



ubcfa UNIVERSITY OF BRITISH COLUMBIA
FACULTY ASSOCIATION
Annual Report 2013 - 2014

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Changing the Conversation

Nancy Langton, President

As I write this report, conscious of the fact that I am entering the last few months on my Presidency, I am aware of how privileged I have been over these four years to be involved in service to the membership. I came into office wanting to develop an approach with the Administration that was underpinned by respectful, collegial dialogue. While I think I was largely able to achieve this goal, there were certainly some issues which were much more confrontational.

The Faculty Association and the University will inevitably disagree on some matters. But a genuine approach to understanding both sides' concerns can do much to continue dialogue. With the appointment of a new Director of Faculty Relations at UBC Vancouver, open communications between the Faculty Association and University are in much better shape than earlier in my term. Allison Matacheskie brings a fresh approach and an open mind, and I hope that attitude and spirit continue.

As President, I work with Standing Committee Chairs and their members and Association staff on a variety of matters affecting the Association and its membership. And, although it has not been the norm at the Association for the President to do so, I have served as Chair of the Bargaining Preparation Committee for three rounds of bargaining. There are many ongoing concerns, discussions, and activities that make up the day-to-day life of the Association. Here is what captured the bulk of my attention over the past year.

Policy 81

In February 2014, the Board of Governors passed Policy 81 (Use of Teaching Materials in a UBC Credit Course) outside its regularly scheduled meeting process. The Faculty Association vigorously opposed Policy 81 as drafted, revised, and implemented at all stages. To help inform members of the issues, we also organized our Annual General Meeting around the Policy. We have since been working hard to understand the potential ramifications of this Policy on our membership. The Policy has also raised concerns at the national level. We received an unprecedented number of responses from the membership expressing their concerns with the Policy, in particular that it relies on "opting out" rather than "opting in." We will continue to consult and communicate with our membership.

Bargaining

Bargaining 2012 wrapped up in Fall 2013. Despite more than 20 days at the bargaining table and two days of mediation in Spring 2013, the Parties were ultimately not able to reach an agreement on any issues of substance, and so arbitrator Colin Taylor settled the matter for us at Interest Arbitration in June 2013. We received arbitrator Taylor's award in July 2013. While he did not award either party any language (saying that the parties ought to be sophisticated enough to bargain on our own), the Association successfully broke the provincial PSEC mandate, winning a total salary increase of 5% over two years (2.5% & 2.5%).

Although it may feel like the last round of bargaining just ended, Bargaining 2014 begins in April.

Workload Policies

Since the implementation of the broadened workload language in our Collective Agreement, we've been discussing the development of the required "workload guidelines" with the University. Contrary to what we believe a workload policy is intended to do, workload policies are being developed across both campuses that create differential teaching loads for faculty members deemed to be "unproductive." In several conversations with the University, we raised serious concerns about the direction of these policies, that they do not establish an equitable basis for faculty to compete for merit, PSA and promotion, but rather that they are acting as defacto performance review mechanisms with disciplinary outcomes (increased teaching and less time for research). Some departments are now using annual reports prepared for merit & PSA as assessment tools for the assignment of workload. In response, the University simply argued that these policies have been collegially developed through appropriate processes and as such are a reflection of the will of faculty. The draft workload policy from the Sauder School of Business goes the furthest, prescribing rewards systems in terms of teaching reductions for publishing in the highest-ranking journals with punitive measures for publishing in less desirable ones. In this particular case, we are also concerned about academic freedom issues.

— continued on p2

Pension Arbitration

In October 2013, the Faculty Association was in arbitration over a grievance concerned with whether the University was paying the appropriate amount of funds into the Faculty Pension Plan (FPP) for members who were no longer making contributions to the Canada Pension Plan (CPP). Our primary concern was to ensure that the University was making a full 10% contribution to the FPP as articulated in the Collective Agreement. The University successfully argued that it was meeting its statutory and Collective Agreement obligations in the manner in which it made its contributions, pointing to a historical agreement and a change in collective agreement language following an interest arbitration award in the 1980s. While we disagreed with their interpretation of that language, which is what led to having the matter adjudicated, we were ultimately unsuccessful at arbitration.

