The UBC Faculty Association chose, one might argue, the wrong year to celebrate its 100th anniversary. Of course, the loss of a few celebratory events is, in the context of a global pandemic, hardly worth mentioning. All the members of the Faculty Association have worked hard through times of intense and rapidly altering workloads, times of enormous personal and social anxiety. No doubt several of our members have had covid-related or other personal tragedies made far worse by the travel restrictions induced by covid. And now we enter into a summer of hope for the local and global amelioration of the pandemic, mingled with fear of new variants, of insufficient protections as we move back to campus, and so on.

The Presidency of the Faculty Association changed hands a few months into the pandemic, as I was passed the reins by my able and effective predecessor, Bronwen Sprout. It was Bronwen, together with our Executive Director, Deena Rubuliak, who negotiated some of the early agreements in response to the covid situation—the pause of the tenure clocks, the ability to delay leaves, the … The debt the FA owes to Bronwen for her leadership in these last years is immense.

Many things conspire to make as all, quite reasonably, concentrate on our own individual situations. Among these things are the need to care for ourselves and our families (including the bureaucratized notion of self-care we are now all enjoined to undertake), our individual enormous workloads, the simple isolation brought about by the move to online teaching. While all of this is understandable, we cannot lose sight of the fact that our University, like all universities, is under enormous social and political pressures that will require genuine and extensive collective action to overcome. Even within Canada we can see the ill effects of years of underfunding of public universities culminating in the disaster at Laurentian and the funding crises reaching from Newfoundland to Alberta. We have seen attacks on academic freedom by emboldened donors (for example, at the University of Toronto, leading to its censure by the CAUT Council), from weaponized notions of “freedom of expression,” from increasing attempts to ensure that faculty members align their work with institutional strategic plans to get internal funding, from attempts to dissociate courses and course materials from their authors and associate them with programs or universities, and from the use of CCAA to bypass collegial governance and collectively-bargained financial exigency provisions, and from many more angles. We are seeing attempts to erode the very notion of higher education in favour of skills training, “stackable” microcredentials, and other attempts to assimilate the mission of universities entirely to the demands of the economy (rather than, say, to the proper ambitions of humanity). While the traditional academic collective— the collegium—does not map exactly onto a faculty union, nonetheless, especially given the marginal role UBC’s governance structures give to faculty, the FA pledges that with the return to campus you will see more events on more pressing issues for the academy.

It is quite obvious that health and safety concerns as well as pedagogical issues related to the return to our campuses in September are top of mind for many FA members. I expect various aspects of this issue to be matters of close consultation throughout the summer. We need to acknowledge that there is a wide range of attitudes on this issue. The FA will work to assure that where there are pedagogical issues at stake those decisions are made in the appropriate academic venues, that workload issues will be overseen by heads and directors, and the health issues will be treated with proper respect for privacy.
Meanwhile, of course, during the pandemic the daily work of the FA continues apace. We had excellent negotiated settlements on vacation for librarians and archivists, on indemnification of members engaged in employment activities, and on a one-time teaching merit award for lecturers and EL faculty. We have been consulting with the University on many issues including workload and workload allocation, the automated scheduling system in place at UBCO and coming soon to Vancouver, and return to campus procedures.

The work of the FA in advancing the interests of its membership and its individual members depends on a productive relationship with various offices of the University. I would like to acknowledge the directors of Faculty Relations, Doug Thorpe-Dorward and Mark Trowell, as well as their counterpart at UBCO, Gillian Henderson, and all of the FR staff for their professionalism and good-humour, allowing us to productively have what can be very difficult conversations. I would also like to thank the UBC co-chairs of the three Joint Consultation Committees—Moura Quayle, Susan Parker, and Jan Hare—and all the committee members. I appreciate the regular meetings with the Vice President for Human Resources, Marcia Buchholz.

