

## INSIDE

**3 Floral farewell**

A rose a day helps say goodbye in one faculty

**20 Deep divers**

Prof. David Jones uncovers the secrets of animal divers

# ubc reports

THE UNIVERSITY OF BRITISH COLUMBIA



**LIGHTS OF LEARNING** Students in Walter C. Koerner Library burn the midnight oil as they prepare for December examinations which begin Dec. 5. Students will write 32,000 exams covering 4,000 courses during the exam period which ends Dec. 21 for most faculties. *Janet Ansell photo*

## UBC treks to Robson Square

*Downtown facility realization of one of university's major Trek 2000 goals*

ROBSON SQUARE will be the home of UBC's new downtown campus.

"UBC renewed its commitment to forging strong links with our communities in our Trek 2000 vision document," says UBC President Martha Piper. "Extending into Robson Square is a bold step towards fulfilling this promise. It will enhance access to UBC for those who live or work downtown, and will position us closer to many organizations we serve, allowing us to bring new programming, knowledge and innovation right to their doorsteps."

"This is good news for everyone," says Paul Ramsey, minister of Finance and Corporate Relations. Ramsey is also the minister responsible for the BC Buildings Corp., the owners of Robson Square. "This downtown campus

not only increases access to education and community learning opportunities in downtown Vancouver, it revitalizes Robson Square. This is a win-win agreement."

Establishing a downtown location with storefront accessibility and visibility was a key step out-

lined in the university's vision document in 1998.

UBC's downtown campus, to be called UBC at Robson Square, will feature career-based, lifelong learning such as high-tech training and management development *see Robson page 2*

*Women's Resources Centre program director is recognized for contributions to Canadian society*

**by Daria Wojnarski staff writer**

RUTH SIGAL'S BÊTE NOIRE is racism.

Her young sister was a victim of it. She nearly was.

Sigal, a registered psychologist and program director of the UBC Women's Resources Centre, is a Holocaust survivor.

She almost didn't survive. While

in a Jewish ghetto in Lithuania, the then seven-year-old girl and her younger sister were put on a truck bound for Auschwitz, the Nazi concentration camp in Poland. Sigal was saved, however, through the efforts of a distant relative.

A German commandant, who owed the relative a favour, released her because she was old enough to work. Her sister wasn't as fortunate.

## Class times shift to ease transit bulge

*Plan will see about two-thirds of each day's first class start at 9 a.m.*

**by Hilary Thomson staff writer**

IT'S A HARD WAY TO START the day. It's raining, you've got to get to an early class and a packed bus has just zoomed by leaving you stranded at the bus stop.

A newly approved change in class start times aims to change that frustrating scenario.

UBC's Board of Governors has approved a shift in class start times by 30 minutes to alleviate transit congestion at the peak hour between 7:45 and 8:45 a.m.

Targeted for implementation next September, the change is one of the ways the UBC TREK Program and TransLink are working to improve commuting to and from campus.

"This is really a landmark decision for the university because it will make such a huge difference in people's ability to commute by bus," says Gord Lovegrove, director of Transportation Planning at UBC. "It's only a half-hour difference but it will take us a long way to achieving our alternative transportation targets."

Departments and faculties will co-ordinate lectures and labs to fit the new schedule that will see, on average, about one-third of classes formerly starting at 8:30 shifted to start at 8 a.m. The remaining two-thirds of classes that started at 8:30 will be shifted to start at 9 a.m.

Most classes will start on the hour instead of the half-hour with

the majority of classes re-scheduled to start 30 minutes later.

The Office of the Registrar is providing overall co-ordination of the changes. The shift increases classroom booking availability by five to 10 per cent due to the extra hour provided by the new schedule.

In addition to helping to address current bus over-crowding, the change supports plans for the U-TREK Card, a universal transportation pass program targeted for implementation next year.

U-TREK is expected to add significant ridership demand onto UBC bus routes by September, creating a need for new buses to serve the morning peak demand. The shift in class times offers a cost-free way to increase transit capacity because it would eliminate the commuter bulge at the peak hour. Lovegrove says.

"This move will be a real benefit because it opens up bus ridership to so many students and keeps the costs down for the U-TREK program," says Maryann Adamec, president of the Alma Mater Society.

The new program has been designed by a committee comprising Lovegrove; Student Services' director of Classroom Services, Justin Marples; and Audrey Lindsay, the associate registrar and director, Systems, Student Services in consultation with staff, faculty and students.

About 23 per cent of the campus community commute by bus. UBC's TREK Program aims to reduce single occupancy vehicle traffic to and from campus by 20 per cent.

For further information on the class start time change, check the Web site at [www.trek.ubc.ca](http://www.trek.ubc.ca).

## Holocaust survivor combats racism in schools



Ruth Sigal

she was reunited with her parents and moved to Canada.

Today, she fights racism through education in B.C.'s schools.

Volunteering her time, often on evenings and weekends when she could be doing something else, Sigal describes the fearful events of her early life and alerts young people to the price of discrimination and intolerance.

She, along with 54 other Holocaust survivors, was recently honoured in Ottawa for her contribution *see Holocaust page 2*

Worried that they would also lose Ruth, her parents smuggled her out of the ghetto to a Christian Lithuanian family. After the war,

## UBC LIBRARY HOURS December 21 - January 1

**UBC Campus Libraries will be open**

**Thurs Dec 21 8am - 5pm**  
**Fri Dec 22 9am - 5pm**

**All Campus Libraries  
CLOSED DECEMBER 23 - JAN 1**  
Normal hours resume Jan 2

**Holiday Loans**  
Starting Dec 8, loans (except reserve loans) may be extended through January 2. Some non-circulating material may be borrowed: ask at your branch.

**Off Campus Hospital Libraries will be open**


**Thurs-Fri Dec 21-22 8am-5pm**  
**Sat Dec 23 Noon-5pm**

**CLOSED DEC 24-26**

**Wed-Fri Dec 27-29 Noon-5pm**

**CLOSED DEC 30-JAN 1**

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## Robson

*Continued from page 1*  
seminars in addition to arts and public affairs lectures.

It will also create innovative opportunities for UBC professional development programs in such areas as law, applied science, health sciences, forestry and commerce.

The facility will also become the new home for UBC's community-based Women's Resources Centre, which has been in operation for more than 25 years and is currently located on Robson Street.

## Holocaust

*Continued from page 1*  
tions to Canadian society by the government and Zachor, an umbrella name which includes such organizations as B'nai Brith Canada and the Canadian Jewish Congress.

Two other UBC professors were also recognized: Psychology Prof. Peter Suedfeld, and Asian Studies Prof. Emeritus Rene Goldman. Psychiatry Prof. Emeritus Robert Krell was honoured last year.

"I'm very honoured and proud that our government recognizes the contribution of Holocaust survivors, especially since Canada's doors were closed to Jewish refugees in 1939," says Sigal.

Sigal was nominated for her work at the Women's Resources Centre.

"This announcement continues the spirit of the 1922 Great Trek that led to the building of UBC's Point Grey campus," says UBC vice-president, Academic, Barry McBride. "It not only expands UBC's current downtown programs and services but also fulfils the vision for Robson Square as an intellectual, cultural and social hub of the city."

UBC plans to open the facility for classes in September 2001.

Under the 10-year renewable lease agreement, the university will begin renovations to the close to 7,200-square-metre space in May.

The centre is a downtown community-based service of UBC Continuing Studies that offers personal and career planning and development for women and men. Next September it will move from its current Robson Street location to become part of UBC at Robson Square.

Programs at the centre are facilitated by professional counsellors and instructors. Sixty volunteers, many of whom are UBC alumni, donate their time.

"We've saved thousands of dollars as a result of the time they've given. And many have stayed with the centre for 15 to 20 years. There's no other centre in Canada that uses faculty and students and is situated in the community," says Sigal, who's been with the centre almost 25 years.

More than 25,000 people visit the centre each year.

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Wires and cables link the computers which help Atmospheric Science Prof. Roland Stull and his colleagues predict B.C.'s weather. A recent grant will allow the group to purchase the computing power necessary to provide more accurate forecasts and predict weather disasters. *Andy Poon photo*

# Computers chip in to warn B.C. about stormy weather

*Predicting the weather in this province poses more challenges than anywhere else in the country, says expert*

by **Andy Poon** staff writer

SIZE MATTERS. At least it does when it comes to weather forecasting, according to a group of researchers at the Dept. of Earth and Ocean Sciences.

Powerful computers make for more accurate forecasts, says Atmospheric Science Prof. Roland Stull.

While meteorologists use observations and data from ships, buoys, aircraft, balloons, surface weather stations, weather radars and satellites in their task, all of these tools give only the current weather.

Forecasts are made through numerical weather prediction which uses computers to solve complex equations for atmospheric flow. The larger the computing power available, the better.

Nowhere in Canada is there a greater need for accurate weather forecasts than in British Columbia, says Stull, who claims that weather forecasts are more difficult in this province than anywhere else in the country.

Complex mountainous terrain and a paucity of weather observations over the northeast Pacific are to blame, he says.

"Larger computers allow better numerical forecasts—forecasts that better resolve the complex effects of the mountains," says Stull.

Stull leads a team of 15 UBC researchers who received a \$1.3-million Canada Foundation for Innovation grant earlier this year to purchase computers.

One large computer they are considering is a Beowulf cluster with 288 processors—ample computing power to churn through the complex calculations required.

The computer will also serve as the infrastructure necessary for the launch of a Geophysical Disas-

ter Computational Fluid Dynamics Centre at UBC expected next year.

Larger computers also allow for better approximations of physical processes such as clouds and turbulence, says Stull.

Multiple forecasts, also possible with these computers, allow better definition of the range and probability of weather events. As well, the resulting forecasts can be tailored to predict avalanches, forest fire propagation, precipitation and flooding, wind storms, cyclones, blizzards and other weather-relat-

ed disasters, he notes.

The new computer will not only allow for more accurate and higher resolution daily forecasts, it will serve as an important tool in disaster research.

Results from the disaster centre will help emergency managers in Western Canada mitigate the socio-economic impact of natural disasters.

It will also be a boon to industries with daily operations that are affected by the weather such as hydroelectricity, transportation, forestry, tourism and agriculture.

MORE INFORMATION

For B.C. weather links and maps visit [www.geog.ubc.ca/weather/](http://www.geog.ubc.ca/weather/)

# Faculty says it with flowers and poems

*A rose has greeted Celine Gunawardene every day*

by **Hilary Thomson** staff writer

BIDDING FAREWELL to a favourite staff member can be a bitter pill to swallow, but the Faculty of Pharmaceutical Sciences has come up with a unique sugar coating.

Every day for the last month a red rose has appeared on the desk of Celine Gunawardene.

She retires today after 25 years of service at UBC with all but three of those years spent working in the faculty as an administrative clerk, Undergraduate and Graduate Programs.

"Celine is the linchpin of undergraduate and graduate admissions," says associate dean of Undergraduate Programs, Marguerite Yee. "She has the answer to virtually every question."

In addition to assisting hundreds of prospective students, students and graduates Gunawardene has worked with several generations of staff and faculty including deans and associate deans, some of whom are now faculty members.

It constitutes a big fan club and the fans have written Gunawardene notes of appreciation to accompany the daily rose delivery.

Former dean John McNeill confessed in his note that he always appreciated Gunawardene because she laughed at his jokes. Prof. Helen Burt created a special poem in her honour. The whole month of notes—many of which refer to Gunawardene's serene and warm disposition—are going into a scrapbook.

Even in a faculty known for creating something unique for each retiree, Gunawardene is amazed by the attention she is receiving.

OFFBEAT



Celine Gunawardene

"This is the best faculty on campus," says the Sri Lankan who came to Canada in 1972. "I have always given the best I can for students—they are the reason we are here every day and working with them makes every day memorable. I have been blessed to work in a place like this."

When Gunawardene wakes up tomorrow she may not be receiving a red rose but she won't be short of bouquets.

A champion cake decorator, one of her specialties is creating flower arrangements made of icing. Orchids, stephanotis and ivy are reproduced with amazing accuracy to sit atop wedding and other special occasion cakes.

One of those special occasions is Congregation when Gunawardene makes a cake about the size of her desk for graduating students—the kind of generous support that earned her the Just Desserts Award from students in 1988.

After all these years in Pharmaceutical Sciences, Gunawardene has written her own prescription for retirement. She looks forward to volunteer work, travel and spending more time with family.

# Neighbourhood association established by university

*Members elected by residents will help shape and direct public amenities*

UBC IS CREATING a University Neighbourhood Association as a form of a community-based model of governance for the area's residents.

Creation of the association was recently approved by UBC's Board of Governors.

The association will have an elected board that will act independently of UBC to determine the municipal amenities and services for residents.

It is expected that the association will be in place next year.

The Board also approved the final draft of the Comprehensive Community Plan (CCP) which will guide development of the 400 hectares of university property.

It outlines plans for developing a community that includes housing

and commerce around academic centres to benefit surrounding communities and the region.

The draft now goes to the Greater Vancouver Regional District (GVRD) for review to ensure compliance with the Official Community Plan (OCP) for the area.

If adopted, the CCP will assist in the preparation of more detailed neighbourhood plan proposals.

The OCP is the framework for long-term development on the UBC campus. It sets objectives for land use and transportation and in particular for non-institutional development.

The OCP was approved in 1997 by the university and the GVRD after a comprehensive consultative process involving the public and interest groups on- and off-campus.

MORE INFORMATION

For more information on the Official Community Plan and Comprehensive Community Plan visit [www.ocp.ubc.ca](http://www.ocp.ubc.ca)

# Campaign edges towards goal

*Commerce doubled its participation rate*

The UBC United Way Campaign is shaping up to be one of the most successful in the university's more than 40 years of raising money for the United Way.

To date, the university community has raised \$284,000 towards the goal of \$308,000.

"We're going to do it," says UBC President Martha Piper, who is chair this year of the educational division for the United Way of the Lower Mainland. "The last time we surpassed the \$300,000 mark was in 1996 when we raised

\$304,709, but this year I'm confident we will reach the \$308,000 goal United Way set for us."