Western Regional Conference

We partnered with our colleagues from the University of Northern British Columbia Faculty Association (UNBCFA) to host the annual Western Regional Conference. This is a conference that brings together faculty associations from Manitoba west to discuss issues and trends affecting our memberships. President Toope as well as our Provosts provided financial support for the Conference hosting both the welcoming reception at the Museum of Anthropology as well as the seated dinner. As the dinner's keynote speaker, UBCO's Deputy Vice Chancellor, Deborah Buszard, received a warm reception from the attendees who later commented on how much they enjoyed her talk. There was also a line-up of great presentations at the conference with talks organized around issues of pay equity, equity and diversity at universities, governance, research funding, collective bargaining, and libraries and the profession of academic librarians. Several of our Executive Committee members participated in the panels and I would like to extend my gratitude for their contributions. I'd also like to acknowledge my colleagues at UNBCFA, with whom I've enjoyed working over the past few years, for all their hard work in helping to make this Conference a huge success.

I would like to thank Deena Rubuliak and the staff at the Association for their dedicated hard work. It is a pleasure to work with these individuals.

EXECUTIVE COMMITTEE & STAFF

Executive Committee:

President: Nancy Langton, Sauder School of Business

Vice President: Mark Mac Lean, Mathematics

Treasurer: Hugh Neary, Economics

Secretary: Doug Brigham, Library

Members-at-Large:

Lara Boyd, Physical Therapy

Doris Doudet, Neurology

Megan Levings, Surgery

Charles Menzies, Anthropology

Karen Smith, Microbiology & Immunology

Daniel Vickers, History

Committee Chairs:

Contract Faculty: Rick Gooding, Arts Studies;

Librarians & Archivists: Kristina McDavid, Library

Okanagan Faculty: Jim Johnson, Economics

Member Services & Grievance:

Margaret Wright, Social Work

Status of Women: Margot Young, Law

Staff:

Executive Director: Deena Rubuliak

Executive Assistant: Christina Hrabowsky

Bookkeeper: Nancy Lovelace

Communications Assistant: Ranjit Sundur

Membership Services Officers:

Valarie Nickel

Robin Jane Roff

Ian Stockdale

Connections for a Stronger Together

Rick Gooding | Chair, Contract Faculty Committee

CFC Members: Sarika Bose, English; Carellin Brooks, Arts Studies in Research & Writing; Charmaine Gorrie, Classical, Near Eastern, & Religious Studies; Michael Lanthier, History; Jillian Lerner, Art History; Stephanie Spacciante, French, Hispanic & Italian Studies; Tatiana van Riemsdijk, History; May Ver, Earth & Ocean Sciences

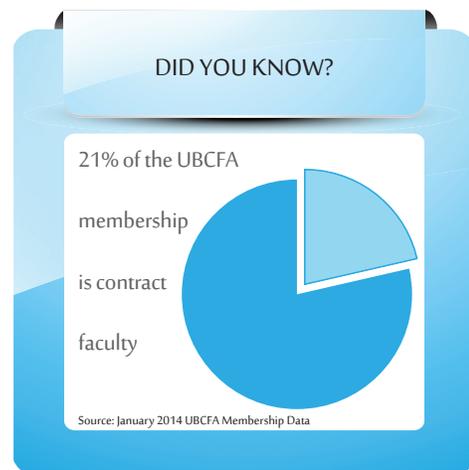
In late 2013, the Sessional Faculty Committee was renamed the Contract Faculty Committee (CFC) to better reflect its constituency, which comprises approximately 175 12-month Lecturers in addition to close to 600 Sessionals. Despite the name change, the CFC retains its predecessor’s mandate: to provide networking, advocacy, and bargaining advice on behalf of UBC faculty who hold contract rather than tenure-stream appointments. The Chair of the CFC serves on the Faculty Association’s Executive Committee and on CAUT’s Contract Academic Staff Committee (CAUT-CAS). The Chair also served on the bargaining team during negotiations and interest arbitration preparation for the 2012-2014 Collective Agreement, and he is a member of the current bargaining team as well. Off campus, the CFC works informally with the Federation of Post-Secondary Educators of BC (FPSE), and since 2011 representatives have been invited to attend either the Fall or the Winter meeting of FPSEs Non-Regular Committee.