We also have the good fortune at the Faculty Association to work with our provincial federation, CUFA BC, which provides us with much knowledge about the overall provincial scene, including news from the Ministry, the Public Sector Employers’ Council, RUCBC (the association of research universities on the employer side), our colleagues at FPSE, and others. Thanks to Dan Laitsch, the CUFA BC President, and Annabree Fairweather, their Executive Director. We are also fortunate to be a member of CAUT. CAUT has worked on a number of truly difficult files this year, from the dismantlement of Laurentian University to the censure of the University of Toronto. I thank Brenda Austin-Smith, the CAUT President, and David Robinson, the CAUT Executive Director, for their leadership.

Closer to home, the business of the FA depends principally upon two groups of people. The first group is our colleagues who provide the political leadership of the Association. Our Vice President, Dory Nason, has taken on many leadership roles, including serving as the FA co-chair of the Joint Consultation Committee on Diverse Scholarship, which is a joint committee with the University looking to develop language to assure non-traditional forms of scholarship are adequately recognized and valued at UBC. She also, very crucially, is chairing the committee developing the terms of reference for the FA’s antiracism committee. We will be hearing more from that committee shortly, as it advances to consultation with the membership. I thank Dory for her leadership and energy.

Our treasurer, Doris Doudet, continues her thoughtful and highly successful stewardship of our finances. Karen Smith continues her service as our Secretary and has added the job as Treasurer of CUFA BC to her FA-related activities. Thanks to them both.

The Okanagan Faculty Committee is stewarded by Diana Carter—the committee assures that the UBC FA adequately represents faculty on both campuses. In her capacity as Chair, Diana serves also on the Joint Consultation Committee with the University, again assuring that the UBCO issues and concerns receive an adequate hearing; having been re-elected by the UBCO faculty, Diana will be continuing in these roles. Sarika Bose has continued this year as the chair of the Contract Faculty Committee and has done tireless work under trying pandemic circumstances keeping the committee’s events—Fair Employment Week, the Research Symposium, and various community of practice events—humming along nicely. Elisa Baniassad chairs our Status of Women Committee and was the principal creator of the impacts of covid survey. Anne Olsen has chaired the Library and Archivists committee and in that capacity been the FA co-chair of the Library Joint Consultation Committee. The Member Services and Grievance Committee is one of our most active committees, looking at scores of files each year. It is chaired with good-humoured professionalism by Timothy Taylor. I thank them all of these people for their leadership—and thank all the members of their committees also.

The Executive has recently appointed Liz Hodgson as chair of the Bargaining Preparation Committee with Jim Johnson as the chief negotiator. Look for bargaining preparation activities to ramp up in the fall, with

“There is no hope unmingled with fear, and no fear unmingled with hope.”  
—B. Spinoza, The Ethics, Part Three, Definition of the Emotions, explanation to definitions XII and XIII.
negotiations beginning in 2022. Thanks to Liz and Jim for their continuing service in this crucial and labour-intensive portfolio.

The Executive meets each month and often has long, complicated discussions of matters ranging from FA investment policy to individual member appeals. I thank them all for their dedication to the work.

All FA members owe an enormous debt of gratitude to the professional staff at the Association. Cynthia Thom and Jan Gunn keep things ticking along and members informed—and have been doing so during difficult work-from-home conditions this year. Our Membership Services Officers are the people who our individual members work with when they run into employment problems. Our members services officers are an enormously talented group as individuals and work even better together—thanks to Sarah Hornstein, Ryan Toews and Lillian Deeb, and our Senior Membership Services Officer, Robin Roff. The FA would not function at all without the extraordinarily hard work of our Executive Director, Deena Rubuliak. In any given week I, as President, might get to hear Deena discuss the details of several of our most important individual grievance cases with the MSGC, talk with me about on-going problems the FA has with certain UBC policies or investigation procedures, work with her in discussions with Faculty Relations to work out a settlement agreement, rely on her advice in dealing with questions of the FA budgets, and see her in meetings with our members or with UBC administrators working out aspects of complicated issues, and then moving smoothly to discussions of issues that have arisen in the implementation or interpretation of the new Collective Agreement that we need to revisit in bargaining. In more extraordinary weeks, she might be on the stand giving testimony on the FA’s side in an arbitration or handling a final disciplinary meeting with the UBC President on behalf of a member. On behalf of the entire membership, I would like to thank Deena for all her effort and expertise.