UBC runs one of the largest employee campaigns in the Lower Mainland and accounts for one-third of the dollars raised in the United Way's Educational Division. Last year, the division raised \$917,213.

This year, the Faculty of Commerce and Business Administration gave the campaign a head start raising \$26,000 prior to the university-wide kick-off. The facul-

ty more than doubled its participation rate to 31 per cent and doubled the dollars they raised from 1999.

The UBC United Way campaign supports a number of lesser-known United Way agencies, such as the Battered Women's Support Services and success (United Chinese Community Enrichment Services Society), that provide services to Lower Mainland communities.

The campaign ends Dec. 31. Call 822-8929 for a pledge form or visit the Web site at [www.unitedway.ubc.ca](http://www.unitedway.ubc.ca).

## SUNDAY, DEC. 3

**Christmas At The Shop In The Garden**

Seasonal Wreaths, Fresh Foliage And Baskets Made By The Friends Of The Garden. UBC Botanical Garden from 10am-5pm. Continues to Dec. 23. Call 822-4529.

## MONDAY, DEC. 4

**Music Concert**

Works By Beethoven, Gabrieli, Ewazen and Jack End. UBC Trombone Choir. Gordon Cherry, director. Music Recital Hall at 12:30pm. Call 822-5574.

**Astronomy Seminar**

Mergers, Starbursts, And The Formation Of Elliptical Galaxies. Chris Mihos. CWRU. Hennings 318 at 4pm. Refreshments at 3:45pm. Call 822-2267.

search Ethics. Fern Brunger. Angus 425 from 2-4pm. Call 822-8625.

**School Of Nursing Rounds**

A Fresh Look At Smoking And Cessation: Narratives Co-Created With Long-Term Smokers. Annette Schultz. UBC Hosp., Koerner Pavilion T-206 from 3-4pm. Call 822-7453.

**Individual Interdisciplinary Studies Graduate Program**

Govern-Mentality And The Charisma Of Reason: Weberian Narratives Of Power/Knowledge. Tom Kemple. Anthropology and Sociology. Green College at 5pm. Call 822-1878.

## THURSDAY, DEC. 7

**International Satellite Forum**

Why Waste A Cool Planet. Various speakers. University Centre 307 from 9:45am-12noon. Call 822-0473.

**Christmas Service**

For Those Who Are Hurting. VST students, faculty. Epiphany Chapel at 5pm. Call 822-1207.

## WEDNESDAY, DEC. 13

**Orthopedics Grand Rounds**

Orthopedics And The Digital Age. Various speakers. VGH, Eye Care Centre Aud. at 7am. Call 875-4192.

**Obstetrics And Gynecology Seminar**

The Discovery Of A New Form Of Gonadotropin Releasing Hormone. Shahram Khosravi. B.C.'s Women's Hosp. 2N35 at 2pm. Call 875-3108.

**Christmas Service**

Service Of Lessons And Carols. St. Andrew's Chapel at 8pm. Refreshments to follow. Call 822-1207.

# calendar

DECEMBER 3 THROUGH DECEMBER 16

**Cosmological Interdisciplinary Research And Education Group**

Panel Discussion: Immaculate Conception Of The Universe. Green College at 5pm. Call 822-1878.

**Member Speaker Series**

How To Chase Fish And Why We Try To Do It. Emily Standen, Forestry. Green College at 7:30pm. Call 822-1878.

## TUESDAY, DEC. 5

**Christmas Luncheon**

Faculty Women's Club. CGP at 12noon. Call 224-5877.

**Chalmers Institute Seminar**

Christendom In Late Victorian Protestant Canada: The Case Of James A. MacDonald Of The Globe. Prof. Brian Fraser, Church History. VST. To register e-mail ci@vst.edu. Call 822-9815.

**19th Century Studies**

From Victorian Asylum To Princess Park Manor Or The Erasure Of Historical Memory. Deborah Weiner, Architecture. Green College at 4:30pm. Call 822-1878.

**Green College Special Lecture**

Film. Panel Discussion: Reinventing The World - How To Get There From Here. Green College at 7:30pm. Call 822-1878.

## WEDNESDAY, DEC. 6

**Orthopedics Grand Rounds**

Unicompartmental Knee Arthroplasty: Current Applications And Techniques. Dr. Nelson Greidanus. VGH, Eye Care Centre Aud. at 7am. Call 875-4192.

**CUPE 2950 Lunch And Learn**

Building Self-Esteem. Anne Rice, WRC. TBC from 1-2pm. To register e-mail: cupe2950@interchange.ubc.ca. Call 822-1494.

**Obstetrics And Gynecology Seminar**

The effects of GnRHIII, cGnRH II And GnRH Receptor On Decidual Cells. Chunshan Chou (Sam). B.C.'s Women's Hosp. 2N35 at 2pm. Call 875-3108.

**Applied Ethics Colloquium**

Collectives, Consent And Chaos: An Anthropologist's Take On Health Re-

## FRIDAY, DEC. 8

**Health Care And Epidemiology Rounds**

Sex And Gender In Health And Health Care: Definitely Not STDS. Dr. Arminee Kazanjian, associate director. Centre for Health and Services Policy Research. Mather 253 from 9-10am. Paid parking available in B Lot. Call 822-2772.

**UBC Opera**

Hansel And Gretel. UBC Opera Ensemble, Vancouver Philharmonic Orchestra, Arts Umbrella Ballet Company. Chan Centre at 8pm. \$18 adults; \$12 seniors/students/children; \$10 group. Call Ticketmaster at 280-3311 or 822-5574.

## SATURDAY, DEC. 9

**Music At The Chan**

Preservation Hall Jazz Band. Chan Centre at 8pm. Call Ticketmaster 280-3311 or for more info 822-2697.

**Vancouver Institute Lecture**

Chinese Excellence In Mathematics Teaching: Can We Match It In North America? Prof. Roger Howe, Mathematics, Yale U. IRC #2 at 8:15pm. Call 822-3131.

## SUNDAY, DEC. 10

**UBC Opera**

Hansel And Gretel. UBC Opera Ensemble, Vancouver Philharmonic Orchestra, Arts Umbrella Ballet Company. Chan Centre at 3pm. \$18 adults; \$12 seniors/students/children; \$10 group. Call Ticketmaster at 280-3311 or 822-5574.

## TUESDAY, DEC. 12

**Chemistry Seminar**

Calixarenes: Macrocyclic Building Blocks In Supramolecular Chemistry. Jochen Mattay, U of Bielefeld. Chemistry D-225 at 1:30pm. Call 822-3496.

**Equality/Security/Community Colloquium**

Can Falling Supply Explain the Rising Return To College For Younger Men? A Cohort-Based Explanation. Thomas Lemieux, Economics. Green College at 4pm. Call 822-1878.

## THURSDAY, DEC. 14

**Pathology Distinguished Lecture Series**

Use Of cDNA And Tissue Arrays For The Study Of Human Tumors. Dr. Matt van de Rijn, Stanford U. BC Cancer Agency Jambor Aud. at 8am. Call 875-2490.

**Physiology Seminar**

Modulation Of Potassium Channels By A Novel Family Of Chaperone Proteins. Dr. Barbara Wible, MetroHealth Medical Centre. Copp 2002/2004 at 1:30pm. Call 822-9235.

## FRIDAY, DEC. 15

**Health Care And Epidemiology Rounds**

HTV In Injection Drug Users. Dr. Mark Tyndall, BC Centre for Excellence in HIV/AIDS. Mather 253 from 9-10am. Paid parking available in B Lot. Call 822-2772.

**Senate Meeting**

Regular Meeting Of The Senate. UBC's Academic Parliament. Curtis 102 at 8pm. Call 822-2951.

## NOTICES

**Chronic Fatigue Syndrome (CFS) Research**

Infectious Diseases researchers from VGH seek volunteers diagnosed medically with CFS to participate in a study about managing symptoms. Call Kenna Sleigh at 875-5555 ext. 62366.

**Sustainability Co-ordinators**

The world is what you make it. The UBC Sustainability Office is seeking volunteers to act as departmental sustainability co-ordinators. In this role, the volunteer will get training and support in their efforts to raise awareness of sustainability within their unit. With only a limited time commitment, our co-ordinators are affecting changes by sharing work environment specific information on energy conservation, waste reduction, and transportation alternatives. For more information visit [www.sustain.ubc.ca/2009/initiatives/sust\\_coord.html](http://www.sustain.ubc.ca/2009/initiatives/sust_coord.html) or call Brenda at 822-3270.

**Fire Hydrant Permits Now Required**

Campus Planning and Development (CP&D) and UBC Utilities have jointly implemented a permit program for fire hydrants which is effective November 2000. Permits have become necessary to comply with provisions of the BC Plumbing Code and the BC Fire Code. Permit applications must be submitted a minimum of 24 hours in advance. Application forms will soon be available at [www.lbs.ubc.ca](http://www.lbs.ubc.ca). Users wanting to connect to a fire hydrant should pick up application forms at CP&D Regulatory Services located at 2206 West Mall. Call CP&D at 822-2633 or for further information, UBC Utilities at 822-4179.

**Call For Evening Volunteers**

Crane Production Unit (a division of the UBC Disability Resource Centre) needs volunteers to narrate textbooks onto tape. We are looking primarily for those who can read between 4:30-8:30pm for a two-hour session once a week. An audition will be required. For more information, call Patrice Leslie Monday-Thursday from 4:40-8:30pm at 822-6114.

**Volunteers Wanted**

Habitat For Humanity UBC is looking for volunteers. Come help out on the construction site and build homes for low-income families. No skills required. For more information and to register for an orientation, e-mail [h4h@email.com](mailto:h4h@email.com) or call 827-0316.

**Religion And Spirituality Drop-Ins**

Every Wednesday you can join the chaplains in a relaxed environment to explore a variety of topics related to religion and spirituality. Drop in or call International House at 822-5021 or e-mail [ihouse.frontcounter@ubc.ca](mailto:ihouse.frontcounter@ubc.ca).

**Lunch Hour Drop-Ins**

Every Thursday you can join fellow international students in a relaxed, social environment to explore a variety of topics designed to help you succeed at UBC. Topics include health, safety, arts and literature, and music throughout the world. Drop in or call International House at 822-5021 or e-mail [ihouse.frontcounter@ubc.ca](mailto:ihouse.frontcounter@ubc.ca).

**Volunteer Opportunity: Leaders Wanted**

Living A Healthy Life With Chronic Conditions - A Vancouver/Richmond Health Board-sponsored program for people with chronic health conditions. We are looking for leaders to give the program out in the community. Free training includes information about the program, leader skills, and helping people cope with these serious conditions so that they can get the most out of life. Come out and learn how you can do something positive about the way that chronic conditions affect people. Bring a friend and meet others who are concerned about getting the most out of life! To register or for more information call Barbara Henn-Pander at 822-0634.

**UBC Zen Society**

Zazen (sitting meditation) each Tuesday from 1:30-2:30pm while classes

are in session. Asian Centre Tea Gallery. All are welcome. Call 822-2573.

**BC SMILE**

The British Columbia Service For Medication Information Learning And Education (BC SMILE) is a medication information program for the public in BC. It is located at the Faculty of Pharmaceutical Sciences at UBC, and is staffed by licensed pharmacists to educate the public of all ages about the safe and effective use of medications. The free telephone consultations include complicated inquiries on medication issues such as interactions, contradictions, allergies, medication reviews, herbs, and alternative therapies. SMILE pharmacists also provide public presentations on a variety of medication-related topics. All presentations contain valuable practical, unbiased, and up-to-date research information. Call (800) 668-6233 or 822-1330.

**Participants Needed**

Problems with remembering, smelling...Men and women 45-plus years old are required for a UBC study on age-related hormone changes and their impact on sensory and cognitive abilities. Earn \$50. Call Kevin 822-2140.

**Obsessive Compulsive Disorder**

Psychologists conducting research at the Traumatic Stress Clinic at UBC Psychiatry are offering free treatment by telephone to people suffering from Obsessive Compulsive Disorder (OCD). OCD is a disorder involving recurrent obsessions or compulsions that cause the individual significant distress. Call Angela Yeh, Traumatic Stress Clinic at 822-8040.

**UBC Birdwalks**

Anyone who is interested can meet at the flagpole above the Rose Garden on Thursdays at 12:45pm. Look for a small group of people who are carrying binoculars and bird books, etc. (and bring your own, if you have them). Call 822-9149.

**Sage Bistro**

To the faculty, students, administration and admirers of the University of British Columbia we present Sage Bistro at the University Centre. Truly food for thought. Sage is open Monday through Friday from 11am-2pm. Our luncheon menu changes weekly and features a wide selection of wines by the quarter litre and glass. For reservations please call 822-1500.

**Premenstrual Asthma Study**

UBC/St. Paul's Hospital researchers are seeking females with asthma and regular menstrual cycles for a study of estrogen's effects on asthma symptoms and lung function. Must be 18-50 years of age and NOT taking birth control pills. Honorarium and free peak flow meter provided. If interested, please call 875-2886.

**Parkinson's Research**

A research team from UBC is asking for the assistance of people with Parkinson's to participate in research. This research is aimed at understand-

## 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 Public Affairs Office, 310 - 6251 Cecil Green Park Road, Vancouver BC, V6T 1Z1. Phone: UBC-info (822-4636). Fax: 822-2684. An electronic form is available at [www.publicaffairs.ubc.ca](http://www.publicaffairs.ubc.ca). Please limit to 35 words. Submissions for the Calendar's Notices section may be limited due to space. Deadline for the Dec. 14 issue of *UBC Reports*—which covers the period Dec. 17 to Jan. 13—is noon, Dec. 5.



# Optimising Opportunities through Supply Management at UBC

## *To Members of the UBC Community*

HERE FOR YOUR REVIEW is a report from the FLS Consulting Group on Optimising Opportunities through Supply Management at UBC.

FLS consulted more than 50 individuals with key supply management stakeholders. In addition, they reviewed a wide range of documents including policy statements, delegation instruments, customer surveys, strategic and business plans, purchasing instruments and Web page.

This report makes a number of recommendations to align supply management activities at the University with the University's statement of vision and to enable it to run more efficiently and effectively.