In 2013-2014 the CFC worked to revise the booklet, “Contract Faculty at UBC: A Companion to Your Collective Agreement for Sessionals and 12-month Lecturers,” to reflect the changes in the 2012-2014 Collective Agreement. The CFC also began working with the Executive Director, Deena Rubuliak, and Faculty Relations on converting unclaimed Professional Development Reimbursement funds into a teaching support fund for contract faculty. Members of the committee continue to work on Casualization of the Academy, the CAUT-CAS Committee’s edited collection on the current state of contract faculty in Canada, a volume which is projected to feature contributions from three current and former members of the UBCFA Executive.

In October each year the CFC hosts activities for Fair Employment Week, an annual campaign during which faculty associations and educators’ organizations across North America raise awareness of the working conditions faced by contract faculty and argue for more equitable employment practices. This year’s activities included a poster campaign and information booth in the SUB, an afternoon at the pub for contract faculty, and a guess-how-much-sessionals-earn contest for students.

As part of its mandate to promote networking among contract faculty, the SFC hosted occasional social gatherings. We also routinely answered queries from our members about the Collective Agreement, directing the tough ones to the Faculty Association’s Membership Services Officers.

I would like to thank the members of the CFC for their hard work, professionalism, and good humour as well as sessionals from the Department of English and Arts Studies in Research and Writing who helped out with Fair Employment Week. I would also like to thank the other members of the Faculty Association Executive and the staff of the Faculty Association for their ongoing support of the work of the CFC.



Continued Growth for Expanded Awareness & Engagement

Kristina McDavid | Chair, Librarians and Archivists Committee

LAC Members: Eugene Barsky; Paula Farrar; Erin Fields; Christopher Hives; Paul Joseph; Teresa Lee; Aleha McCauley; Trish Rosseel; Bronwen Sprout; Lindsay Ure; Danielle Winn

This past year, the Librarians and Archivists Committee (LAC) has been active and productive. Our regular monthly meetings continue to be lively and well-attended, and serve as a forum for discussion on matters pertaining to the workplace, our Collective Agreement, and our profession more broadly. We held some fruitful consultations with members, where we discussed the outcome of the last round of bargaining, as well as priorities for the upcoming round. We have also been engaged in a number of projects, and have hosted both professional and social events for Librarians and Archivists.

In May 2013, LAC hosted an event called "Great People, Great Work", which was an opportunity to share with and learn from colleagues in the Library in a genial, relaxed atmosphere. This event featured lightening talks from 10 librarians and archivists on a wide variety of topics, such as the Aboriginal Audio Digitization and Preservation Grant Program, an international virtual reference collaboration, maker/hacker culture, reflective reasoning, the work of the Privacy and Information Task Force, integration of library course reserves with Connect and much more. This event was well attended and extremely well received. We hope to make this a semi-regular occurrence; a second installment will take place in April 2014.

In addition, the work of the Library Joint Consultation Committee is ongoing. The JCC comprises four members of the Faculty Association and four from the University and is charged with exploring models that "allow for and support career progression for Librarians, better reflect the varied and emerging roles that Librarians perform, and are capable of adapting to ongoing change and organizational evolution in the Library." As Chair of LAC, I am one of the Faculty Association's representatives on this committee. This JCC meets monthly and has thus far been engaged in a study of collective agreements at other universities as well as consultation inside and outside the Library. In February, the JCC

hosted three consultations with UBC Librarians and Archivists, which led to a great deal of interesting and informative dialogue. The JCC will report to the parties in May.

Libraries have been in the news a great deal of late, in the press, at library-related associations and on our academic list-servs. Last October, members of the LAC contributed a session on issues concerning librarians and archivists to the 2013 Western Regional Conference for faculty associations in Western Canada.

We discussed trends and developments at the national level, the institutional level and at UBC. At the national/international level, we talked about core values of academic libraries, new roles for libraries and librarians, the ongoing situation at Library and Archives Canada, and the Royal Society of Canada Expert Panel, "The Status and Future of Canada's Libraries and Archives". At the institutional level, we spoke about trends (some disturbing) at academic libraries, and focused on several case studies, examining events that have played out at other Canadian universities.

Finally, we discussed developments at UBC, including the LAC, the Library JCC, and other initiatives that are leading to increased visibility and discussion of important workplace issues. We were heartened by the spirited conversation that followed this talk.