Respectfully submitted,

Alan Richardson
President
The Okanagan Faculty Committee is an important forum where members can come together to discuss issues that are of particular relevance to the Okanagan campus.

Due to COVID-19, all in-person events that had been planned for the fall of 2020 were cancelled. These included two receptions and information sessions. Once we are safely back to campus, the committee plans to organize social events and receptions throughout the academic year.

The call for new committee members was postponed until 2021 in order to give faculty members more time to adapt to the new remote work environment. In January, the OFC welcomed seven new members to the committee from different units across campus. Representation from multiple ranks and streams has ensured that a variety of issues have been raised at our monthly virtual meetings. The UBC Okanagan centralized scheduling process, Merit & PSA, the return-to-campus plan, and the Cross Campus Collaboration Report were some of the main topics discussed by the committee.

As the Chair of the Okanagan Faculty Committee, I attended monthly meetings of the Joint Consultation Committee along with other Faculty Association executives. These meetings presented an opportunity to bring issues from both campuses to the attention of university leadership, and ensured that Okanagan-specific topics, such as centralized scheduling, were included in the conversations.

On behalf of the committee, I would like to thank the Faculty Association staff for their expertise and support throughout the year.

Respectfully submitted,

Diana Carter
Chair
In March of 2020, when all UBC faculty were scrambling to pivot to online teaching due to the COVID lockdown, contract faculty (sessionals, lecturers) at UBC felt the challenges particularly keenly because they had high course loads and class sizes, had less access than tenured faculty to technology or the funds to acquire it, and generally less private office space at home to attempt synchronous teaching. Shifting rules about grading, exams and deadlines created confusion and extra work. The core concerns about contract academics’ employment and working conditions have been amplified and made more evident by the effects of the pandemic: lack of job security, fair wages and career path. Many contract academics at UBC have had course loads cut or contracts not renewed so they’re left scrambling to find jobs in other faculties or at other institutions (which are also cutting employment) – during a pandemic. Others are reporting expanded workloads arising from

- expectations to adjust course work and responses for students,
- producing a large body of written and other materials for CANVAS, with no clear intellectual property rights
- trying to create innovative teaching in a new medium,
- having to learn a whole new set of skills with no compensation for the significant outlay of time,
- having to invest in technology for which they may not have adequate PD funds and which they might not use otherwise,
- pressure to produce lectures that seem to be held to Oscar-quality acting and producing standards,
- anonymous student opinion surveys’ impact on access to jobs,
- mental health impacts of anonymous student opinion surveys on “student experience”,
- being asked to teach larger classes, do unpaid TA supervision (when a few smaller sections would have created a less stressful teaching and learning experience for both faculty and students)

Concerns about academic freedom and intellectual property rights, and common health impacts ranging from eye strain to back injury to high stress levels are becoming elevated, and those who have otherwise received disability accommodations are not finding those accommodations easy to access.