We welcome your feedback and comments. Please send them to David Rankin, Director of Supply Management (phone 822-3157 david.rankin@ubc.ca).

For your information, the FLS report is also available on the Web at [www.purchasing.ubc.ca](http://www.purchasing.ubc.ca).

TERRY SUMNER

Vice President, Administration and Finance

## *1 Executive Summary*

THIS REPORT ASSESSES the opportunities available to the University of British Columbia to lever its purchasing and broader supply management functions to greater advantage. It examines these opportunities from the perspectives of the key stakeholders—University Executive, purchasing customers, purchasing staff and suppliers.

The FLS Consulting Group — a British Columbia company specialising in supply management, has prepared this report. The three principals have been in business in this field for many years and have developed an extensive client base in both the private and public sectors.

Financial Information Act data indicates there are just under \$200 million of purchasing activities annually at the University. About \$70 million of that activity flows directly or indirectly through the Purchasing Department on purchase orders and standing orders respectively. Ancillaries and other delegated authorities combined with using departments' small dollar items, services and capital do a lot on their own. This means purchasing is much deeper than that actually conducted by the Purchasing Department. The Purchasing Department offers some policy framework and contractual advice but has limited resources to do in depth service and monitoring beyond what it conducts itself. Also noteworthy is that supply management at the University is broader than just the purchasing function. Therefore, assuming this broader outlook and its implied management techniques offers many additional opportunities for cost savings and other gains through improved productivity.

The report concludes that exercising a cohesive supply management approach at the University will increase contributions to its vision of world leadership in education and research. It further concludes that the University has a naturally diverse pool of sourcing skills, talents and instincts that are better capitalised on than homogenised. A stronger and better-enabled spirit of customer service blended with good business practice to standards of excellence will produce significant benefits over time.

A number of recommendations are offered at the conclusion of the report. These are intended to move supply management quickly along the path of continuous improvement in the best overall interest of the University. They start with an enabling policy framework leading to best value planning and decision-making. Following this comes the use of technology to better link with world of e-commerce; various cost reduction strategies; improved communication and consultation; and organisational development to strengthen strategic capabilities.

In summary, the table is set. There has never been a better opportunity for fine dining!

## *2 Purpose and Scope*

THE BROAD PURPOSE of this review is to align supply management activities at the University of British Columbia (UBC) with the University's statement of vision. UBC aspires to a world leadership position in research and education. Supply management is one of the key support functions well positioned to enable University programs to run more efficiently and effectively. It can do this, by helping to eliminate or contain risks; by expanding the value added benefits available from suppliers and others; and by helping to improve service levels.

Initially, the scope of this review was considered to be only that of pur-

chasing activities undertaken by the Purchasing Department through General Purpose Fund funding and spending. However, early discussions quickly indicated that a much wider view in to all of the supply management activities was necessary if this report was to make serious contributions to its stated purpose.

It was found that there are a number of different sources for these activities at the University that are now covered under the scope of this review. These include:

- The Purchasing Department whose primary buying assignment is for items 'consumed' in the running of the University.
- Ancillaries whose primary buying is for items that they intend to resell, or to produce items for resale to various customers on campus.
- Delegated authorities that typically buy speciality items that they are best equipped to source and negotiate. These delegations were found to be from the Purchasing Department, the Board of Governors, and from various University executives.
- Numerous University officials who acquire services under contract; goods and services primarily by using the intended low dollar volume Requisition for Payment (Q-req) process; or by using standing orders negotiated by the Purchasing Department and listed on the Electronic Blanket Order System (EBOS).

Other activities occurring at the University that go beyond core 'purchasing', which can make substantial contributions to a "supply management strategy" include travel management, customs clearance, freight and courier service management, federal/provincial tax recoveries, faculty relocation services, surplus disposal and warehousing. All of these deal with important steps in the supply chain and with the exception of the latter are currently housed in the Purchasing Department.

The relevance of supply management to this study is further explored later in this report. At this point, it is sufficient to note that these broader initiatives at UBC are considered to be 'within scope'.

It is important to acknowledge as well that there are a number of different funding sources that may be used to acquire necessary goods and services:

- General Purpose Funding
- Capital Funding
- Revenue and other earned income
- Privately raised funding through governments, foundations, etc., i.e. grants, contracts

Customer acceptance of central "supply rules" tends to diminish in direct proportion to their sense of ownership of the funding source.

## *3 Project Methodology*

THE PROJECT METHODOLOGY applied to prepare this report is based in a series of interviews with a representative sampling of key supply management stakeholders. In all more than 50 individuals offered input; mostly with great enthusiasm and candour.

In addition to these interviews, FLS reviewed a wide range of documents including policy statements, delegation instruments, customer surveys, strategic and business plans, purchasing instruments, and Web pages.

The interviews were arranged primarily by the Offices of the Vice President, Administration and Finance, and, the Director, Purchasing.

The interviewees were drawn primarily from three groups-

- Those requiring goods and services
- Those supplying goods and services
- Those brokering the deals matching expressed needs with marketplace availability at best available contract terms.

Interviewees were often in groups of two or three. The interviewers were always one or more of the three principals of FLS.

The interviews were set up to be as informal as possible so as to encourage a productive dialogue. Interviews typically ran from 30 to 90 minutes at the discretion of those participating. FLS principals took the notes; the interviewees offered input in response to specific questions posed by FLS but also added many extemporaneous comments of their own brought out in the wide ranging energetic discussions.

FLS principals determined when the appropriate levels of necessary and balanced input were achieved and have prepared this report accordingly.

## 4 Stakeholder Profiles

IN THIS SECTION of the report we examine the makeup, role and interests of the four principal supply management stakeholder groups:

### 4.1 Executive

The UBC Executive is represented generally by the Board of Governors and the Council of Vice Presidents. Specifically, the Executive sponsor of this review is the Vice President of Administration and Finance.

The major role of the Executive in this topic area is to set policy and to put in place mechanisms to ensure compliance with that policy. They expect purchasing policy will both protect the University's interests and provide officials with the creative room to explore constructive supply options. In the simplest terms, the Executive has an overriding interest in resourcing and strategic planning to 'enable' officials to 'consistently do the right thing.' This is a principal that can sound trite, but remarkably, is consistently broken in many organisations. It is important to note that supply management is established primarily as a distributed or decentralised model to allow a certain amount of autonomy.

Typically, the Executive of any large organisation has an interest in purchasing for the contributions it can make to cost reduction; hedging risks; improving partnership benefits; and, generally improving service levels to customers.

### 4.2 Purchasing department

The Purchasing Department is positioned as the primary broker for the UBC to match customers' expressed needs for goods and services with the vendor community's expressed desire to provide them. The Director's position reports to the Vice President, Administration & Finance and in turn has a Secretary, five Managers and a Supervisor as direct reports: Purchasing; Customs, Tax, Freight; Travel; Information Systems; Administration and Surplus Equipment respectively. (Note Campus Mail is currently being transferred to a new department.) The actual purchasing area is known as Acquisition Services and has eight people assigned to it in a fairly traditional public sector model-heavy on process and integrity; lighter on business development and innovation. The manager has a mix of major contracts officers, purchasing officers, and buyers.

The Customs, Tax, Freight, Relocation services area has a manager and three others assigned to it in a largely cost recovered model. The Travel Management area has only the manager assigned to it again in a largely cost recovered model. Both of these areas market their services and are networked for innovation and best practices with other universities. Information Systems and Administration areas have managers with two and four persons assigned respectively. They are support functions for the department but also have responsibilities to work with customers in pilot groups on new product and service developments primarily in technology. The Surplus Equipment area (SERF) has a supervisor and a contract worker assigned in another fairly traditional public sector model.

### 4.3 Customers

For the purpose of this research, customers were considered to be any UBC individual or department using the services of the Purchasing Department either now or possibly in the future. There is great diversity in the customer community—researchers with significant grant money and technical expertise; strong retail operations known on campus as ancillaries like Food Services and the Bookstore; project managers; using departments with predictable needs year over year; using departments with special needs and others. All expect a high level of value added customer service from the Purchasing Department which most view as a support function. Many customers have little in the way of staff to look after their administration so they need the acquisition process to be simple and timely and effective. As with most organisations there is always a push on for some independence of action to ensure control over the right product at the right time. Purchasing answers this to some degree through standing orders (EBOS) and formal delegations. The appropriate balance is in fact extremely difficult to achieve.

### 4.4 Vendor Community

This is, in response to the customer demands, necessarily a diverse group. It appears from the early limited sample that vendors have their eyes on the prize of their fair share of business at UBC and so have learned the best ways to ensure that happens. They supply goods and services of all types in whatever manner needed with the understanding they will be fairly compensated in a timely manner. Most are ready for UBC to move faster with electronic commerce implementation. There appears to be concern by some over slow pay but nothing about lack of integrity or access to business.

## 5 Findings and Observations

### 5.1 Diversity

#### 5.1.1 Purchasing requirements

Purchasing at UBC consists of the acquisition of goods, services and capital. The diversity in methods and skills required for each category of acquisition is surprisingly significant. This diversity increases even further at UBC due to the wide variety of requirements and large number of persons involved in the procurement process.

Goods' purchasing, for instance, ranges from paper goods and computers to food and books for resale to globally sourced research equipment. Services range from hiring consultants to theatre production to applied science. Capital development is sometimes acquired from outside the University and sometimes from University resources. Decision-making needs and criteria, acquisition tools and purchasing skills are not the same in all these circumstances, and therefore require tailoring to fit the specific circumstance.

Currently, the University is not well set up to address this multiplicity of supply requirements. One of the most significant outcomes of this is the evidence of cost leaks occurring through inadequate planning, consultation and purchasing methodology. For example one faculty with a known requirement of five hundred computers over a three-year period buys them five at a time. Through such a practice the faculty does not obtain preferred pricing even accessing standing contracts on its own volumes let alone achieve the further benefits that might be derived by combining with other known requirements at the University.

#### 5.1.2 Expenditures

The total amount of purchasing expenditures at the University is extremely significant. According to Financial Information Act reports, in fiscal year 1999, almost \$200 million was spent on the acquisition of goods, services and capital. Total purchasing expenditures can vary significantly from year to year depending upon such factors as capital availability and success in raising outside funds.

There are also several different funding sources including General Purpose Funding (GPF); earned income; and privately raised funds. People typically tend to feel less attachment to 'University rules' and seek more freedom to act when the funding source of an acquisition is other than GPF.

This variety, in terms of funding amounts and funding sources serves as yet another factor to consider when establishing an optimum approach to acquisition at the University.

#### 5.1.3 Culture and Skills

The University's individual units tend to function as 'silos' — characterised by considerable divisional autonomy and relatively little information sharing around matters such as purchasing. This has made central cost reduction initiatives such as travel management difficult to undertake — the win for all is not accepted or understood. This same autonomy and absence of information sharing also leads directly to lost opportunities for planning and purchasing in large volume — two classic marketplace levers for reducing costs.

The natural diversity among Faculties across the University also produces some unique individual capabilities and opportunities to achieve greater advantage. For instance, the Library has global knowledge in the field of books and periodicals that might be used to greater advantage. The Commerce Faculty has advanced electronic commerce knowledge that also might be applied to greater advantage. Research, Medical and Science faculties and officials can bring their knowledge of global equipment, supplier and performance criteria to contribute even greater collective results. These are but a few of the many examples where the University's diversity is in fact a great strength, which can produce significant gains for the organisational whole.

### 5.2 Ancillaries

#### 5.2.1 Role in Purchasing

Many of the University's ancillaries were interviewed in the conduct of this review. These include: the Bookstore; Food Services; Athletics; Media Services (imPress), the Media Group; and, Plant Operations. Most have strong purchasing skills in their individual speciality areas. Plant Operations has strong technical knowledge, the others need items for resale or to produce items for resale. This requires a mindset and a skill set required that is quite different from the average 'consumables' buyer...in the most simple terms decision making is more weighted to 'what sells' rather than 'what does it cost'. It also lends itself to good front end marketing techniques rather than formal bidding processes. Cost remains an important consideration but should be looked at primarily with respect to pre-set quality criteria in relation to pricing flexibility. It can be managed or hedged to ensure longer-term input stability and predictability.

The ancillaries are not all created equals in terms of their knowledge and skills and some would certainly benefit from further information sharing and perhaps training.

Ancillary purchasing most often occurs under delegated authority from the Purchasing Branch; the Board of Governors; or a specific Vice President. There is little evidence that purchasing authorities are moni-

tored by Purchasing or Internal Audit for compliance with their delegation terms or for performance.

5.2.2 *Role In Supply*

In addition to their purchasing responsibilities, some ancillaries perform broader supply management functions. For instance, Media Services (imPress) is theoretically the print centre of choice for University requirements. In practice, many other duplicating centres have been set up around the campus, with no evidence of the conduct of sound business case or cost-benefit methodology. Ancillaries such as plant operations, on the other hand, can have the right of first refusal on projects in their domain, without an accompanying requirement to rationalise pricing or to establish acceptable service levels.

5.2.3 *View of Customers*

During the course of the interviews most ancillaries received considerable criticism and considerable praise as well. This is not surprising and is mostly the result of individual experience. The performance of ancillaries is usually relayed in a series of anecdotes, rather than through hard objective criteria.

5.2.4 *Benchmarking, Performance Monitoring and Reporting*

There would appear to be very significant opportunities at the University to reduce costs through improved supply management. The role of ancillaries within this area will require careful consideration...at the level of policy, instruments of delegation, benchmarking, performance monitoring and reporting.

5.3 *Policy*

The University has issued a number of policy statements (122,9,97,108) which fall directly under the mandate of the Purchasing Department. The published policy applies to all activities, which are performed directly by the department, and to those areas where the department has delegated purchasing activities to other areas or groups. This would include all "smaller dollar" purchasing done with Q-Req.

Upon the review of the statements it became clear they consist of a mixture of policy pronouncements, guidelines, and procedure descriptions. Consequently, the policy statements tend to be longer than they need to be. This tendency is not unique to UBC and can be said of a large number of different organisations.