I believe the creation of the LAC has led to increased participation and engagement in the Library as well as greater awareness of Library workplace issues both within the Library and at the Faculty Association more broadly. Though our Committee is still very young, I feel it has already had a positive impact. At this time of rapid change in academic libraries, I know we have a great deal of important work ahead of us.

I sincerely appreciate the commitment and contributions of LAC members, as well as the support of our Faculty Association Executive colleagues and the diligence and kindness of the staff.

DID YOU KNOW

In 2012-2013, 85 Faculty Association Librarians and Archivists* helped oversee more than 4 million visits to 15 library branches and divisions on both Vancouver and Kelowna campuses, and at off-campus locations**.

Sources: January 2014 UBCFA Membership Database; *UBC Library website

Service to Support and Guide Resolutions

Margaret Wright | Chair, Member Services and Grievance Committee

MSGC Members: Jennifer Baumbusch; Alex MacKay; Scott Mackenzie; Michael Pidwirny; Wendy Poole; Jaclyn Rea; Anthony Sheppard; Bronwen Sprout

The Membership Services and Grievance Committee (MSGC) works formally and informally to resolve workplace issues of concern to Faculty Association members at both the Okanagan and Vancouver campuses. The Committee is made up of members from across the Vancouver campus representing a variety of ranks, disciplines and units. We also have representation from UBC Okanagan and the Library.

The Membership Services Officers (MSOs), are at the forefront of the Committee's work. In the past year, the MSOs have dealt with about two hundred member files. Often MSOs have short term contact with members to answer questions or to give advice to help with minor issues. Other situations may be more complex, require longer term work, and may result in the filing of a grievance. The Faculty Association currently has approximately 15 formal outstanding grievances with the University.

The MSGC meets monthly to review the range of issues confronting the membership including tenure and promotion, merit & PSA awards, respectful workplace concerns, scholarly integrity, intellectual property and copyright issues, medical leaves and return-to-work/accommodation matters. The MSGC also, from time to time, recommends policy grievances to the Executive Committee. These recommendations arise out of patterns of failure to abide by the terms of the Collective Agreement that the Committee uncovers during our deliberations. In addition to personnel issues, the MSGC also examines University policies that may have an impact on the Collective Agreement and our membership as a whole, and provides feedback that is incorporated into the Faculty Association's submissions.

In the past year, the Committee dealt with 10 tenure and promotion files. This is one of the largest numbers of this type of file that the Committee has had to manage. While the issues vary, the Committee is monitoring whether there is a trend here and whether the University is appropriately applying criteria as set out in the Collective Agreement. We expect our monitoring of this potential trend will result in better education to our members through individual advice and tenure and promotion workshops.



Our work supporting Librarians is ongoing. We have filed a grievance over what constitutes bargaining unit work. We have yet to resolve the issue with the University.

Our preference, when feasible, is to resolve matters informally with the University, a process which is codified in our Collective Agreement. When this is not possible and a formal grievance is in place, we may seek a resolution through the arbitration process. While the MSGC thoroughly discusses grievance files before making a recommendation, the Executive Committee, as part of its overall fiduciary responsibility, makes the final decision on which files proceed to arbitration.

Last year, the Executive approved sending four grievances to arbitration. One of these was a member grievance and three were policy grievances. Two of these matters were settled prior to the hearing date. The others are in process. Over the past year, we have also been successful at resolving a number of member files.

The volunteer membership as well as Faculty Association staff continue to work hard through consultation and mentorship as well as grievance and arbitration processes to help members avoid and resolve problems and conflicts that they encounter in the workplace.

(Un)Paralleled Standards

Jim Johnson | Chair, Okanagan Faculty Committee

OFC Members: Chair: Michael Pidwirny, Geography; John Wagner, Community, Culture & Global Studies

As everyone knows, the rebuilding of the Okanagan campus that started after the downsizing of 2005 is now largely complete, as we have reached our target number of domestic student FTEs. Thus, this is a good time to take a snapshot of the membership. In Kelowna the number of tenured and tenure track members of the Professoriate in the first term stood at 297, or 14.5% of the size of the comparable group in Vancouver. The number of tenured and tenure track members of the educational leadership stream (Instructor I, Senior Instructor, Professor of Teaching) stood at 38, or 21% of the size of the comparable group in Vancouver. There were 74 members in term teaching positions, which is 10% as many as in Vancouver. Rounding out the list are six probationary and confirmed librarians, which is 8.8% as many as in Vancouver. As this is a snapshot it cannot take into account unfilled positions, and people on unpaid leave, but it remains a reasonably accurate picture of the bargaining unit. One thing that is interesting, and may reflect the direction current leadership intends to take the campus, is the fact that 11.3% of all our regular faculty members are in the educational leadership stream, while in Vancouver the ratio is only 8.1%.