In response to the overwhelming anxiety about teaching online, the Contract Faculty Committee Chair, in collaboration with CTLT, offered a well-attended CTLT Summer Institute on online teaching for the Contract Faculty Community of Practice from July-August, and is continuing the regular fall Community of Practice series on various aspects of online teaching. In September, the Contract Faculty Committee Chair presented on contract labour issues in English Canada as a keynote panelist for a virtual version of the Coalition for Contract Academic Staff (COCAL). In her role as CAUT’s Contract Academic Staff Committee Chair, she was also a moderator for CAUT’s 2-week Organizing Workshop. Fair Employment Week, an annual event held across Canada every October, looked different, but offered many virtual events, such as a CAUT series on contract faculty issues, with such workshops as “Intellectual property in the Time of COVID”, and UBC offered a week of livestream access to an Alberta filmmaker’s documentary on contract faculty, titled “In Search of Professor Precarious.” We were able to hold virtual socials, even if they were self-catered. Although we had to cancel several events in the Spring, including our annual Contract Faculty Colloquium, we offered this virtually as a full-day event on May 10 2021, with 10 papers presented by contract faculty teaching in Engineering, Asian Studies, JWAM, CAP, English, French Studies and German Studies.

An unexpected benefit of our virtual meetings for the Contract Faculty Community of Practice, Fair Employment events, “Unpub” Socials and the
Colloquium was that many more faculty were able to attend, and we had regular attendance from our colleagues from both campuses in Vancouver and the Okanagan.

While contract academics at UBC are grateful for some of the working conditions that support our health and safety, there is more to be done to strengthen the current working conditions (including workload, disability policies, and mental health issues), wages and job security of the approximately 400 Sessional Lecturers, and Lecturers at UBC. The pandemic has shown us it is easier than ever for Contract Faculty to become invisible, and more important than ever to address seriously and concretely the issue of precarious employment in the Academy, both at UBC and elsewhere.

I would like to thank the Contract Faculty Committee, Drs. Catherine Douglas (Economics), Charmaine Gorrie (CNERS) and Jennifer Gagnon (JWAM), who assisted with advice and event hosting. I would also like to thank the hard-working staff of the Faculty Association who have been supporting Contract Faculty throughout the year, whether it is to provide guidance with contract language or facilitate workplace remedies. Deena Rubuliak has been, as always, a rock. Finally, I would like to express my most sincere gratitude to the Faculty Association’s Communications Coordinator, Cynthia Thom, who has been an enormous support to the work of the Contract Faculty Committee throughout the year.

Respectfully submitted

Dr. Sarika Bose
Chair
Status of Women Committee Report
Elisa Baniassad, Chair, Status of Women Committee

The influence of COVID was profound for all communities, and it emerged early on that certain groups might feel the effects in different ways — in particular, effects might differ by gender, by the presence of care responsibilities, or by racial group.

Early in the year, the Status of Women committee convened a meeting to discuss examining the impacts of COVID on the membership of the Faculty Association, with a particular lens on how it affected those certain groups.

Following that meeting, the committee formed a survey that was then distributed in March — roughly a year after the pandemic was declared. The survey looked at how work was affected in different aspects, and by various factors, and through it the committee sought to bring light to the mechanisms for the effects of the pandemic experience.

In parallel, Elisa Baniassad, in her role as Status of women committee chair, served on the committee for the Gendered Impacts of Covid for CUFA-BC — a working group that looked these same effects from a multi-institutional perspective.

There were roughly a thousand responses to the UBCFA survey — now being examined by a small team. It is already clear from the stories shared that members have felt deep impact of the year along many dimensions — physical, emotional, familial, and in terms of work. Early examination of the responses indicates that our member community is experiencing similar trends to those found in the other institutions around British Columbia and internationally: that the work-effects of COVID were, indeed, experienced differently depending on gender, and difficulties were particularly acutely felt by those with care responsibilities for others. We also saw reports of those who had capacity to help, bridging the gaps for others — evidence of the strength of our community.

In the coming months, we will continue to examine the responses to the survey in a detailed way, to help add perspective to our experiences of the pandemic period, and the long term impacts that will be felt.

Respectfully submitted,
Elisa Baniassad
Chair
The Librarians and Archivists Committee mandate is to keep informed of the affairs of the Library and bring matters that directly concern Librarians and Archivists on the implementation of the Collective Agreement to the attention of the Association, and to act as a forum for ideas regarding internal Library matters put forth by Librarians and Archivists.