5.4 *Purchasing Authorities*

There are a very large number of purchasing authorities at the University...typically their performance goes unmonitored in any official kind of way and there tends to be little communication among them. The following chart depicts the range of supply choices that are available to UBC customers. In some instances the customers are faced with choices which are unclear or in conflict.

5.4.1 *Ancillaries*

Section 5.2 of this report outlines the extensive role played by ancillaries in the purchasing and broader supply management fields. Millions of dollars are spent each year....largely in acquiring items for resale.

5.4.2 *Delegated Authorities*

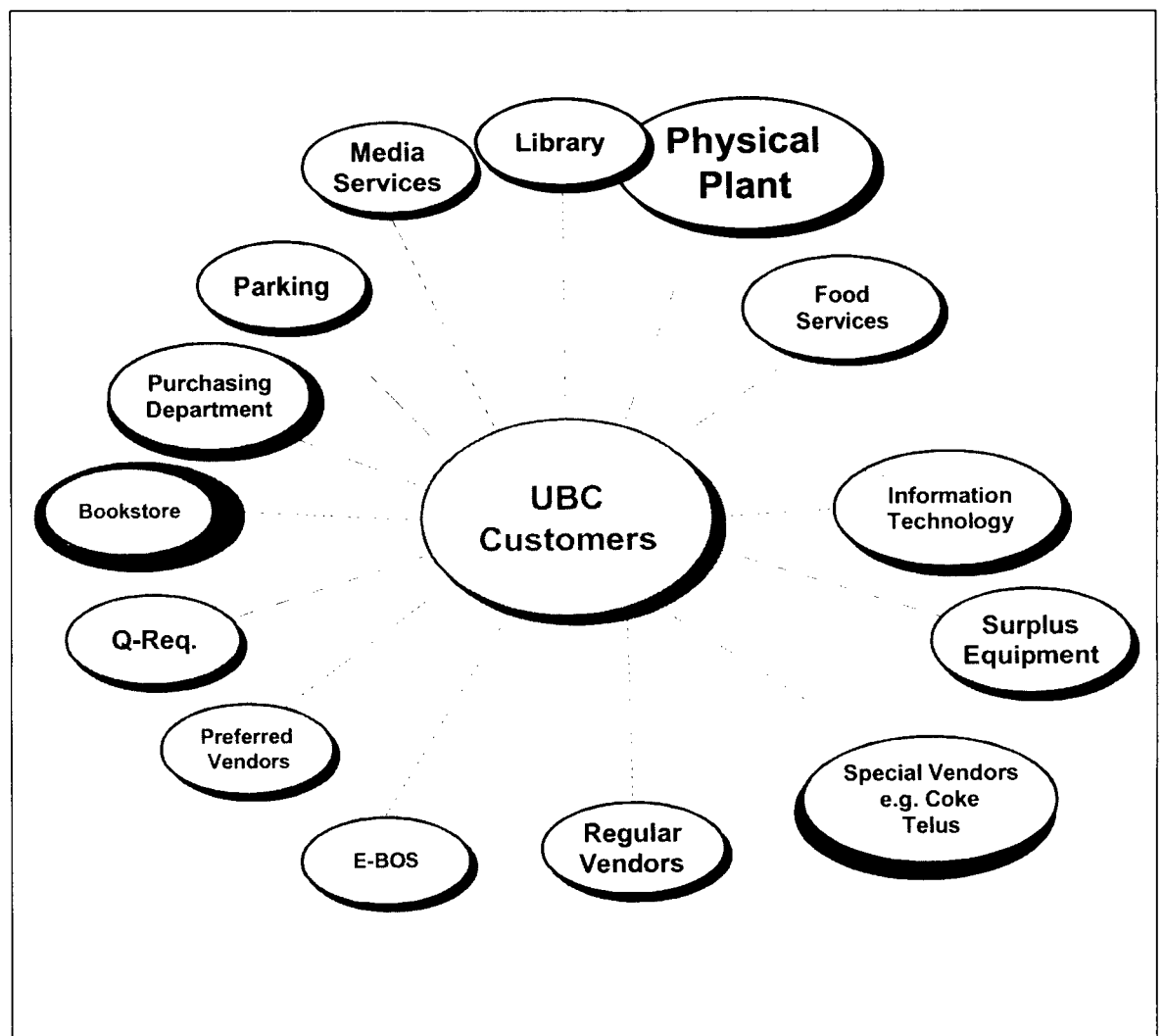
In addition to ancillaries there are other delegated purchasing authorities. These are generally established where it is evident that a particular body of acquisition expertise resides within a unit such as the Library. Again, these authorities tend to spend large sums, and do not normally have purchasing or service performance benchmarks attached. In some cases they are completing supply arrangements that would be of interest to others at the University but supply details are unknown outside the unit.

5.4.3 *External Affairs/Business Development*

Over the past few years, External Affairs has negotiated some special supply arrangements. These have included contracts with Telus, Aramark, Coca-Cola and Canadian Airlines. In general, these contracts are designed to use the University's volumes to secure value-added benefits. Normally, these benefits are in the form of rebates to selected areas of the University but not necessarily to the users. Thus, in some instances, it requires the users to see the larger benefit to the University not to their specific program, which makes it difficult to sustain interest and participation.

The most recent of these supply arrangements is the deal with Telus. This contract does contain some price and technology protection clauses as well as incentives to engage in such partnership endeavours as projects in China. However, most of the contracts examined did not contain such features. The introduction of 'most favoured customer' language into such contracts would help to ensure that the best possible deals are being obtained.

It is reasonable to expect that there is a role for supplier partners in advancing the University's mission to be world leaders in education and research. Such partnerships ought to be based upon 'shared risk — shared reward'. Against this benchmark, no fully operational partnerships were found to be in existence at this time.



5.4.4 *Customers*

There are a variety of different forms of purchasing conducted directly by officials of the University. These include drawdowns off the Purchasing Department's standing order EBOS system and the development of service contracts. They also include small dollar (less than \$1000) purchases on Q-reqs and requisitions with customer generated quotations (\$1,000 to \$10,000 for Purchasing Department's final approval). All these forms of 'customer' purchasing are to be expected in any large organisation.

What is perhaps less anticipated is the artificial use of Q-reqs to break down the cost of more expensive items to sub \$1000 levels (E.g. the infamous example of an expensive table being bought over 5 requisitions — one for the top and four to cover each leg). Again, this is hardly unheard of in a large organisation but is symptomatic of a purchasing approach that is less effective than it should be. Similarly, there are a number of examples of individual Faculties establishing their own agreements with suppliers — usually after the Purchasing Department had declined to do so on the basis of materiality.

There was little evidence of line departments planning their purchases to take advantage even of their own volumes across departmental units or over longer periods of time.

5.5 *Best Value*

5.5.1 *Definition*

Best value is defined as that which best supports the overall interests of the University and its vision to be a world leader in education and research. In practice, this means customers will describe their requirements in terms of their own programs' support of that vision. Individual sourcing decisions usually require analysis and weighting of many factors including the more traditional factors-pricing, service, delivery, terms of payment, quality and in some circumstances the less traditional factors-innovation, leading edge technology, business development, brand loyalty, minimum environmental impact and others. It should be noted here that best value is difficult to achieve if suppliers feel they are not always allowed and encouraged to make their best offers.

5.5.2 *Business Case methodology*

The methodology required to determine best value in any given situation requires considerable effort at the front end of the process to decide what's required at what time and then serious panning about how to engage the marketplace in a manner that allows them to make their best offer.

Early findings in this area are that attempts to standardise specifications to facilitate price rankings often inhibit the more innovative side of the marketplace. The public accountability factor also naturally drives the process to the lowest overall bid rather than the best value. This is commonplace in the public sector and to be fair some suppliers really count on it. The point here however is that those decisions do not always support the vision UBC has for itself which means they are not best value.

## 5.6 Integrity

This is UBC's commitment to transparent communications and ethical behaviour in all the processes attached to supply management. The Purchasing Department addresses these challenges in its Purchasing Policy #122 and its Conflict of Interest Policy #97. In this first set of stakeholder interviews and in our review of relevant documentation there were no indications of any improprieties in this area.

## 5.7 Performance Measurement

Earlier in this report, the general absence of measurement and reporting of purchasing performance was noted, notwithstanding where on campus it is being conducted.

The Purchasing Department has done a lot of benchmarking against other institutions using an international authority in this field. While this is felt to have some utility, it does not necessarily address the service, cost reduction and best value issues that are forefront in the minds of their customers and the University. It also does not necessarily accept that best practices are not always found at universities.

The performance of other purchasing authorities on campus is typically not measured and reported. This makes it very difficult or impossible for various end users or customers to judge whether or not they are receiving the best deal possible.

## 5.8 Supply Management

### 5.8.1 Warehousing

It appears that UBC like many large administratively decentralised organisations has developed, over time, a proliferation of stores facilities, asset storage rooms and active warehousing operations. These usually grow out of day to day operational needs and a desire to have commonly used goods readily available.

In discussions with various customers a number of these operations have been revealed. It is understood that a review of these operations is currently in process by others and that the results should be linked with this study. Past experience has shown that, in general, small individual operations do not provide the best return in productivity, asset management and safety that a few larger carefully selected, professionally managed, stores operations would provide.

### 5.8.2 Copying

This area is of some debate on campus. From the users point of view some said the prices charged by Media Services are not always competitive, the turn around can be slow, and that some of the jobs get farmed out to the private sector with no added value. On the other hand Media Services is competing with other "unofficial" copy shops on campus resulting in work being completed at unmeasured cost. If this work were added to work already being done centrally this would allow the new imPress to lower costs, modernise and become more efficient.

There does not seem to be a co-ordinated and accepted overall approach at the University on the sourcing of copying jobs, cost analysis, or internal copy machine acquisition. The absence of these elements precludes the determination of best value printing for the University.

The purchasing department has a project underway to select an approved supplier in this area, however that will only deal with the equipment pricing aspect of the problem.

### 5.8.3 Travel Management

Of all the services offered currently by the Purchasing Department this one draws the most controversy. The controversy seems partially rooted in the strategy to reward the university as a whole for airline usage patterns rather than individual departments. As a result many participate grudgingly becoming difficult customers to serve. Pieces of the program such as car rentals and hotel bookings seem to go well but airline bookings are tied to travel agents for reward tracking purposes. This is currently under structural review given the changes in the Canadian airline industry and the continuing customer feedback.

### 5.8.4 Customs, Tax, Freight Management

The customs brokerage and tax recovery functions provided by the Purchasing Department seem well regarded except for some frustrating accounting problems with credits and coding. In some situations it is not possible to tell from the reports provided which project or research fund the debit/credit should be assigned. This is being addressed. Freight management, which includes courier contracts, is part of a cross Canada university co-operative strategy demonstrating lowest cost. Relocation services are also in this portfolio and appear well valued.

### 5.8.5 Planning

While Purchasing does use Advisory Committees, it still appears that many of the bulk buying activities leading to standing orders are more instinctive than the result of a structured approach to gathering information or planning. The potential for customer driven multi-year planning input could be turned into increased opportunities for consolidated supply resulting in further savings for the University.

## 5.9 Technology

### 5.9.1 E-Commerce

The Purchasing Department has developed and is supporting several on-line systems including EBOS. The EBOS system is a one way on-line catalogue system for standing order contracts negotiated by the Department. It is a listing system only. If a customer finds a product they require on the list, it still has to be ordered over the telephone. There is no online ordering capability.

There is at least one on-line ordering system on campus that was developed and is supported by the Bookstore. This is a full click and buy system for books and office supplies. Computer equipment is provided as a listing service and cannot be bought on-line.

The Commerce Faculty and the Information Technology Division have expressed a strong interest in the development of an e-commerce strategy for the University. Procurement applications could fit very well with an emerging University e-commerce strategy and in fact could become an implementation prototype.

### 5.9.2 Purchasing support system

The Purchasing Department is currently using the purchasing module of the PeopleSoft financial system. Feedback from the users is that the system, while operational, does not meet all of their needs and in general adds to their workload rather than assist with it.

Customer feedback on the output system is that it seems to be rather inflexible and modifications to forms are difficult to achieve.

### 5.9.3 Coding for tracking purchases

The Systems support area of the Purchasing Department had to develop an on-line system for customers to assist them on the coding of purchases for the financial system. The PeopleSoft code is extremely long and is made up of various component sub sections so Purchasing developed a four-digit shorthand known as speed charts. The digits are transmitted either in writing or verbally and must accompany all Q-reqs. Communications challenges have resulted in some confusion for some customers and suppliers.

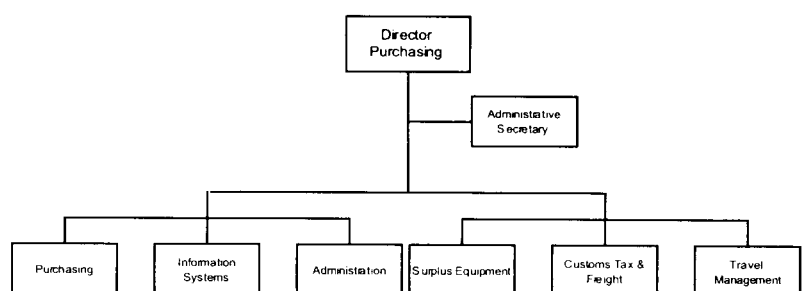
## 5.10 Purchasing Organization

### 5.10.1 Director recruitment

The Director of the Department is retiring in the fall of this year. This provides a window of opportunity to recruit based on the evolving departmental challenges as defined in this study. The current director has done a good job in his time of moving the organisation along the performance spectrum through some astute university networking and appointments. However, the organisation now needs to go even further and recruiting the new Director to lead that transition is timely.

### 5.10.2 Functional Organisation Chart

The chart below provides a visual representation of the current functions and operating areas of the Purchasing Department:



### 5.10.3 Professional Development

The professional development currently available to the staff and management of the Department is a mix of networking workshops with other universities in Canada and the United States and traditional courses presented through one of the national purchasing organisations-usually PMAC and NAEB. The workshop opportunities provide some exposure to best practices for more senior staff. The courses in general do provide a good fundamental understanding of basic contracting practices and professional development in terms of the broader marketplace. There does not appear to be any kind of formal organisational reward for a commitment to continuous learning and few see it as a priority.