Unfortunately, UBCO seems to have adopted UBCV's disastrous budget model in which, despite year after year of large operating surpluses, the faculties budgets are constantly being squeezed so that money can be "invested" in other initiatives. Some of those other initiatives seem worthy, while for others (like the bizarrely expensive flexible learning initiative) I'm not entirely sure of their value. But however valuable these investments are it makes no sense to squeeze the faculties who are, or at least should be, at the core of the University's mission.

Recently, we have seen a spate of events that appear to be an attempt by the University to discipline people without going through the normal procedures in the Collective Agreement. In particular, the University has been trying to introduce procedures by which faculty members who do not meet certain "production standards" would be punished by being given a workload that is not appropriate for their appointment. The University is certainly entitled to discipline members for cause, which is defined as "incompetence, gross misconduct, or unjustifiable failure to carry

out one's reasonable duties." If the University can demonstrate cause, they may impose one of the following penalties: warning, reprimand, suspension, or termination (see Part 4, Article 10 of the Collective Agreement for a full discussion). The University is not entitled to discipline people for reasons that do not rise to the level of incompetence, gross misconduct, or unjustifiable failure to carry out one's reasonable duties and the list of disciplines they are entitled to impose does not include assigning faculty members a workload that is inappropriate for their appointment. At some point, and soon, this issue will likely end up in arbitration.

For years we have heard complaints from members about the air quality in the Arts building. The University has consistently denied that there have been more than a handful of complaints. We have conducted a survey of members on this issue and discovered that, in fact, there are more than just a handful who report health issues related to the Arts building. We are attempting to get Work Safe BC to do a proper investigation.

After a short period where labour relations seemed to improve, we have moved into another period of very poor labour relations, largely due to the grievance resolution practices of Human Resources. As usual, we have been very busy with grievances, only some of which have been resolved. Grievance resolution has been slow due to the standard HR practice of "deny and delay." Even in cases where the University has clearly made a mistake, HR's first response is to deny any mistake has been made, followed by months and months of delay before a settlement is achieved. When the problem originates in the Dean's office, which it often does, HR stonewalling goes into high gear. Often after months and months of delay the University only offers to commit to having the Dean follow the Collective Agreement in the future. This is usually followed almost immediately by another instance of the same problem that occasioned the first grievance. It's very frustrating, but that's the price of working for such a difficult employer.



Advocacy for Fairness & Transparency

Gillian Creese | Appointee, Senior Appointments Committee

Fair and transparent tenure and promotion procedures are a concern for all faculty members. Each year the Faculty Association appoints one member to UBC's Senior Appointments Committee (SAC). For the past six months I have had the privilege of working on SAC as a representative of the Faculty Association. SAC reviews all tenure decisions, all promotions, and all new appointments at the rank of Senior Instructor, Associate Professor, or Professor in both the teaching and research streams.

SAC members are drawn from the ranks of Professor and Professor of Teaching from across all units at the Vancouver and Okanagan campuses. It is a very hard working committee and last year SAC reviewed a total of 187 separate cases and 299 decisions on tenure or promotion. Details of 2012-13 decisions on tenure and promotion appear in the table below.

SAC deliberates the merits of each case in the context of 1) the provisions of the collective agreement, 2) practices of procedural fairness, and 3) standards of excellence considered appropriate within specific units and faculties. Although SAC only advises the President, in most instances its recommendations are in-line with the President's final decision. The vast majority of UBC's tenure and promotion cases are successful. As the following table shows, 96% of decisions (286 out of 299) were positive in 2012-13, with only 13 negative decisions, a testament to the quality of UBC research and teaching faculty and SAC's efforts to ensure fairness in the process.

