courses and changes that affect requirements for student programs in other departments, will be sent to committee for review.

Christmas Sale

20% off on all UBC Press books

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NOTICE

The Campus Planning and Development Review Committee is interested in receiving written submissions from individuals and organizations wishing to express their views on the operations of the Campus Planning and Development Office.

Submissions, in writing, should be directed to the Committee: c/o Office of the Vice-President, Admin. and Finance Rm. 121, Old Administration Building, Zone 2 6328 Memorial Road, University of British Columbia Vancouver B.C. V6T 1Z2 or FAX# (604) 822-3134

To be received no later than **DECEMBER 23, 1994.**

Information on the Committee's composition and Terms of Reference may be obtained from the Office of the Vice-President, Administration and Finance.



THE UNIVERSITY OF BRITISH COLUMBIA

PRIZES FOR EXCELLENCE IN TEACHING

CALL FOR NOMINATIONS IN THE FACULTY OF ARTS

Once again the University is recognizing excellence in teaching through the awarding of prizes to faculty members. The Faculty of Arts will select five (5) winners of the prizes for excellence in teaching for 1995.

Eligibility:

Eligibility is open to faculty who have three or more years of teaching at UBC. The three years include 1994-95.

Criteria:

The awards will recognize distinguished teaching at all levels; introductory, advanced, graduate courses, graduate supervision, and any combination of levels.

Nomination Process:

Members of faculty, students, or alumni may suggest candidates to the head of the department, the director of the school, or the chair of the program in which the nominee teaches. These suggestions should be in writing and signed by one or more students, alumni, or faculty, and they should include a very brief statement of the basis for the nomination. You may write a letter of nomination or pick up a form from the office of the Dean of Arts in Buchanan B130.

Deadline:

The deadline for submission of nominations to departments, schools or programs is 30 January 1995.

Winners will be announced in the Spring, and they will be identified as well during Spring Convocation in May.

For further information about these awards contact your department or call Dr. Bob Kubicek, Associate Dean of Arts at 822-4627.

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The deadline for the Dec. 15, 1994 issue of UBC Reports is noon, Dec. 6.



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GREEN COLLEGE GUEST HOUSE This tranquil setting near the Museum of Anthropology is the ideal location for visiting scholars to UBC, both short and long term. Daily Rate \$50, Weekly \$250. Call 822-8660 for more info and availability.

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FULLY FURNISHED 2 bdrm main floor of house, 16th and Waterloo. \$1250/mo. 1 year minimum. Heat, Hydro and yard maintenance incl. Call Sally Anne at 263-1961, Macdonald Realty.

TOWN HOUSE Large Kitsilano town house (2200 sq.ft.) beautifully furnished, view of English Bay, fireplace, all appliances, built in stereo. Avail. Jan., Feb., March. \$1500/mo. plus util. Call Harold Logan 732-8411.

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ONE BEDROOM furnished apt. on Beach Ave. by English Bay. Partial view of mountains and water. Less than 100 yards from entrance to Stanley Park. Available Jan. 10 to April 30 - dates flexible. \$750/mo. Tel. 687-4008 (Van.) or 384-7473 (Victoria).

WEST END WATERFRONT Ideal for visiting faculty. 1 bedroom ocean-view apartment. Close to UBC. Nicely furnished with use of 486 PC and modem. Non-smokers only, refs. required. Available Dec. 15 to end April (flexible). 669-7427.

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HOUSE EXCHANGE Kingston, Ont. Queen's University professor emeritus and wife seek to exchange or rent house (or apartment) in Vancouver for February and March, 1995. Also interested in exchange academic year 1995-96. Non-smoking only. Phone 683-3563.

UBC REPORTS

To our readers:

Advertising rates for UBC Reports will rise as of Jan. 1, 1995.