### 5.10.4 Skill Sets

The skill sets exhibited by the staff in the Department appear to line up well with the current mandate for the most part. The challenge is coming with the move to a more demanding mandate-less about process and more about good general business practices, innovation, technology advancements and customer service.

### 5.10.5 Deskbound Buyers

There is a general observation from all interviewees, internal and external, that most of the Purchasing Department is too tied to their desks. There is little opportunity for other than senior staff to visit their vendors and customers. It's difficult to be an effective broker in that situation so buyers have to return to just managing the process as best they can.



## 5.11 Communication and Consultation

### 5.11.1 Description

This is the process of top quality, open and balanced dialogue with all of the stakeholders to ensure the highest and best needs are being defined and served. It takes an extraordinary commitment and effort by skilled communicators to do it well. Several good efforts have been made by senior staff of the Purchasing Department through end user groups, personal meetings and technology improvements like the website. However customer surveys and anecdotal information gathered during this research shows that much more needs to be done in a tone of customer service. Disseminating information is only one part of the task; the larger challenge is to know that it has been received, understood and hopefully valued.

### 5.11.2 Tapping Existing Stakeholders

A Supply Council with key stakeholders seems to offer the quickest and most comprehensive opportunity for balanced input and improvement. Many customers indicated they would participate with regularity and enthusiasm. The quality and dedication of participants to represent both their area of interest as well supply management issues for the University as a whole will be a key success factor. Giving up valuable time to participate will be a non-issue as long as the people see something in it for themselves and their colleagues.

### 5.11.3 Use of Technology

There is an opportunity for the Purchasing Department to take a leadership role in demonstrating the value of increased use of technology as a proven productivity tool. Apparently Y2K necessarily diverted precious resources but the critical mass of interest and demand is still there and more impatient than ever.

### 5.11.4 Customer Focus

Like many support functions, Acquisition Services in the Purchasing Department is too often in the position of having customers approach full of enthusiasm only to be met by an administrative explanation of why something they want to do can't be done. While there are policies and guidelines, the research indicates the customers would really value a more constructive spin to assist in finding ways to accomplish what needs to be done. Many customers quickly learn that forgiveness is easier to get than permission and just go around the system—they are not willing to jeopardise their own programs to serve a purchasing policy that they don't understand. It's not a good feeling either for those in Acquisition Services as instinctively no one likes to say no to a customer who may only return under duress making it even more difficult to serve them next time. The university with a vision to be a world leader in education and research has to have its support functions aligned to that vision. The service ethic needs to be a stronger piece of the mandate

## 5.12 Co-operative Purchasing

### 5.12.1 Used for Expenditure Savings

The Purchasing Department does do some co-operative purchasing with other universities and makes some use of some Provincial contracts to lower costs. Selectively, there may be room for further initiatives in these areas.

There would also appear to be an opportunity for the University to link its UBC BID system to the Province's electronic tendering system to further lower administrative costs and to ensure greater coverage with potential suppliers.

### 5.12.2 Used for B.C. Public Sector Leadership

UBC is British Columbia's largest educational institution. As such, it sometimes obtains better pricing than other institutions can. UBC, both through the Purchasing Department and through delegated authorities such as the Library and the Bookstore have offered to share their contract pricing with others. Usually, these offers are rejected. There is an opportunity here for the University and/or the Province to show leadership in reducing public sector costs.

## 5.13 Current Practices

### 5.13.1 Preferred Vendors

The Purchasing Department maintains a list of vendors who are classed as "preferred vendors" after a pre-qualifying competitive process. This list is updated on an annual basis and is composed of vendors who provide common requirements to many UBC customers.

There seems to be confusion about some of these vendors having a stamp of approval as some customers felt that their prices were not the best and the service was often questionable. There was also a sense of preferred vendors within the preferred vendors' list. It was suggested that if an order did not go to the lowest priced "top vendor" on the list, the Purchasing Department would sometimes require extra justification. Most customers preferred no pecking order to the lists and let the customers vote with their feet. Clever vendors would pick up on this and investigate opportunities with the customers, not the Purchasing Department.

### 5.13.2 Low Bid

There is a belief among some customers that the Purchasing Department is often primarily focused on the lowest price. They suggest that such things as service, delivery quality and specifications are not given high enough weighting in the buy decision. There were several examples provided where specifications were either changed, or just not met, in order to obtain the lowest price for the closest match. There was a general feeling that the University may be receiving the best price for a product or service, but not necessarily the best value.

### 5.13.3 Purchases less than \$1000

These orders can be done directly by the customers and only require a Q-req as the document for payment. This form of order is not supposed to be used for items covered by a standing order or for repetitive requirements but in fact it is, on occasion. It is also used to cover any purchase of goods or services where no other document seems to apply. It gets the bills paid.

It is a true delegation and is appreciated by most of the customers. The general desire is to raise the dollar limit, and such recommendations are underway.

### 5.13.4 Requisitions from \$1,000 to \$10,000

The customer who wishes to purchase an item or service in this range is required to complete a requisition and attach quotations if they choose. The Purchasing Department vets the information and creates the purchase order.

The general feeling expressed by a number of customers is that the Purchasing Department adds little value to this process. Some customers feel that they do all the work to get the best available product and pricing and that sending it to the Purchasing Department just adds more work with no benefit.

### 5.13.5 Standing orders

The Purchasing Department sets up Standing Orders for items that are ordered frequently and are generally of lower cost with limited service requirements. This type of purchasing is accessed via the EBOS system.

The customers like this type of system and some of the interviewees stated they use this system for up to 80% of their needs. Concerns beyond pricing mentioned earlier are that there are not enough of these and customers would like to complete the order online rather than having to complete it manually.

## 5.14 Supplier Issues

### 5.14.1 Slow Payment

Some vendors are complaining about this; others rate UBC highly compared with other accounts. Anecdotes include certain customers regularly losing invoices; customers and suppliers sometimes confused over proper purchasing instruments and coding required to ensure payment; and vendors refusing shipments until accounts are settled. Part of the problem appears to be those customers who have little administration or support staff to organise their systems to receive, sign and track invoices. There appears to be a big productivity leak here for the University hurting its reputation in the marketplace to some degree.

### 5.14.2 Slow Technology Implementation

Many vendors are ready and would love to start more e-commerce initiatives now; this would go a long way to addressing lost productivity for almost everyone.

### 5.14.3 Preferred Vendors List

Some customers say some suppliers are being denied access to the preferred vendors' list in spite of support from the customers. Some vendors identified as preferred actually are not.

## 6 Conclusions

### 6.1 Purchasing is much deeper than the Purchasing Department

The Purchasing Department buys only certain of the University's requirements, primarily 'consumables' used in operating the various departments. In addition to this buying, several million more is spent by Ancillaries acquiring goods for resale; by delegated authorities on speciality items; by various departments on services; by various departments on smaller goods purchases; by various departments on capital development; and, by selected departments on expensive (often globally sourced) equipment.

It is important that for the purposes of guiding policy, risk management and planned corporate cost reduction initiatives that all the above be seen and included as 'purchasing' at UBC.

## 6.2 Financial contribution can be broadened by shifting from purchasing to supply management

There appear to be a number of opportunities to reduce costs by developing a broad supply management focus at the University. This would be inclusive of purchasing but would also encompass other logical supply chain initiatives.

For instance, There is evidence of a proliferation of copy centres around the campus. Typically, no business case is attached to these centres and the relative cost/benefit is unknown. At the same time there is a centrally mandated print centre (imPress) which theoretically, at least, should be able to secure the best pricing through consolidated volumes. Benchmarking and performance measurement can be used to test this further.

Similarly, there is a proliferation of warehouse type operations around the campus. These 'warehouses' are used to perform a number of functions including formal receiving and distribution of new goods, holding of surplus goods and, storage of equipment, costumes and props. It is likely that costs could be reduced considerably by rationalising the items that are stored at all, and by consolidating the remainder in a facility that can still have individual (Faculty) control over contents.

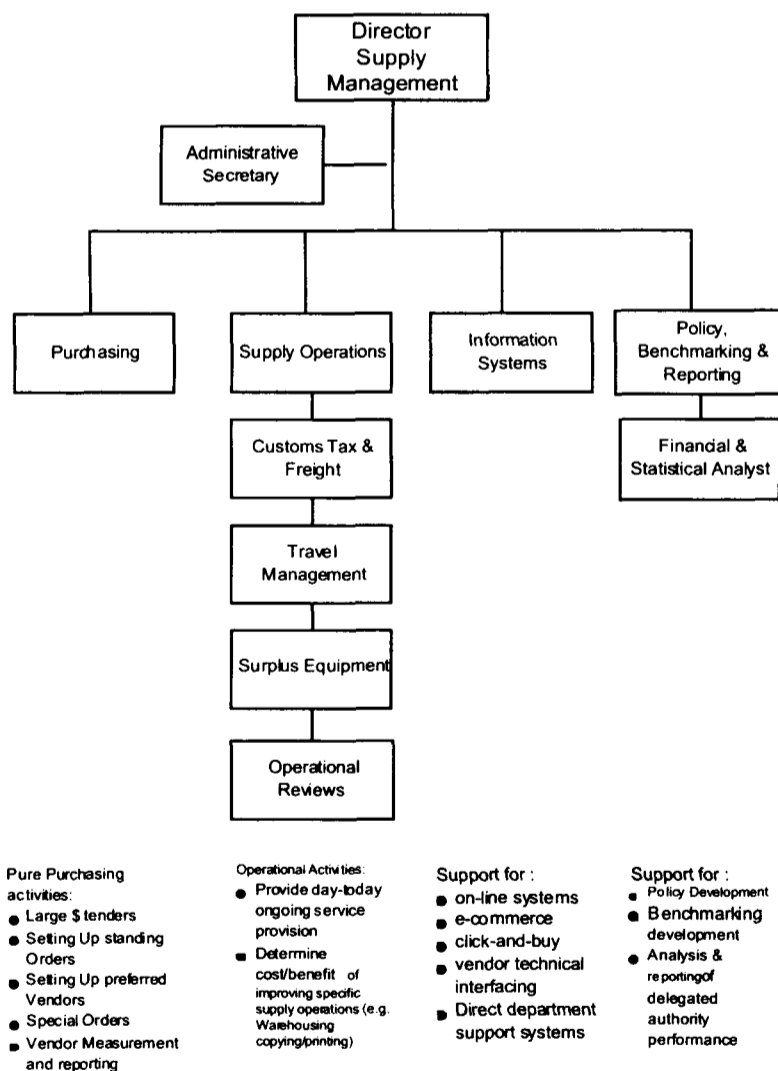
## 6.3 Purchasing leadership required

Purchasing at UBC is often uncoordinated and uneven beginning with minimal enabling policy through to lack of operational and performance monitoring. As noted previously in this report, there are a large number of players in the purchasing field and skill levels and methods vary widely.

There is no conclusion that centralising all purchasing is in the University's best interests. In fact, it makes sense to continue to use the strong pockets of expertise that reside in most ancillaries, delegated authorities and customer locations.

However, it is concluded that there must be a single body accountable for the overall direction and performance of the purchasing/supply management function. The Purchasing Department should provide this leadership at the level of policy, communication, benchmarking and monitoring. The Department will require considerable refocusing for this role to be undertaken properly.

## 6.4 Proposed functional organization structure



## 6.5 Need to align supply management to University vision and customer needs

The University has a strong vision to be among the world leaders in education and research. Supply management has contributions to make to this vision by providing excellence and leadership in such areas as technology, supplier partnering and benchmarked successes. From time to time there may be broader University needs that can also be at least partially addressed through proper supply management (e.g. general cost reduction).

Each Faculty and other supply management customers have their own vision and needs to be met. Excellence in customer service, provision of best value methods and measured performance are among the alignment issues to be addressed here.

## 6.6 Need to improve technology (acquisition mechanisms)

Technology will play a very important role in optimising the returns from purchasing/supply management. In particular, significant gains can be anticipated with a move to a 'click and buy' capability off the Purchasing Department's website, and through further moves to implement electronic commerce.

It is anticipated, given their interests in e-Commerce, that the Information Technology and Commerce areas will be interested in assisting research and implementation of appropriate e-Commerce solutions.

## 6.7 Need to adopt continuous improvement strategy

The Purchasing Department should more formally adopt a strategy of continuous improvement. This should be given teeth through inclusion of specific action steps in annual business plans. These steps will largely be determined by feedback on priorities from various stakeholders. Continuous improvement requires an understanding that the job is never done and a commitment to being the best it can be.

## 6.8 Need to establish public sector leadership in supply management

UBC has an opportunity to earn a leadership position in supply management in the British Columbia public sector. Such a leadership position should not be viewed as a 'soft' concept but rather as a significant step in sharing cost reduction, economic development and other constructive initiatives with those with less marketplace clout.

## 6.9 Need to strengthen vendor relationships and contributions

There appear to be no suitable examples of public-private partnerships at UBC. True partnerships involve shared risk and reward and create synergies that neither partner could achieve on their own. With the University's high education and research aims, there is a place for such partnerships...perhaps leading with a large current technology supplier or a strategically placed research support company

## 6.10 Need to improve communications

Communications among all the officials working directly or indirectly, in the field of supply management at the University is inadequate. End User Advisory Committees and the annual Tradeshow run by Purchasing are a start however these must go further. Outcomes of poor communications include lack of planning and co-operation to leverage volumes; dissent and loss of opportunities on such initiatives as travel management and the procurement card; proliferation of questionable warehouse and copy operations; misuse of local purchasing authorities; ill will between some customers and the Purchasing Department; and, good ideas remaining in their 'silos' rather than being shared with others.