I began my term as Chair of the committee in 2020 and our first meetings of the term identified emerging matters of focus for the committee as well as ongoing work that was started by the committee and my predecessor, Alan Doyle.

Late in 2020, the Faculty Association and the University came to an agreement on the grievance and arbitration settlement on vacation in the Library. Following the settlement, we held an open forum with the University early in 2021 to provide an update for our members, explain the grievance and arbitration settlement, and to allow librarians and archivists to ask any questions about the settlement.

We have started a process to review merit and PSA procedures across the Library and on both campuses. Current procedures for the Library are intended to meet the spirit of the collective agreement, while acknowledging the unique structure of the Library as one unit. The process has not been reviewed since it was implemented in 2012/2013, and changes to positions and structures on both campuses make this a good time to conduct the review. The Librarians and Archivists Committee will consult with members in the Library on these processes and how they can be improved through a survey and other forums.

We are also working with Elizabeth Hodgson as the Chair of the Bargaining Preparation Committee to support bargaining in general and for the Library specifically. I will be a co-chair and member on the committee, and I will work closely with members of the Librarians and Archivists Committee in an advisory capacity for this work.

I would like to extend my sincere thanks and gratitude to the committee members who dedicate their time and expertise to this important work, and to welcome to our two newest members Donna Langille and Rob Stibravy. I am also grateful for the ongoing support and knowledge Deena Rubuliak so generously shares with us, and the excellent work of the Faculty Association staff on behalf of our members.

Respectfully submitted,

Anne Olsen
Chair
Member Services & Grievance Committee Report

Timothy Taylor, Chair, Membership Services & Grievance Committee

The Member Services and Grievance Committee ("MSGC") is responsible for overseeing the processing and resolution of questions about the collective agreement and university policies and processes, complaints and grievances, and recommending for or against proceeding to arbitration on grievance files. The Member Services and Grievance Committee is composed of members from across both campuses in various ranks and disciplines. We seek to have wide representation on this committee so that we can maintain a collegial dialogue on how best to resolve issues that are brought to our attention. Thanks in large part to work undertaken under the previous committee chairs Margaret Wright, Scott McKenzie, and Kenny Kwok, the Committee represents a diversity of individuals representative of the membership.

The MSGC meets monthly with the professional labour relations staff of the Association (called Membership Service Officers or MSOs) to review and discuss issues confronting the membership. Where the MSGC and the professional staff identify trends on issues in individual case files or patterns of complaints regarding a workplace policy, process, or a violations of the language of the Collective Agreement, the MSGC may also recommend policy grievances to the Executive Committee.

The Faculty Association was successful in resolving matters that we approved for arbitration by the Executive Committee.

The Membership Services Officers are on the frontline of the member services and grievance work. In the past year, the Association opened 318 case files between Jan 1 and Dec 31, 2020. Of these, 198 were resolved in some fashion by year end. The range of case types is very wide. The Faculty Association responds to members who have questions or seek advice on promotion and tenure issues, who have requests for medical leaves and return to work or accommodations, concerns about scholarly integrity, intellectual property and copyright issues, as well as queries about such benefits as tuition waivers, maternity, parental, or adoptive leaves, and sabbaticals. We also hear from members who are on the receiving end of a complaint or an allegation of wrongdoing or have been asked to meet with their Head or their Dean to discuss performance-related matters. The MSOs work very hard on behalf of the membership. We are grateful to have such skilled and dedicated professionals helping to defend the rights of members and improve the conditions under which we work.

In terms of process, we are successful at resolving many of the issues brought to our attention at the informal stage. However, when we are unable to do so the Faculty Association files a formal grievance. If the Association is unable to settle a formal grievance, the MSGC deliberates and makes a recommendation to the Executive Committee as to whether the Association should advance the file to arbitration. While all such recommendations are based on extensive discussion and consideration between MSGC members and MSOs, the Executive Committee, as part of its overall fiduciary responsibility, makes the final decision on which files proceed to arbitration. Even after we formally file for arbitration, the Faculty Association continues to work towards a resolution. There are times when we have been able to successfully resolve matters prior to the hearing dates.