The new rates are as follows:

Display ad rates

\$14.70 per column inch, GST not included

Full page	(10" x 15")	\$787.00
1/2 page	(10" x 7.5")	\$525.00
1/4 page	(6" x 7")	\$315.00
1/8 page	(4" x 4.75")	\$142.00
1/16 page	(1 7/8" x 5")	\$73.00
Business card	(4" x 2")	\$59.00

Classified ad rates

\$15.75 for 35 words or less, GST included



Gavin Wilson photo

Holly-Days

Festive, fresh wreaths are handmade each year by members of the volunteer group Friends of the Garden, including Lia Indla, left, and Penny Lorimer. Wreaths and other holiday decorations are available for sale at the Shop-in-the-Garden at the UBC Botanical Garden on S.W. Marine Drive. All proceeds support the Botanical Garden.

Dinner a treat for students on campus during holidays

by **Connie Filletti**

Staff writer

If, as William Shakespeare said, small cheer and great welcome make a merry feast, then a jolly repast is set for UBC.

Turkey and all the trimmings will be served to about 200 students at International House on Dec. 23.

"Christmas dinner is a chance to share, with people of all faiths, a cultural and religious event that many of us celebrate in Canada," said Rev. Bill Wiegert, director of the Lutheran Campus Centre.

"It's also a learning opportunity for international students to experience a true Canadian tradition."

Wiegert initiated the first Christmas dinner last year after learning about the number of students living in residence who remain on campus and are alone over the holiday season.

With the help of colleagues from the

Student Services Outreach Co-ordinating Committee and other volunteers, more than 100 students enjoyed a sit-down meal followed by caroling and draws for door prizes.

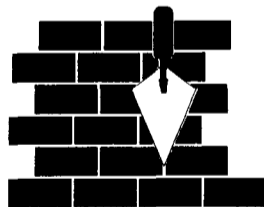
For Wiegert, one of the most memorable moments of the event occurred during a conversation he had with an African student seated across the table from him at dinner.

"She told me that she hadn't been looking forward to Christmas at all because she was anticipating a lonely, depressing time, but the dinner gave her the feeling that someone cared about her."

Two sittings are planned: one beginning at 1 p.m., the second at 3 p.m. Tickets are \$2 each.

Volunteers are still needed. If you would like to help, please call Frank Wang at 822-5021.

Rumour has it that Santa will be making a guest appearance. Cheers.



BUILDING ON THE UBC MISSION

*Campus Planning & Development
Projects Report - Dec '95*

New Development ...Construction begins on the C.K. Choi Building for the Institute of Asian Research, UBC's first environmentally friendly building, in the old parking area in front of the Asian Centre. Watch for construction to begin soon on the Chan Centre and the Walter C. Koerner Library Centre.

Ongoing Major Development ...Student Recreation Centre, behind SUB on McInnes Field, completion Summer '95 ...Advanced Materials Processing Engineering Labs (AMPEL), located adjacent to the Pulp and Paper Centre on East Mall, completion mid '95 ...The Morris and Helen Belkin Art Gallery, along Main Mall in front of the Frederic Wood Theatre, completion early '95, and is awarded the Progressive Architecture Award ...Faculty of Education's Expansion & Renovation, at the corner of Main Mall and University Blvd, construction and renovation to continue through '96, the new Library for the Faculty of Education now complete ...Thunderbird Student Housing complex, nearing completion along Thunderbird Blvd.

Infrastructure Projects...Crescent Road. installation of underground utilities underway, and construction to realign Crescent Road from the new Flagpole Plaza to meet East Mall in front of the Law Building. **Recent Power-house Upgrade,** brings boilers up to current safety standards and the **Booster Pump Upgrade** increases campus water pressure.

Questions/Comments: Campus Planning & Development, 2210 West Mall, call 822-8228, E-mail: laird@unixg.ubc.ca or "View UBC."

People

by staff writers

Michael Smith, director of UBC's Biotechnology Laboratory, is a recipient of one of the 1994 Manning Awards.