## 7 Recommendations

THESE BREAK OUT NATURALLY to five major themes all of which need to be addressed with some degree of urgency:

- 7.1 POLICY FRAMEWORK**-developing statements which engage and enable the customers' pathway to the vision:
- Develop a concise 'pure' policy statement for approval of Board of Governors. Policy statement to address only essential University interests on any form of purchasing conducted by any university source. Develop supporting guidelines and procedures as necessary.
  - Work with ancillaries and other delegated authorities to establish appropriate purchasing benchmarks and service standards.
  - Redraft delegated authority documents, incorporating benchmarks and service standards.
  - Establish methodology for reporting purchasing performance at least once a quarter, notwithstanding where it is conducted.
  - Establish method for formally monitoring delegated authorities at least once every three years.
- 7.2 TECHNOLOGY**-ensuring leading edge applications where productivity gains are most obvious:
- Continue development of Purchasing web site towards full 'click and buy' ordering capability.
  - Continue implementation of Procurement Card initiative — ensuring that customer concerns are fully addressed before implementation.
  - Work with Administration and Finance to determine the best method of achieving acceptable accounts payable terms.
  - Establish Steering Committee with the Faculty of Commerce and Information Technology to pursue development of purchasing as a major University E Comm initiative.
  - Benchmark activities at the Universities of Arizona and Manitoba as the recognised leaders in their respective countries.

**7.3 COST REDUCTION/COST AVOIDANCE-identifying opportunities and setting goals:**

- Complete operational review of proliferation of warehouse operations around campus with a view to consolidation and cost reduction.
- Complete operational review of ad hoc copying centres established around campus, establish appropriate per copy pricing and move to consolidate printing at the most cost-effective source.
- Establish pricing and service benchmarks for ancillaries; publish same; and consolidate campus ordering where ancillary can demonstrate it is the most competitive source.
- Regularly review financial accounts to determine significant retail (not fully discounted) spending patterns. Move to negotiate discounted orders where appropriate (e.g. Over \$300K spent with Grand and Toy in fiscal year 2000 — with discounts varying widely.).
- Develop three multi-year product plans (at least) involving five customers (at least) each to demonstrate the cost reduction power of planned purchases.
- Examine methods of returning savings through centralised supply management activity to customers — i.e. what form of incentive engages the customer and optimises ROI for the university as a whole.
- Expand Treasury's currency hedging activities to reduce risks on purchases of items requiring payment in foreign funds.
- Determine and publicise the 'best deals' on items negotiated by delegated authorities for their own purposes that might lead to further reductions around campus. (e.g. books, magazines and periodicals negotiated by the Library)

**7.4 COMMUNICATION & CONSULTATION-ensuring ongoing balanced input from all of the key stakeholder groups:**

- Initiate new service standards in consultation with customers.
- Use current priority initiatives (e.g. procurement card) to further test accelerated techniques of consultation (engagement of stakeholders) and communication (informing stakeholders) processes.
- Establish a Supply Council (with representation from all major customer groups) to guide the development of supply management initiatives at the university.
- Develop longer-term strategies for communication and consultation with suppliers and market based organisations.
- Develop at least three prototype initiatives with a view to reducing the costs of other BC public sector educational institutions.

**7.5 ORGANISATIONAL DEVELOPMENT-aligning organisational capabilities with the revised mandate:**

- Adopt new functional organisation as per description and diagram in section 6.4 of this report.
- Develop job description and recruit new Director of Supply Management to lead transition of Purchasing Branch to the preferred role described in this report.
- Develop new organisational thrust bringing together supply operations (including operational review capabilities for warehousing, copying and other supply management initiatives)
- Develop new organisational thrust for policy, benchmarking and performance reporting to establish overall supply direction, service standards and supply accountability at the university.
- Set professional development goals with staff and initiate actions to prepare them for new opportunities as appropriate.
- Incorporate continuous improvement actions into annual business plans.

**8 Appendix**

**8.1 Interview Acknowledgements**

The authors wish to acknowledge the true spirit of enthusiasm and candour offered by all of the stakeholder interviewees in the preparation of this report. It is clear that everyone saw what was in it for them by helping to improve the University's approach to supply management.

INTERVIEWEE	ROLE	REPRESENTING
Amos, Dave	Associate Director, Operational Services	Information Technology
Barfoot, Maureen	Director of Administration	Biomedical Res Ctr
Barnes, David	Director, Plant Operations	Plant Operations
Benbasat, Izak	Faculty	Comm&Bus Admin
Bennington, Vern	Manager, Accounts Payable	Financial Services
Boudreau, Robert	Manager of Financial Systems	Finance & Admin
Boutilier, Chris	Manager Computer Division	Bookstore
Bowler, Keith	Director of Purchasing	Purchasing Dept
Byrne, Bridie	Assistant to Dean of Science	Science Faculty
Darraugh, Pat	IT Services Manager	Comm&Bus Admin
Dodds, Ted	Associate Vice President	Information Technology
Dolchewski, Joe	Director of Information Systems	Information Technology
Eigendorf, Gunter	Director, Mass Spectro Centre	Science Faculty
Gilfillian, Cathy	Office Manager	Media Group
Gourlay, John	SERF Coordinator	Purchasing Dept
Graham, Don	Purchasing Manager	Purchasing Dept
Harmon, Linda	Director Business Relations	External/Business Relations
Harvie, Debbie	Director of Bookstore	Bookstore
Hausknecht, Gayle	Purchasing Officer	Purchasing Dept
Hilts, Linda	Manager, Customs, Tax, Freight	Purchasing Dept
Hogan, Nancy	Manager of Administration	Comm&Bus Admin
Humphries, Georgia	Buyer	Purchasing Dept
Jarman, Gabriela	Manager, Administration	Purchasing Dept
Kozak, Marietta	Business Mgr., Theatre etc	Arts
Lackie, Al	Major Contracts Officer	Purchasing Dept
Lam, B.G.	Purchasing Officer	Purchasing Dept
Lee, Brian	Manager of Finance	Arts
Leighton, Ken	Manager, Information Systems	Purchasing Dept
Leung, Sylvia	Lab Technician	Agricultural Sc
Llewellyn, Thomas	University Architect & Landscape Architect	Land & Building Services
Lodge, Janet	Purchasing Officer	Purchasing Dept
Owen, Phil	Head Technician	Biomedical Res Ctr
Parker, Brian	Industrial Sales	Guillevin International
Parr, Andrew	Director of Food Services	Food Services
Philip, Bob	Director, Athletics & Recreation	Athletics & Rec
Porter, Roland	Supervisor, Supplies	Bookstore
Puthen, Joe	Controller	Athletics & Rec
Quinlan, Catherine	University Librarian	Library
Ryan, Steve	Finance Officer	Research
Sanghera, Nasheter	Director	Finance & Admin
Skinner, Leanne	Buyer	Purchasing Dept
Slonecker, Chuck	Vice President, External Affairs	External/Business Relations
Spratley, Richard	Associate Vice President, Research	Research
Stewart, Gary	High Volume and Colour Specialist	Ikon Office Solutions
Sumner, Terry	Vice President	Administration & Finance
Tanaka, Sandy	Accounts Manager	Comm&Bus Admin
Taylor, Liz	Manager, Administration	North South Travel
Thompson, Rosemarie	Major Accounts Executive	Ikon Office Solutions
Tom, Jim	Director of Networks	Information Technology
Tong, Cheryl	Buyer	Purchasing Dept
Turner, Ann	Finance Manager	Library
Voon, Tony	Director, Media Group	Media Group
Whitehead, Lorne	Associate Dean of Science	Science Faculty





THE UNIVERSITY OF BRITISH COLUMBIA

# Student Discipline Report

## Sept. 1, 1999 to Aug. 31 2000

UNDER SECTION 61 of the University Act, the President of the University has authority to impose discipline on students for academic and non-academic offences (see page 51 of the 2000/2001 University Calendar). A summary of such disciplinary cases is published on a regular basis, without disclosing the names of students involved.

In the period 1 September 1999 to 31 August 2000, 44 students appeared before the President's Advisory Committee on Student Discipline and 42 were subsequently disciplined. For each case, the events leading to the imposition of the discipline and the discipline imposed are summarized below. Discipline may vary depending upon the circumstances of a particular case.

1. A student removed numerous articles from Library Journals.  
DISCIPLINE: a suspension from the University for 4 months\*, leading to a delay in graduation, and restitution to the Library for damages resulting from this misconduct.
2. A student (i) submitted a term paper for a course assignment that was completely plagiarized and that had been purchased from an off-campus source, and (ii) brought unauthorized material into the final examination of another course.  
DISCIPLINE: a mark of zero in both courses and a suspension from the University for 24 months\*.
3. A student was alleged to have colluded with another student in a cheating incident during a midterm examination.  
OUTCOME: charge dismissed; allegation could not be substantiated from a consideration of the available evidence.
4. A student used false identification to gain entrance to an examination room and wrote an examination in the name of another individual.  
DISCIPLINE: a suspension from the University for 12 months\*.
5. A student was alleged to have brought unauthorized material into a midterm examination.  
OUTCOME: charge dismissed; allegation could not be substantiated from a consideration of the available evidence.
6. A student substantially plagiarized a term paper for a course.  
DISCIPLINE: a mark of zero in the course and a suspension from the University for 10 months\*.
7. A student participated in the disruption/destruction of a display sponsored by a campus group.  
DISCIPLINE: a suspension from the University for 4 months\*.
8. A student brought an unauthorized calculator into a final examination.  
DISCIPLINE: a mark of zero in the course and a suspension from the University for 12 months\*.
9. A student plagiarized parts of assignments in two different courses.  
DISCIPLINE: in the special circumstances, a letter of severe reprimand\* and a mark of zero in one of the courses.
10. A student was involved in a cheating incident during a midterm examination in a course.  
DISCIPLINE: a mark of zero in the course and a suspension from the University for 12 months\*.
11. A student brought an unauthorized electronic dictionary into the final examination of a course.  
DISCIPLINE: in the special circumstances, a letter of reprimand.
12. A student plagiarized a part of a term paper submitted in a course.  
DISCIPLINE: a mark of zero for the submitted paper and a letter of reprimand.
13. A student participated in the disruption/destruction of a display sponsored by a campus group.  
DISCIPLINE: a suspension from the University for 4 months\*. On appeal to the Senate Appeals Committee on Student Discipline, the period of the suspension was upheld, but the eligibility date for seeking removal of the transcript notation was altered.
14. A student was involved in a cheating incident on a final examination.  
DISCIPLINE: a mark of zero in the course and a suspension from the University for 12 months\*.
15. A student intended to impersonate another person on an examination.  
DISCIPLINE: in the special circumstances, a letter of reprimand.
16. A student used an unauthorized access code to improperly access a dispensing system.  
DISCIPLINE: in the special circumstances, a letter of reprimand.
17. A student completely plagiarized a research paper for a course.  
DISCIPLINE: a mark of zero in the course and a suspension from the University for 12 months\*.
18. A student was involved in a cheating incident during a midterm examination.  
DISCIPLINE: a mark of zero in the course and a suspension from the University for 12 months\*.
19. A student used plagiarized material for essays submitted in a course.  
DISCIPLINE: a mark of zero in the course and a suspension from the University for 8 months\*.
20. A student was involved in a cheating incident in a course.  
DISCIPLINE: in the special circumstances, a letter of reprimand.
21. A student plagiarized material in a term paper for a course.  
DISCIPLINE: a mark of zero in the course and a suspension from the University for 8 months\*.  
The student was also alleged to have been involved in a cheating incident in the final examination of the same course.  
OUTCOME: the latter charge was dismissed; allegation could not be substantiated from a consideration of the available evidence.
22. A student submitted plagiarized term papers in two separate courses.  
DISCIPLINE: a mark of zero in each course and, in the special circumstances, a suspension from the University for 2 months\*.
23. A student substantially plagiarized the material submitted in an essay in a course.  
DISCIPLINE: a mark of zero in the course and a suspension from the University for 6 months\*.
24. A student was involved in a cheating incident in a course.  
DISCIPLINE: a mark of zero in the course and a suspension from the University for 12 months\*.
25. A student assaulted another student in a class.  
DISCIPLINE: a letter of severe reprimand\*.
26. A student defaced University property with graffiti.  
DISCIPLINE: a letter of reprimand\*.
27. A student colluded in a cheating/plagiarism incident with another student on a final examination in a course.  
DISCIPLINE: a mark of zero for the final examination in the course\*.
28. A student was involved in a cheating incident during a final examination.  
DISCIPLINE: a mark of zero in the course and a suspension from the University for 12 months\*.
29. A student altered some returned test papers in an attempt to obtain revised grades.  
DISCIPLINE: a mark of zero in the course and a suspension from the University for 12 months\*.
30. A student cheated on a course quiz.  
DISCIPLINE: in the special circumstances, a letter of reprimand\*.
31. A student assaulted a Campus Patrol Officer.  
DISCIPLINE: a suspension from the University for 24 months\*. On appeal to the Senate Committee on Student Appeals on Academic Discipline, the suspension period was reduced to 12 months\*.
32. A student submitted the same term paper in two different courses.  
DISCIPLINE: a mark of zero in one of the courses and a suspension from the University for 9 months\*.
33. A student submitted a plagiarized essay in a course.  
DISCIPLINE: a mark of zero in the course and a suspension from the University for 12 months\*.
34. A student surreptitiously wrote a midterm examination under a false name in a course in which he/she was not registered, and attempted to remove the paper from the classroom at the end of the examination.  
DISCIPLINE: a suspension from the University for 18 months\*.
35. A student stole the homework assignments of two individuals and submitted their work as his/her own.  
DISCIPLINE: a mark of zero in the course and a suspension from the University for 12 months\*.