In the 2020 calendar year, the Faculty Association was involved in two arbitration proceedings. The first arbitration hearing, which began in the fall of 2020 concerned whether or not Associate Deans can participate as faculty colleagues in their home departments and vote on appointment, reappointment, tenure and promotion matters. The Association argued that having been excluded from bargaining unit membership as management, they are not eligible to serve on a departmental committee struck in accordance with the collective agreement, which governs the rights of members in the workplace. We are awaiting the arbitrators decision.
Member Services & Grievance Committee Report, cont’d

Another matter the Executive Committee approved for arbitration concerns whether the University can put Lecturers through the “excellence test” that is contemplated in Part 4, Article 202 (a) once or whether it is a review that is required following the conclusion of every contract. The Faculty Association contends that the language stipulates that upon the demonstration of excellence in teaching, the member has the presumptive right to work where the work remains available. The University is of the view that they are entitled to review lecturers at the end of every contract and decide, on the basis of that review, whether they will be offered another contract. Then Parties attended a mediation in September to attempt to resolve the differences. While we were successful in coming up with a draft settlement, the University – through its Deans – ultimately rejected the settlement. The arbitration hearing took place in July, and we are waiting for the arbitrators decision.

The Faculty Association was successful in resolving matters that we approved for arbitration by the Executive Committee. First, the Association and the University were able to come to an agreement on a longstanding dispute concerning the indemnification of members. The resolution effectively restores the protections that have been in place since 2012, essentially that the University indemnifies faculty who are named in lawsuit so long as they have engaged in their responsibilities reasonably, responsibly and in good faith and where they have acted in the scope of their responsibilities. The second major issue that was resolved, avoiding a lengthy hearing, concerned the vacation entitlement for Librarians, Archivists, and Program Directors in Extended Learning. In this instance, the Association and the University were able to resolve two separate grievance matters and arrive at a resolution that protects the vacation time of members on maternity and parental leaves and incorporates these protections into the collective agreement.

I’d like to thank all the members of the MSGC that I have had the privilege of working with over this past year. We appreciate your dedication to assisting your colleagues and helping to improve our workplace. Finally, I’d like to thank the staff for their skilled work in assisting our members.

Respectfully submitted,

Timothy Taylor
Chair
Treasurer’s Report 2020

Doris Doudet, Treasurer

The audited financial statements for 2020 and the 2021 budget as approved by the Executive Committee are attached to this report. Both the planned and audited figures for 2020 are shown, as is the budget adopted by the Executive Committee for 2021 (NB: dollars in thousands).

Membership dues were overestimated in the 2020 budget by $166k (line 2). The income from dues is hard to predict from one year to the next due to the fluctuations in employees (new hires, retirements, members who go onto long term disability or take an unpaid leave) as well as PTR (CPI, Merit & PSA) and negotiated salary increases.

We budgeted for a surplus of $283k in 2020, and there was a total surplus of $1,092 million. This was largely due to the significantly reduced Operational and Member Service expenses resulting from the global pandemic, and as a result of settlements reached on member case files and policy grievance matters that avoided third party hearings. Staff worked from home for the better part of 2020, travel between campuses and for conferences was limited to the period of January and February only, and the Association was not able to hold our 100th Anniversary celebrations nor could we hold our usual membership events, such as the end of term gatherings. As we concluded our collective agreement with UBC early in 2020, there were no expenses relating to contract negotiations.

Grievance and Legal fees (line 14) were under-spent by $391 due mainly to arbitrations hearings as the matters that were budgeted for were ultimately settled between the parties.