Smith, a co-winner of the Nobel Prize in Chemistry last year, received the \$100,000 Manning Principal Award for his discovery of site-directed mutagenesis, a technique which enables scientists to reprogram the genetic code.

His work is considered to be instrumental in the fight against cancer, the treatment of hereditary diseases, the creation of new agricultural crops and the engineering of synthetic blood products.

The awards, named in honour of former Alberta Premier Ernest Manning, recognize and encourage excellence in Canadian innovation.

Smith was cited by the Manning Awards for his exceptional accomplishments in unlocking the secrets of the complex world of biology.



Smith

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Several members of UBC's Faculty of Pharmaceutical Sciences were honoured recently by the College of Pharmacists of B.C.

David Hill, Peter Jewesson, Judy Kotow and Louanne Twaites each received a 1994 Certificate of Merit in recognition of service to the college.

Hill, associate dean of Professional Programs and chair of the divisions of Clinical Pharmacy and Pharmacy Administration, was cited for chairing the Legislation Committee from 1989 to 1994.

Jewesson, an associate professor of Pharmaceutical Sciences, was honoured for chairing the Drug Advisory Committee from 1986 to 1993.

Kotow, a sessional lecturer, received the Certificate of Merit for her role as chair of the Task Force on Prescription Services and Price Advertising.

Twaites, a clinical pharmacy specialist, chaired the Continuing Pharmacy Education Committee from 1989 to 1994.

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Terry Snutch, an associate professor and Howard Hughes International Research Scholar in UBC's Biotechnology Laboratory, has been awarded the 1994 Outstanding Alumni Award for Academic Achievement from Simon Fraser University (SFU).

The award, the highest honour bestowed by the Alumni Association, is in recognition of Snutch's outstanding accomplishments as a scientist in the field of molecular neurobiology.

He completed both his undergraduate and graduate training at SFU, receiving a BSc in biochemistry and a PhD in molecular genetics. He was a research fellow at the California Institute of Technology before joining UBC in 1989.

Snutch is responsible for cloning molecules found in the brain that mediate neurotransmitter release and are damaged by stroke. By focusing on the molecules that control calcium movement, he discovered that five different classes of proteins exist, each important for calcium entry into different parts of brain cells.

Neurological damage occurs in stroke victims as a result of too much calcium flowing into brain cells, causing cell death.

Snutch also holds appointments in UBC's Dept. of Zoology and in the Dept. of Psychiatry's Division of Neurological Sciences.



Snutch

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UBC geographer Walter Hardwick is one of 19 eminent Canadians named to the new National Advisory Board on Science and Technology (NABST).

Prime Minister Jean Chretien has asked the newly appointed board to conduct an independent assessment of federal science and technology strategy, in conjunction with a federal science and technology review launched this summer. NABST is calling for the development of a Canadian Technology Network to link industry with universities, industry associations and governments.

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Mechanical Engineering Prof. Clarence de Silva has been elected as a fellow by the Board of Governors of the American Society of Mechanical Engineers (ASME).

De Silva received the honour in recognition of his professional standing and outstanding contributions in the areas of education, research and practice, particularly in the field of control and automation.

ASME, founded in 1880, is the largest international organization dedicated to professional activities in the field of mechanical engineering.

De Silva holds the Natural Sciences and Engineering Research Council—B.C. Packers Senior Research Chair in Industrial Automation in the Dept. of Mechanical Engineering.

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Physics PhD student Christian Lavoie was recently honoured for a scientific paper he submitted to the International Conference on the Physics of Semiconductors.

The conference, held in Vancouver, is the most prestigious gathering of semiconductor researchers in the world.

Lavoie was one of eight young researchers, and the only Canadian, to win a young author best paper award at the conference, which was attended by 900 scientists.

He conducts research under the supervision of Prof. Tom Tiedje, who holds a joint appointment in the departments of Electrical Engineering and Physics.