36. A student completely plagiarized a term paper for a course.  
 DISCIPLINE: in the special circumstances, a mark of zero in the course and a suspension from the University for 4 months\*.
37. A student plagiarized a term paper for a course and was involved in a cheating incident in the final examination of that course.  
 DISCIPLINE: a mark of zero in the course and a suspension from the University for 8 months\*.
38. A student colluded with another student in a plagiarism/cheating incident on a final examination in a course.  
 DISCIPLINE: a mark of zero for the final examination in the course\*.
39. A student altered a course midterm mark and submitted the paper for re-grading.  
 DISCIPLINE: in view of the nature of the extenuating circumstances surrounding this case, no disciplinary penalties were assigned.
40. A student participated in the disruption/destruction of a display sponsored by a campus group.  
 DISCIPLINE: a suspension from the University for 4 months\*.
41. A student permitted two other students to plagiarize his/her paper in a course.  
 DISCIPLINE: a letter of reprimand.  
 The student was also alleged to have exposed his/her final examination paper to the view of another student.  
 OUTCOME: the latter charge was dismissed; allegation could not be substantiated from a consideration of the available evidence.
42. A student was alleged to have cheated, or to have assisted in a cheating incident, during the midterm examination of a course.  
 OUTCOME: charge dismissed; allegation could not be substantiated from a consideration of the available evidence.
43. A student colluded with another student in a cheating incident during the final examination of a course.  
 DISCIPLINE: a mark of zero in the course and a suspension from the University for 12 months\*.
44. A student submitted a dissertation in 1996 that contained plagiarized material.  
 DISCIPLINE: a mark of zero in the course (thesis) which resulted in the degree being revoked\*.
- \* In all cases indicated by an asterisk a notation of disciplinary action is entered on the student's transcript. At any time after two years have elapsed from the date of his or her graduation the student may apply to the President to exercise her discretion to remove the notation. Students under disciplinary suspension from UBC may not take courses at other institutions for transfer of credit back to UBC.



# Draft Policy: Access to and Security of Administrative Information Systems

## Call for comments

THE DRAFT "Policy on Access to and Security of Administrative Information Systems" (below) was presented to the Board of Governors for information and review on Nov. 16, 2000. It was developed by a committee with representation from key stakeholder groups on the campus and is now being presented to the broader campus community for consultation. The members of the committee that formulated the proposed policy were:

- Dave Brent, Computer Science
- Joost Houwen, School of Architecture
- Bruce Jolliffe, ITServices
- Hubert Lai, Office of the University Counsel
- Brian Owen, Library
- Justin Twyford, Internal Audit

Feedback may be submitted by e-mail to the Office of the University Counsel at [lui@exchange.ubc.ca](mailto:lui@exchange.ubc.ca). All feedback should be submitted no later than Dec. 15, 2000. Subject to feedback from the campus community, it is expected that the proposed policy will be submitted to the Board of Governors with a request for final approval in January of 2001.

## Approved

November 2000 - for information

## Responsible:

Vice President Academic and Provost  
Vice President Administration and Finance

## Purpose

THIS POLICY APPLIES to the use and access of Administrative Systems and Administrative Data (see Definitions below) by faculty, staff, and students. The intent of this policy is to:

- ensure the availability and integrity of Administrative Systems and Administrative Data and to reduce the risk of loss whether by accidental or intentional modification or destruction
- ensure the confidentiality of Administrative Systems and Administrative Data
- prevent unauthorized use of Administrative Systems and Administrative Data

## Policy

ALL ADMINISTRATIVE DATA is owned by the University. Administrative Systems and Administrative Data shall be used to support the University's mission.

UBC promotes an open computing environment that allows for access by all individuals to computing resources. The University's reliance on proper-functioning Administrative Systems and Administrative Data requires the resources to be operated and maintained in a secure, licensed environment, protected from misuse.

Access to, sharing and security of Administrative Systems and Administrative Data requires that each user accept responsibility for protecting the rights of the University and members of the University community. Users shall

- only access and use Administrative Systems and Administrative Data to which they have been authorized
- not distribute, access, use, destroy, alter, dismantle, disfigure or disable Administrative Systems or Administrative Data in a manner that threatens the security of its environment
- employ appropriate security controls such as passwords
- take reasonable steps to protect from unauthorized access and disclosure and to maintain the confidentiality of those portions of Administrative Data that are confidential and/or sensitive

In the event that an individual suspects or becomes aware of a violation of this policy, the person shall report such violation to the appropriate administrative head of unit or to ITservices. A user who is involved in unauthorized actions may be subject to penalties imposed by the University and/or liable to prosecution under the Criminal Code of Canada.

The University reserves the right to deny any request or to restrict or remove access to Administrative Systems and Administrative Data for reasons of security or for failure to comply with the policies and procedures of the University.

With respect to penalties and sanctions, related documents include, but are not limited to, the Student Discipline Policy (#69), collective agreements with faculty and staff, and the terms of employment applicable to non-unionized staff.

## Administration

ADMINISTRATIVE HEADS of unit are responsible for establishing and maintaining Administrative Systems and Administrative Data within their areas of responsibility. These responsibilities include:

- ensuring that adequate controls to secure Administrative Systems, with particular care concerning user identification and validation measures;
- ensuring, as appropriate or required, that Administrative Data within their responsibility is maintained, transmitted and stored in a secure, consistent and persistent manner that adheres to all relevant University policies and guidelines;
- authorizing access for individuals to Administrative Systems and Administrative Data within their responsibility;
- renewing, retiring, and revoking user authorizations within their responsibility;
- ensuring that a contingency plan, including appropriate data back-up systems and recovery systems, is being used within their unit;
- ensuring that breaches of this policy occurring within their unit are resolved and/or referred to ITservices, as appropriate, and that where they are so referred, continuing to assist in the investigation;
- ensuring that technical staff within their unit are aware of and adhere to this policy, and that they support University standards in the design, installation, maintenance, training, and use of Administrative Systems and Administrative Data;
- taking immediate and appropriate action when they become aware of violations of this policy or its procedures.  
ITservices shall perform a coordinating role in the implementation, administration, and support of this policy by:
  - assisting in the investigation of breaches of this policy when requested; and
  - providing an ongoing security awareness program.

## Limits of University Liability

THE UNIVERSITY DOES NOT warrant that any information stored, processed, transmitted, or maintained on Administrative Systems will be free from errors or will remain confidential. Users should be aware that, during the performance of their normal duties with respect to Administrative Systems (including but not limited to system monitoring, trouble-shooting, back-up and other security operations), the University's technical staff may, from time to time, access and view information and data other than Administrative Data.

The University encourages all users to employ good security practices, including passwords and encryption where appropriate. However, users shall ensure that the University has proper and timely access to Administrative Data stored on Administrative Systems for which they are responsible.

## Guidelines and Procedures

FROM TIME TO TIME, the Vice President Academic and Provost may authorize the issuance of guidelines and procedures to be followed in accordance with this policy. For detailed information regarding procedures associated with this policy, contact the Associate Vice President, ITServices.

## Definitions

*Administrative Systems* are all administrative and academic computer facilities, electronic media, communications networks, software programs, systems, and hardware of all types that are owned by the University and/or used, wholly or in part, for administrative functions. This includes, but is not limited to, application software, operating system software, operating support software, security software, and computer communications equipment and associated equipment, transmission media of all types, gateways, and networks.

*Administrative Data* are the information and data used by the University to fulfill administrative functions.

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The family of the late Frank Eastham joined UBC President Martha Piper at the recent naming of the Frank Eastham Room in the General Services Administration Building. Eastham served as UBC associate vice-president, Human Resources from 1991 to his death in November 1998. Gathering around the plaque unveiled in his honour are (l-r) Eastham's parents, Frank and Jean, his son Shaun, wife Anne and Piper. The plaque describes the popular executive's leadership, humour, and commitment to the university. The room will be used for staff training and development. Martin Dee photo

ing how Parkinson's may affect complex activities such as managing multiple tasks. Participation involves performing fairly simple tasks, some of which involve responding verbally to computer, screen displays. If you are a healthy person of the age 50 years or older, we are also in need of several people to participate as part of a non-Parkinson's comparison group. Call Todd Woodward, Psychology Dept. at 822-3227.

**Sexual Assault Research**

The Anxiety and Fear Laboratory in the Dept. of Psychology requires female volunteers who have experienced unwanted sexual activity, to participate in a research project. If you have ever had sex with someone when you didn't want to, because the other person continued the event when you said no, forced or threatened to force you, or because you were given alcohol or drugs, and you would be interested in helping us with our research, please call 822-9028. Confidentiality and privacy protected.

**Museum Of Anthropology Exhibition**

MOA Shop Annual Holiday Sale. Continues to Dec. 24. Attributed To Edenshaw: Identifying The Hand Of The Artist. Continues to Dec. 31. Three Case Studies: Northwest Coast Art. Continues to Dec. 31. Raven's Reprise: Contemporary Works by First Nations Artists. Continues to Jan. 14. Conversations: The Tecson Philippine Collection. Continues to Feb. 15. Winter hours Wed.-Sun. 11am-5pm; Tues. to 9pm (5-9pm free). Call 822-5087.

**Traumatic Stress Clinic**

Psychologists conducting research at the Traumatic Stress Clinic at UBC Psychiatry are offering free treatment to people suffering from Post-Traumatic Stress Disorder (PTSD). PTSD is caused by events such as physical or sexual assault, and motor vehicle accidents. Call the Traumatic Stress Clinic at 822-8040.

**AMS Rentsline**

Helping students find housing since 1993, the AMS Rentsline is UBC's off-

campus housing registry. This service gives students access to hundreds of rental listings, and landlords access to thousands of students looking for housing. You can call the Rentsline from any touch tone phone 24 hours a day, 365 days a year. Call 714-4848.

**Faculty Women's Club**

The Faculty Women's Club brings together women connected to the university either through their work or that of their spouses, for social activities and lectures. The main purpose of the Faculty Women's Club is to raise funds for student scholarships. There are 19 different interest groups within the club, ranging from art appreciation and bridge to hiking. Do come and join us! Call Elizabeth Towers, president 224-5877; Gwyneth Westwick, membership 263-6612.

**Twin Research**

Are you, or do you know a female adult twin? We are studying the relationship types of fraternal and identical female twins. If you can help by completing some questionnaires and being interviewed about relationships, please e-mail tmacbeth@cortex.psych.ubc.ca or call Tannis MacBeth, Psychology 822-4826.

**Research Study**

Hard-of-hearing university students are invited to discuss their post-secondary experiences for a PhD study. Involves interviews and the option of jotting down thoughts twice weekly over a three-week period. Honorarium to be provided. Call Ruth Warick, graduate student, in the Dept. of Educational Services, UBC at 224-4198 or e-mail rwarick@interchange.ubc.ca.

**Parents With Babies**

Have you ever wondered how babies learn to talk? Help us find out. We are looking for parents with babies between four to 21 months of age, including babies raised in a bilingual home, to participate in a language development studies. If you are interested in bringing your baby for a one-hour visit, please call Prof. Janet Werker's Infant Studies Centre, Psychology at 822-6408 (ask for Kate).

**Parents With Toddlers**

Did you know your child is a word-learning expert? Help us learn how children come to be so skilled at learning new words. We are looking for children (two- to four-year-olds) and their parent(s) to participate in language studies. If you are interested in bringing in your child for a 45-minute visit, please call Asst. Prof. Geoffrey Hall's Language Development Centre, Psychology at 822-9294 (ask for Kelley).

**Statistical Consulting And Research Lab (SCARL)**

SCARL offers statistical advice and long or short-term assistance to researchers in many areas of statistical methodology and a variety of statistical software. Web site www.stat.ubc.ca/scarl, e-mail scarl@stat.ubc.ca or call 822-4037.

**UBC Fencing Club**

UBC Fencing Club meets every Monday and Thursday from 7-9pm in the Osborne Gym. Learn decision-making, poise and control. Newcomers welcome. Drop-in fee. Leave message at 878-7060.

**Chan Centre Tours**

Free tours of the Chan Centre for the Performing Arts are held every Thursday. Participants are asked to meet in the Chan Centre main lobby at 1pm. Special group tours can be booked through www.chancentre.com or at 822-1815.

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## An Invitation to Faculty

### Breakfast with the President

UBC faculty members are invited for an opportunity to have breakfast and a general discussion with President Martha Piper on Thursday, Dec. 7, 2000 from 7:30 - 9 a.m.

Interested persons should contact the Ceremonies Office (by e-mail to mpicher@exchange.ubc.ca or by phone at 822-0949) and leave their name, department, position/title, contact phone number and e-mail address by Tuesday, Dec. 5.

The first 25 people to contact the Ceremonies Office will receive invitations. Only these 25 will be contacted.

Please note that participation is limited to one breakfast event per person.

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## DIGEST

**Event part of White Ribbon campaign**

Proceeds from a fund-raising pancake brunch to be held Dec. 1 from 9:30 a.m. to 12:30 p.m. at the Student Union Building Party Room will support local women's groups.

Admission is by donation and the Office of the President will match funds raised at the event.

The event aims to raise awareness of violence against women as part of the White Ribbon campaign.

Dec. 6 has been proclaimed the National Day of Remembrance and Action of Violence Against Women by the Canadian government. It marks the date in 1989 that 14 women were murdered at Montreal's École Polytechnique.

**Endowment builds on-line resources**

The UBC Library has a new addition to its Web site—one designed to provide on-line resources to students, researchers and practitioners in nursing, allied health, breast cancer and women's health, as well as many other university and community users.

The Peggy Sutherland Site was made possible by the \$1-million Peggy Sutherland Memorial Li-

brary Endowment. Income from the endowment will go towards adding new resources to the site and buying print materials to support the same subject areas.

The endowment is the second to be established at UBC by the Sutherland Foundation.

In 1998, the foundation donated \$1 million to establish the Rodger Stanton Memorial Library Endowment which supports acquisitions for UBC's Life Sciences Libraries.

The site can be found at [www.library.ubc.ca/sutherland](http://www.library.ubc.ca/sutherland).

**Facility's name changed**

The Institute of Computing, Information and Cognitive Systems (ICICS) is the new name for the former Centre for Integrated Computer Systems Research (CICSR).

The name better reflects the institute's multi-disciplinary research expertise in computational, engineering, life, mathematical, physical and social/behavioural sciences, says Prof. Rabab Ward, the institute's director.

ICICS has collaborative links with 120 faculty members from nine faculties.

ICICS recently received a grant of \$22 million of which \$8.85 million came from the Canada Foundation for Innovation (CFI). The amount was the largest single grant received by UBC in the CFI competition.

# classified

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**QUIET TWO LEVEL TOWNHOUSE** to share. Parking, F/P, garden, w/d, d/w, ride to UBC daily. Share with large dog, cat and female after Dec. 5. N/S. \$400 plus util. Visit: [www.geocities.com/qwhelan](http://www.geocities.com/qwhelan). Call 221-3015.