In total, the 2021 budget directs $559.5k in service to members, a net decrease of $110k over the amount budgeted for 2020 (line 19). This is to reflect that in 2021 we remain under pandemic restrictions and that we cannot predict when operations will resume as normal. We have allocated some monies for preparations for collective bargaining, but a more significant allocation will come next year as negotiations begin with UBC on the new Collective Agreement. The budget will also still provide a healthy cushion for grievance-related legal fees.

Operational Expenses were $136k under budget in 2020 so in the 2021 budget we allocated a total of $137.5k to reflect the reduced operations for part, if not most of, the year.

The 2021 Human Resources budget was reduced by $31k to reflect turnover savings from changing in staffing.

The 2021 budget calls for a net surplus of $680k (line 42). This budget was adopted by the Executive Committee in January 2021 and amended in April. As we approach the re-opening of the campuses, the Faculty Association may see an increase in expenses as we return some of our operations to pre-pandemic levels. The net surplus of $680k (line 46) is budgeted to be transferred to the Operational (General) Reserve Fund.

The Auditor’s report for 2020 was completed in April 2020 by Hedden Chong, LLP. The Statement of Financial Position at December 31, 2020 indicates total funds at $8,071,596. This is an increase to members’ equity from December 31, 2019 in the amount of $1,595,847. The Audit report was submitted without qualification.

Respectfully submitted,
Doris Doudet
Treasurer
## UBC Faculty Association 2020 Budget Comparison