Faculty Association members coming up for promotion or tenure should be aware that there is increasing emphasis on excellence in teaching in all decisions for tenure and promotion. In addition, demonstrated "ability to direct graduate students" is carefully scrutinized for all promotions in the Professoriate (research) stream. Members are urged to document their varied contributions to teaching and graduate supervision and to take advantage of instructional skills and other resources at UBC to ensure that they meet these high standards. Members in the Professor of Teaching stream may be pleased to note the promotion of 6 colleagues to the rank of Professor of Teaching. These cases have helped to clarify what scholarship of teaching and educational leadership entails at UBC. As a result the Guide to Reappointment, Promotion and Tenure Procedures at UBC 2013-14 (the "Guide") now contains clearer language pertaining to the criteria for tenure and promotion in the Professor of Teaching stream.

All members are advised to consult the Guide, talk to their unit Head, and consider taking one of the workshops on promotion and tenure run jointly by the Faculty Association and UBC. Informing yourself about expectations in your field, discipline and faculty, and clearly outlining how your file demonstrates excellence in research/educational leadership, teaching, and service will make the tenure and promotion process as transparent as possible.

2012-2013 P&T Decisions

		Professor			Professor of Teaching			Associate Professor			Senior Instructor			Tenure**		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Head*	+	50	19	69	6	0	6	58	31	89	4	8	12	64	38	102
	-	1	0	1	0	0	0	1	0	1	0	0	0	2	0	2
Dean	+	50	18	68	6	0	6	56	32	88	4	9	13	62	42	104
	-	2	2	4	0	0	0	4	2	6	0	0	0	4	2	6
President	+	50	20	70	6	0	6	55	33	88	4	9	13	67	42	109
	-	2	0	2	0	0	0	9	2	6	0	0	0	4	1	5

* Discrepancies in the totals are due to the Head not being applicable for certain cases, and for joint appointments where more than one Dean and Head votes.
 ** Tenure includes both tenure only and cases where tenure is automatic with promotion.

Lead with Mentorship & Outreach

Margot Young | Chair, Status of Women Committee

The Committee did not meet as regularly in this academic year as we have in the past due to difficulties scheduling meetings with members' attendance. The Chair's work, and that of the Committee, over the past academic year has included the following:

The Ongoing Work with Pay Equity

As part of the ongoing work, the Committee continues to track issues around pay equity and policy for female faculty.

Although the feedback we have received from faculty surrounding these issues continues to be positive, we have also been hearing that female faculty are eager to hear reports on the next steps and what kind of progress is being made on the other issues identified in the Recommendation Reports. We will continue to meet with the Senior Advisor on Academic Women and other representatives of UBC to implement the recommendations.

The 2% adjustment that was agreed to for all female tenure and tenure-track faculty was implemented last year. Since that time, some concerns have been expressed by the unequal impact of this settlement on units with disproportionately higher numbers of female faculty members.

Mentorship Programme

The UBCV Mentorship Programme was a small-scale success again this last Fall. The program kicked off with a welcoming reception for new female faculty members at the new Wall Centre at Sage. The reception was attended by the UBC President who spoke to the issues female faculty face and the University's commitment to continue to understand and address the issues. In keeping with the mentoring theme, the Committee also discussed plans to hold round tables on promotion and tenure with a particular focus on women in the academy.

In terms of our Okanagan Campus, I met with the UBCO Director of Human Resources to gain a better understanding of the campus-specific gender equity issues and to discuss how to address these issues, including organizing mentoring activities for female tenure-stream faculty. This work will continue throughout the next year.

Contract Faculty Members

A consistent discussion between Committee members surrounds our considerable difficulty finding a Sessional Faculty and/or 12-month Lecturers to join the Committee due to concerns around workload and the volunteer committee membership. Committee members agree that diverse representation of female faculty is important to the work of the Committee and so efforts to attract new members in these job categories will continue this year, including possibly inviting members from the Contract Faculty Committee to meet with us to discuss equity issues.

Town Hall Event

A Town Hall for faculty women was held this past Fall in the Law School. The event attracted faculty women from various disciplines across campus and of all ranks. A number of important issues were discussed including a focused segment on preparations for collective bargaining, administrative support, and child care.

Childcare Spaces and Parental Leave for Adoptive Parents

Having enough childcare spaces on campus is one of the issues that I hear most about as Chair. This was recently discussed at an Executive meeting and will be part of our discussions with the University later this Spring. Efforts are also ongoing to raise the inequities pursuant to adoptive leave.

As the committee is looking for new members, please contact us (faculty.association@ubc.ca) if you are interested in joining our committee.