**FOR RENT** Lovely four BR, four bath, executive Point Grey home. Only 11 years old. Avail. Jan.-May 2001. \$2800/mo. Call Pauline 250-3991.

**Housesitting**

**MATURE RELIABLE FEMALE** seeking housesitting responsibilities (incl. plants and animals) in the Vancouver West area during the period Jan.-June 2001. Ref. avail. Call Pat after 8pm 926-7763.

**Services**

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**RETIRING** in the next three years? As a specialist who has assisted many UBC faculty and staff members through the retirement process I can help sort out the options and provide you with free retirement projections. Call for a complimentary meeting at my office or yours! Don Proteau, BCOMM, CFP, RFP. E-mail: [dproteau@hlp.fpc.ca](mailto:dproteau@hlp.fpc.ca) or call 687-7526.

**LLUVIA PRESCHOOL** Fall 2000. Afternoon preschool for ages three and four years old. Monday to Thursday from 1-3:30pm. Cost: \$230/mo. Call UBC Child Care Services 822-5343.

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Enquiries: UBC-INFO (822-4636) · Rate: \$16.50 for 35 words or less.

Additional words: 50 cents each. Rate includes GST.

Submission guidelines: Ads must be submitted in writing 10 days before publication date to: UBC Public Affairs Office, 310 - 6251 Cecil Green Park Road, Vancouver BC, V6T 1Z1. Ads must be accompanied by payment in cash, cheque (made out to UBC Reports) or journal voucher.

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Date	December 8th, 2000
Time	9:00 -12:00 am
Where	Room B8, Basement Woodward IRC Building
Cost	\$50.00
Register	<a href="mailto:slides@interchange.ubc.ca">slides@interchange.ubc.ca</a> or 822-5769

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# House strings ready to bow



Violinists (l-r) Yuel Yawney and Patricia Shih, violist Nikita Pogrebnoy and cellist Joel Stobbe are members of UBC's resident string quartet. *Martin Dee photo*

UBC NOW HAS a string quartet in residence.

The four young professional musicians are part of a new training program on campus.

The program is the realization of a vision of Music Prof. Andrew Dawes and faculty colleagues to have a world-class string quartet based in the School of Music.

Violinists Patricia Shih and Yuel Yawney, violist Nikita Pogrebnoy and cellist Joel Stobbe will be in residence for two years.

The quartet's goal for the first year is to learn repertoire, develop their craft and perform with the aim of competing in August at the prestigious Banff International String Quartet Competition.

In the second year the quartet will continue to perform and mentor undergraduate and graduate music students, participate in interdisciplinary and interactive learning across faculties, give master classes and engage in outreach programs to local high schools and colleges.

The musicians' first official concert, featuring works by Mozart, Beethoven and Prokofiev, will be held at the Chan Centre Jan. 20 at 8 p.m. Admission is by donation.

# Constructing the science journalist

*It's time to train journalists to write about science and UBC's the place, suggests Assoc. Prof. Stephen Ward*

**Assoc. Prof. Stephen Ward,**  
School of Journalism



Assoc. Prof. Stephen Ward

*The following is based on a lecture given by Ward at Green College as part of the series The Public Understanding of Science.*

THE MEDIA ABOUNDS with important news on science: a drug for a debilitating disease, a development in cancer research, the mapping of the human genome. Yet there are also stories about crop circles, extra-terrestrials and a single gene for happiness.

Junk science and serious science compete to gain the attention of readers and audiences in print, broadcast and now on the World Wide Web.

The need for accurate and responsible science journalism has never been greater.

Thousands of Canadians make decisions on what to eat, what drug to take and how to live according to reports they find in the media.

As baby boomers grow older, they demand more reports from medical science. At the same time, our society is struggling with complex issues raised by science, from gene therapy to genetically modified food.

Despite the urgency of these issues, too little is being done to improve science journalism.

One way to improve science journalism is to improve the education of journalism students. Yet journalism schools in Canada have not made science a major emphasis in their programs.

I think that UBC, with its strong research resources and its new graduate school of journalism, is

an ideal place to begin a movement toward better science journalism.

The time appears to be ripe. A group of scholars are currently seeking to establish a science studies program at UBC—a program that could link up with a science program at The School of Journalism.

I propose that a science journalism program be established at The School of Journalism and draw upon a group of philosophers of science, social sciences, natural scientists and scholars in the humanities.

The courses would be offered inside and outside the school to both journalism and non-journalism students at UBC. They would be taught by a network of professors from various departments.

The benefits for journalism students are clear.

Journalism students who want to be science reporters could graduate with a speciality in science studies. Students who don't plan to be science journalists could take several courses to enhance their science literacy.

In addition to courses on science and the communication of science, the program would be supplemented by fellowships and internships that would allow jour-

## FORUM

nalists to see science in the making by studying at scientific laboratories.

Scientists and science students would spend time in newsrooms watching news in the making.

The program could bring journalists and scientists together at informal meetings, conferences and workshops to increase their understanding of each other's work, and to discuss current issues.

Also, a science journalism program could help to establish a national science Web site where journalists find science news, experts on difficult topics and analysis provided by the major scientific organizations of Canada.

The program could lead to research on communicating science by an interdisciplinary team of media scholars and scientists.

There could be a distinguished lecture series on the public understanding of science, and funding for a science writer-in-residence at the School of Journalism.

The results of research, conferences and workshops could be published widely in many forms of media.

I realize that I am putting forward a proposal described in ideal terms.

Its implementation would require a large amount of time, money, planning and interdisciplinary co-operation. But the same can be said for any ambitious idea.

Now is the time for those who care about improving science journalism—for the benefit of scientists, journalists, students and the public—to start working together on such a program. There is too much at stake to settle for complaining about inaccurate science reporting.

If we do nothing, we will get the sort of science reporting we deserve.

# Honour Roll

**David Rankin** has been named the director of UBC's Purchasing Dept.

Rankin will provide overall direction for the department which is responsible for purchasing acquisitions, custom tax freight, travel management, and the Surplus Equipment Recycling Facility (SERF).

Rankin is a professional engineer with more than 21 years of manufacturing and supply chain management experience.

Rankin joins UBC Dec. 4.



Law Asst. Prof. June McCue

Asst. Prof. **June McCue** has been appointed director of First Nations Legal Studies in the Faculty of Law.

McCue's research interests include treaty-making between indigenous peoples and states, international law, indigenous legal theory and critical race theory. Her teaching subjects include indigenous legal issues, self-governance, and colonialism and the law.

McCue is a hereditary chief within the Ned'uten Nation and a band member of the Lake Babine Nation. She was the first aboriginal woman to graduate from the UBC Graduate Law Program.

The UBC Faculty of Law offers up to 10 courses with indigenous-related content, among the most offered by any North American law school.

McCue is currently working on a proposal to establish a Centre for International Indigenous Legal Studies at UBC.

The UBC chapter of the Golden Key International Honour Society has inducted five new honorary members: **Chuck Slonecker**, acting vice-president, External Affairs; **Rick Hansen**, president and CEO of the Rick Hansen Institute; **Jo-ann Archibald**, director of the First Nations House of Learning; Chancellor **William Sauder**; and Arts dean **Prof. Alan Tully**.

They, along with some 600 UBC students, were inducted into the society at a reception ceremony last week.

The society is a non-profit, academic honours organization founded by students for the purpose of recognizing and encouraging scholastic achievement. It facilitates interaction among high-achieving students from diverse faculties and degree programs within universities and reinforces students' contact with academic staff through chapter programs.

Membership is based on academic merit and limited to the top 15 per cent of bachelor's degree students.

Veteran journalist **Scott Macrae** will be the new director of UBC's Public Affairs Office as of Dec. 4.

An alumnus of UBC, Macrae has an extensive background in journalism, media relations and communications in Vancouver.

He began his career with *The Vancouver Sun* in 1972 and was city editor from 1986 to 1989 and managing editor from 1989 to 1991. He also served five years as director of communications for the City of Vancouver.

Statistics Prof. **James Zidek** has been awarded the Distinguished Achievement Medal by the American Statistical Association's section on statistics and the environment.

The awards recognize outstanding contributions made by statistical scientists working on environmental problems. Zidek, head of the Statistics Dept., was honoured for his redesign of monitoring networks for the U.S. Air Quality Trends Network and his approach to estimating ambient air quality.

Founded in Boston in 1839, the American Statistical Association is a scientific and educational society that promotes statistical practice, applications, and research, publishes statistical education, improves statistical education, and advances the statistics profession worldwide.

Pediatrics Prof. **Derek Applegarth** has been honoured with the 2000 Founders Award from the Canadian College of Medical Geneticists (CCMG).

The award recognizes his outstanding contributions to Canadian medical genetics.

A faculty member since 1963, Applegarth is the associate director of the Biochemical Diseases Laboratory at Children's and Women's Health Centre of British Columbia. He specializes in the metabolism of children with a particular interest in diseases that arise from inborn errors of metabolism.

Applegarth, who also holds appointments in the departments of Pathology and Medical Genetics, was named a fellow of CCMG in 1983.

**AIR QUALITY TIPS...** *Let's clear the air*

*If everyone took transit to work once a week, there would be 20 per cent fewer cars on the road during rush hour.*

Greater Vancouver Regional District

## PROFILE

*Prof. David Jones' curiosity takes him to some interesting depths*

# Diving into the whys and ways



the Royal Society of Canada for outstanding contributions to biological science during the past 10 years. Fellow medal winners have included Nobel Prize-winner Michael Smith and Sir Frederick Banting.

JONES' ACADEMIC SUCCESS started from humble beginnings in England. His father and grandfather worked for the railway. His father toiled as a signalman, often working long shifts away from home.

"There were times when my father would have to leave home at 2 a.m. to bicycle 30 miles so that he could be at work for 6 a.m.," recalls Jones. "He was determined that my brother and I wouldn't go to work for the railway."

Although his brother did end up working for the railway, Jones became the first in his family to attend university.

In 1959, he entered England's Southampton University and although he graduated with first class honours in Zoology, young Jones fancied himself more of a sportsman than an academic.

Shelton became a huge influence on Jones during his study of amphibian diving as his mentor and eventually, close friend.

Now a proud father of two and a grandfather of three, Jones still remembers how Shelton chipped in with child care after Jones' wife fell ill after the birth of the couple's first child.

Jones also credits Shelton with having directly or indirectly trained nearly 80 per cent of the comparative physiologists working in circulatory and respiratory research in Canada today.

In 1969, after three years teaching at Bristol University, Jones uprooted his young family, along with the family tabby, for the transatlantic move to Vancouver.

It was a former classmate at Southampton, David Randall, who recommended Jones for a spot in UBC's Zoology Dept. Attracted in part by a bigger pay cheque and a sense of adventure, Jones jumped at the chance to go to Canada.

"It was the best move that I have ever made," says Jones.

OVER THE YEARS, he has taken the most delight in watching his graduate students and senior undergraduate students carry on work from his lab and find success in their own careers.

To date, Jones has trained 14 doctoral students, 12 master's degree students, 15 post doctoral fellows and countless other students who have ventured into work at other universities and professions.

As well, he says the opportunity to work with colleagues such as Prof. Peter Hochachka, Prof. Bill Milsom and Prof. Emeritus John Phillips, to name a few, has been a tremendous experience for him.

"It is a great nucleus of colleagues in comparative physiology."

And while Jones says his fieldwork research days are rapidly coming to an end, he plans to make trips next year to Mexico to study grey whales and to Costa Rica to examine the metabolic rate of endangered leatherback turtles in their natural ocean environment.

"It seems as my eyes get dimmer, the animals I study have gotten larger," laughs Jones.

by Andy Poon staff writer

ZOOLOGY PROF. DAVID JONES has been fascinated by structures his entire life.

This love of studying how and why things are put together the way they are engrosses Jones in both his professional work as a comparative physiologist and in his unique hobby of examining cathedral architecture.

"I can give the best slide show on cathedral architecture that you have ever seen," laughs Jones.

Jones is a bona fide fanatic when it comes to his hobby, having visited all the cathedrals of note in Europe over the years.

"It may be because I spent a lot of time looking up at the architecture in class instead of paying attention to the lectures," jokes Jones of his days in secondary education at Bristol Cathedral School in England.

But it is his work in physiology that has garnered acclaim for the 59-year-old Bristol native.

Jones, who is also administrative director of the Zoology Animal Care Centre, studies the regulation of blood flow and its impact on the metabolism of diving animals such as ducks, sea birds, seals, turtles and whales.

He has published more than 170 scientific papers on the circulatory and respiratory control of diving animals during his 31-year career at UBC. He also explores the circulatory structure and function in creatures such as alligators.

Jones and fellow researchers made the first-ever recordings of heart rate from a turtle diving at sea, revealing a heart rate 10 times higher in the creature during short dives compared with long dives.

He was also involved in work appraising the diving abilities of elephant seals, comparing the diving physiology and metabolism of elephant seals and leatherback turtles.

One of Jones' major research achievements has been to identify the sensory receptors that cause

*Zoology Prof. David Jones has a knack for tracking down what makes the hearts of diving birds and beasts beat faster. He's discovered they have a nose for it, among other things.* Andy Poon photo

the cardiovascular adjustments in forced and voluntary dives by birds and mammals.

He was the first to identify and clearly define the role of nasal receptors, chemoreceptors and blood pressure receptors in diving responses.

In 1984, Jones was elected a fellow of the Royal Society of Canada, chiefly for his work on blood pressure receptors.

IN 1991, Jones received the Fry Medal from the Canadian Society of Zoologists for outstanding contribution to knowledge and understanding in Zoology.

Earlier this year he received the Flavelle Medal, an award given by

But there were early signs that he was more suited for the classroom than the playing field.

As a fairly successful 18-year-old fencer who had chalked up a number of tournament wins, he faced and was handily defeated by the then Olympic fencing champion. The kicker was that the Olympic champion was an expert in épée-style fencing and had battled Jones in Jones' specialty—the foil.

"That's when I realized maybe I needed to find something besides sports in which to make a living," he says.

It was at Southampton that Jones encountered comparative physiologist Graham Shelton who became his doctorate supervisor.