### Budget 2020 to Actual Audited 2020 & 2021 Approved Budget

<table>
<thead>
<tr>
<th>Line #</th>
<th>Line</th>
<th>2020 Approved Budget</th>
<th>Est.Actuals for 2020</th>
<th>2020 over/(under)</th>
<th>PROPOSED BUDGET 2021</th>
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<td>2,000.00</td>
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<td>3</td>
<td>3</td>
<td>Miscellaneous Revenue</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td>4</td>
<td>4</td>
<td><strong>TOTAL REVENUE</strong></td>
<td>3,188,500.00</td>
<td>3,354,183.55</td>
<td>165,683.55</td>
<td>3,352,000.00</td>
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<td>5</td>
<td>5</td>
<td><strong>REVENUE</strong></td>
<td>3,188,500.00</td>
<td>3,354,183.55</td>
<td>165,683.55</td>
<td>3,352,000.00</td>
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<td>6</td>
<td>6</td>
<td>Membership Expenses:</td>
<td>877,000.00</td>
<td>831,004.98</td>
<td>(45,995.02)</td>
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<td>7</td>
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<td>CAUT Dues</td>
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<td>CUFA-BC Dues</td>
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<td>9</td>
<td><strong>Total Membership Expenses</strong></td>
<td>877,000.00</td>
<td>831,004.98</td>
<td>(45,995.02)</td>
<td>860,000.00</td>
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<td>10</td>
<td>10</td>
<td>Service to Members Expenses</td>
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<td>174,105.15</td>
<td>(495,394.85)</td>
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<td>Legal Fees and Grievance/Arbitration Related Expenses</td>
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<td>Member Seminars/AGM &amp; FGM/Consults/Education/Commun</td>
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<td>Standing Committee and Meeting Expenses</td>
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<td>20,000.00</td>
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<td>16</td>
<td><strong>Total Service to Members Expenses</strong></td>
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<td>174,105.15</td>
<td>(495,394.85)</td>
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<td>Operational Expenses</td>
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<td>27,403.06</td>
<td>(72,596.94)</td>
<td>35,000.00</td>
</tr>
<tr>
<td>19</td>
<td>19</td>
<td>Office Expenses including IT Tech Services</td>
<td>40,000.00</td>
<td>28,631.14</td>
<td>(11,368.86)</td>
<td>40,000.00</td>
</tr>
<tr>
<td>20</td>
<td>20</td>
<td>Insurance</td>
<td>13,000.00</td>
<td>2,368.00</td>
<td>(10,632.00)</td>
<td>15,000.00</td>
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<tr>
<td>21</td>
<td>21</td>
<td>Donations</td>
<td>5,000.00</td>
<td>5,000.00</td>
<td>-</td>
<td>15,000.00</td>
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<td>22</td>
<td>22</td>
<td>Audit and Professional Fees</td>
<td>18,000.00</td>
<td>11,737.50</td>
<td>(6,262.50)</td>
<td>15,000.00</td>
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<tr>
<td>23</td>
<td>23</td>
<td>Asset Purchases-Equipment</td>
<td>7,500.00</td>
<td>5,217.46</td>
<td>(2,282.54)</td>
<td>20,000.00</td>
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<tr>
<td>24</td>
<td>24</td>
<td>Leasehold Improvements</td>
<td>30,000.00</td>
<td>2,289.58</td>
<td>(27,710.42)</td>
<td>20,000.00</td>
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<td>25</td>
<td>25</td>
<td><strong>Total Operational Expenses</strong></td>
<td>213,500.00</td>
<td>77,429.28</td>
<td>(136,070.72)</td>
<td>137,500.00</td>
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<tr>
<td>26</td>
<td>26</td>
<td>Human Resources</td>
<td>1,145,253.00</td>
<td>885,466.43</td>
<td>(249,786.57)</td>
<td>1,111,373.08</td>
</tr>
<tr>
<td>27</td>
<td>27</td>
<td>Release Time</td>
<td>250,000.00</td>
<td>54,000.00</td>
<td>(196,000.00)</td>
<td>250,000.00</td>
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<tr>
<td>28</td>
<td>28</td>
<td>Staff Salaries</td>
<td>742,205.00</td>
<td>703,494.78</td>
<td>(38,710.22)</td>
<td>721,082.15</td>
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<td>29</td>
<td>29</td>
<td>Staff Benefits - Taxes, PDF</td>
<td>125,548.00</td>
<td>122,235.05</td>
<td>(3,312.95)</td>
<td>125,290.93</td>
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<tr>
<td>30</td>
<td>30</td>
<td>Contract Office Support/Recruiting</td>
<td>10,000.00</td>
<td>301.35</td>
<td>(9,698.65)</td>
<td>5,000.00</td>
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<tr>
<td>31</td>
<td>31</td>
<td>Staff Training</td>
<td>7,500.00</td>
<td>4,355.25</td>
<td>(3,144.75)</td>
<td>10,000.00</td>
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<td>32</td>
<td>32</td>
<td><strong>Total Human Resources</strong></td>
<td>1,145,253.00</td>
<td>885,466.43</td>
<td>(249,786.57)</td>
<td>1,111,373.08</td>
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<tr>
<td>33</td>
<td>33</td>
<td><strong>TOTAL EXPENSES</strong></td>
<td>2,905,253.00</td>
<td>1,968,005.84</td>
<td>(927,247.16)</td>
<td>2,668,373.08</td>
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<tr>
<td>34</td>
<td>34</td>
<td><strong>SURPLUS (LOSS)</strong></td>
<td>283,247.00</td>
<td>1,386,177.71</td>
<td>1,092,930.71</td>
<td>683,626.92</td>
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<tr>
<td>35</td>
<td>35</td>
<td><strong>Transfer of Funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>36</td>
<td>36</td>
<td>Legal Reserve Fund</td>
<td>45,000.00</td>
<td>45,000.00</td>
<td></td>
<td>45,000.00</td>
</tr>
<tr>
<td>37</td>
<td>37</td>
<td>Operational (General) Reserve Fund</td>
<td>1,000,000.00</td>
<td>1,000,000.00</td>
<td></td>
<td>2,000,000.00</td>
</tr>
<tr>
<td>38</td>
<td>38</td>
<td><strong>TOTAL TRANSFER OF FUNDS</strong></td>
<td></td>
<td></td>
<td></td>
<td>2,000,000.00</td>
</tr>
</tbody>
</table>
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