Lavoie uses light scattering techniques to examine the surface of semiconductor films as they are grown with a molecular beam epitaxy system.



Gavin Wilson photo

Toasting A Watershed Agreement

Toasting passage by the United Nations of the Law of the Sea Treaty are (l-r) Law Dean Emeritus George Curtis, Adjunct Prof. Richard Paisley, Asst. Prof. Karin Mickelson and Prof. Ivan Head. Among the most complex international treaties ever signed, the Law of the Sea, which regulates the use of the world's oceans from environmental protection to seabed mining, came into force Nov. 16 after more than 20 years of negotiation. Curtis was a pioneer in law of the sea issues, Head was heavily involved in negotiations when advising then-Prime Minister Pierre Trudeau, and both Paisley and Mickelson teach and conduct research in law of the sea issues. Canada's chief negotiator for the treaty was UBC law graduate Allan Beasley.

News Digest

Margaret Friesen, head of interlibrary loans, has been named to head up the Library's collections reorganization project for the next two years. During that time, she will also act as co-ordinator of the staff training and development program.

The collections reorganization project has been launched to determine what part of the humanities and social sciences collection will be moved into the new Koerner Library.

The staff training and development program will involve the implementation of a systematic training plan for librarians and support staff.

Patrick Dunn, interlibrary loan librarian, will take over from Friesen as acting head during this time.

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Legal historian Judge John T. Noonan Jr., a member of the U.S. Court of Appeal, is this year's Carr Lecturer.

Noonan, a professor emeritus at the University of California, Berkeley, and former faculty member of Notre Dame University, served as an adviser to Pope Paul VI during the Second Vatican Council.

He will deliver two free public lectures: The Nature of Natural Law on Dec. 9 at 8 p.m. at the Robson Media Centre and The Development of Moral Doctrine on Dec. 10 at 2 p.m. in the Frederic Wood Theatre at UBC.

In the first lecture, Noonan will explore how natural law is the basis for sexual moral teaching in the church today.

His second address will elaborate on some major changes in secular society and demonstrate how Catholic theologians have interpreted them in the context of Catholic faith.

The Henry Carr Memorial Lectures, named after the founder of St. Mark's College, located on the UBC campus, is a joint presentation of the college and the Newman Association of Vancouver.

The lectureship was established in 1992 to reach beyond the university community and extend the Catholic presence in Vancouver.

For more information, call 822-4463.

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UBC's Disability Resource Centre has received first place honours in four categories of this year's public relations contest sponsored by the Association on Higher Education and Disability (AHEAD).

Top marks were given for the centre's faculty handbook, newsletters, student handbook and total program.

AHEAD is an international association of professionals committed to full participation in higher education for persons with disabilities.

Ruth Warick, director of the Disability Resource Centre and co-chair of AHEAD's Canadian Programs Special Interest Group, accepted the awards at the association's annual conference in Columbus, OH.

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It's going to be an evergreen Christmas, thanks to the efforts of UBC Forestry students.

The students are once again selling Christmas trees this holiday season. The proceeds go toward offsetting student activity fees, helping sponsor such events as the Students for Forestry Awareness speakers, and the Forestry Undergraduate Society's Greensheet publication. In addition, \$2.00 from the sale of each tree is donated to the Empty Stocking Fund.

The trees will be available, beginning early this month, at a cost of \$15.00. They are naturally and organically grown near Invermere and stand approximately six feet.

The trees will be sold at the Safeway parking lot on West 10th Ave. near the UBC gates and at the Fairview/Acadia residences.

For more information, contact the Forestry Undergraduate Society at 822-6740.

Forum

A letter to Ottawa: research, education a synergistic pair

by Ian Affleck

Affleck is a UBC professor of Physics and a fellow of the Canadian Institute for Advanced Research. This column is adapted from a letter he sent to federal Human Resources Minister Lloyd Axworthy following the announcement of proposed changes to the funding of post-secondary education as part of a broader reform of Canadian social policy.

I expect that most of the federal government funding of post-secondary education eventually goes into salaries of faculty members. But what are we actually paying them for?

As you know, faculty at a major university like UBC have two essential missions: teaching and research. The fraction of time going into each endeavour varies widely among institutions and individual faculty members; not surprisingly, highly successful researchers tend to spend more time on research and less on teaching. Both functions are important in determining initial appointment and promotion of faculty members; research tends to predominate at the major universities.

A significant fraction of the transfer payments for higher education is indirectly funding university research through faculty salaries. It is important to remember that the direct federal funding of research through the research councils, with very few exceptions, does not include funding of faculty salaries. This money is generally available only for research expenses, for example laboratory equipment and the employment of research assistants who are not themselves faculty members. Instead, faculty salaries come entirely from university operating budgets which originate in part with the transfer payments for post-secondary education. I feel that the failure of this funding system to clearly recognize the two functions of professors has significantly weakened research quality and led to widespread confusion about what the role of universities actually is.

The proposal to replace transfer payments by more student loans may reflect this confusion. If part of this money is really funding research, not teaching, why should the students have to pay for it? Presumably this research benefits the country as a whole and not merely the students.

Whether intentional or not, the effect of this change could be to severely damage university research. Financial pressures on universities could induce them to make all their faculty members full-time teachers, with no time left for research. I think it is crucial for your government, and the general public, to openly consider whether or not it wishes to continue funding university research and, if so, by what mechanism.

One possibility might be to remove research from universities and restrict it to government laboratories. I think that this is a poor idea for two reasons: both research and education would suffer irreparable damage.

A university is truly an unparalleled venue for performing research. University professors generally act as individual entrepreneurs in research. They are free to choose whatever direc-

tion they think may be fruitful, within the bounds of peer review which determines their future employment and funding of research expenses. Researchers in government labs are generally much more restricted by rigid bureaucracies and emphasis on research with short-term technological pay-offs. Furthermore the atmosphere of open investigation and the enthusiasm for higher knowledge of younger enquiring minds at a university provides a stimulus to researchers which is hard to quantify but borne out by centuries of experience.

The quality of education at universities is greatly enhanced by the existence of vigorous research programs there. In most cases, post-graduate education actually involves doing original research. It would be impossible to maintain these programs if university faculty were not actively involved in research activities which the graduate students could join.

Undergraduate education also derives enormous benefit from having professors who are world experts in their fields of research. This improves the quality of lecturing, provides opportunities for undergraduates to perform supervised original research and creates the kind of stimulating atmosphere which makes a university an exciting place to be. Without research, universities could turn into overpriced high schools.

In short, there is a powerful synergy between education and research at universities.

While considering changes to the funding of post-secondary education, I hope that your government will not forget that it has been providing essential indirect funding of university research through the post-secondary education transfer payments. Perhaps it is time to bring this out in the open and directly fund the research component of faculty salaries through a different channel than the funding of the education component, which you are considering transferring directly to the students. Such a system should lead to higher research productivity and more accountability.

Various models for this exist in other countries. In the U.S., faculty salaries come directly from research granting agencies during three summer months and are subsidized the rest of the year by inflated "overhead" which universities charge agencies who provide research grants to their faculty. In France, la Centre Nationale de la Recherche Scientifique funds independent, permanent research staff based at universities who function, in many ways, as professors.

A very small-scale model already exists in Canada; the Canadian Institute for Advanced Research is a private, non-profit institute which supports the salaries of about 60 Canadian professors to allow them more time for research. (It has been partially funded by the federal government; this funding is also under review.)

Much has been said about the critical need for Canada to develop its knowledge-based industries. It is imperative that your government carefully and openly consider university-based research and how it is paid for, in the context of any changes to funding of post-secondary institutions.