Financial Report

Hugh Neary | Treasurer

The audited financial statements for 2013 and the 2014 budget as approved by the Executive Committee are attached to this report. Both the planned and audited figures for 2013 are shown as is the planned budget for 2014.

Revenue was over budget by \$217k in 2013, and is projected to fall slightly in 2014 (line 5).

Total expenses were substantially under budget in 2013 (\$197k, line 45). The Legal Reserve Fund was increased by the planned amount (\$151k, line 50), while the unplanned surplus was transferred to the Operational Reserve Fund (\$217+\$197=\$414k, line 51).

There was an expenses shortfall in each of the four summary expense categories listed. Notable items include:

(1) The budget allowed \$250k for Legal Fees but in the event only \$151k were used, saving \$99k (line 14). An allowance of \$250k for Legal Fees is included in the 2014 budget.

(2) The budget allowed \$250k for Collective Bargaining Arbitration but \$317k was spent in the actual bargaining process that developed, an excess of \$67k (line 15). An allowance of \$350k is included in the 2014 budget. The Association is prepared, if necessary, to go to Arbitration during this year.

(3) In total the 2014 budget allows for a total of \$652k in Service to Members Expenses, an increase of \$90k over the amount budgeted for 2013 (line 20).

(3) Each line item for Operational Expenses, except one for a one-time auditing charge, came in under budget, for a saving of \$77k on the projected budget amounts (line 34). Leasehold improvements (to the Office) were substantially under budget (line 33) due to project curtailment. The total amount budgeted for 2014 is \$137k, compared to \$213k in 2013 (line 34).

(4) Each line item in Human Resource Expenses came in under budget, for a saving of \$46k. Savings in Release Time (\$11k, line 37) were realized. Most items are expected to be higher in 2014, with \$797 budgeted for 2014 against \$748k budgeted for 2013.

The savings outlined in items (1) - (4) together account for just under half of the unplanned surplus (\$197k of \$414k) in 2013.

The planned 2014 budget calls for a net surplus of \$198k (line 47), which will be transferred to the Legal Fund.

Budget

	Annual Budget 2013	Audited Actual 2013	+/-	Approved Budget 2014
1 REVENUE				
2 Membership dues	\$2,330,000	\$2,546,854	\$216,854	\$2,450,000
3 Bank Interest	\$400	\$986	\$586	\$1,000
4 Miscellaneous	\$0		\$0	
5 Total Revenue	\$2,330,400	\$2,547,840	\$217,440	\$2,451,000
6				
7 EXPENSES				
8 Membership Expenses				
9 CAUT Dues	\$466,000	\$453,170	-\$12,830	\$470,500
10 CUFA/BC Dues	\$190,600	\$188,583	-\$2,017	\$196,000
11 Subtotal Membership Expenses	\$656,600	\$641,753	-\$14,847	\$666,500
12				
13 Service to Members Expenses				
14 Legal Fees	\$250,000	\$150,546	-\$99,454	\$250,000
15 Collective Bargaining Interest Arbitration	\$250,000	\$317,283	\$67,283	\$350,000
16 Member Seminars	\$6,000	\$3,000	-\$3,000	\$6,000
17 Member Communications	\$10,000	\$1,363	-\$8,637	\$5,000
18 Special Events	\$40,000	\$29,905	-\$10,095	\$35,000
19 Standing Committees	\$6,000	\$1,547	-\$4,453	\$6,000
20 Subtotal Service to Members Exp	\$562,000	\$503,644	-\$58,356	\$652,000
21				
22 Operational Expenses				
23 Travel & Conference Fees	\$68,000	\$62,017	-\$5,983	\$68,000
24 Office Supplies & Expenses	\$15,500	\$13,088	-\$2,412	\$15,500
25 Equip Rental & Maintenance	\$4,160	\$3,602	-\$558	\$3,602
26 Computer Charges (UBC)	\$2,500	\$1,503	-\$997	\$2,500
27 Telephone & Fax	\$11,000	\$9,024	-\$1,976	\$11,000
28 Miscellaneous	\$2,500	\$963	-\$1,537	\$2,500



	Annual Budget 2013	Audited Actual 2013	+/-	Approved Budget 2014
29 Insurance	\$11,000	\$2,024	-\$8,976	\$11,000
30 Donations	\$5,000	\$1,000	-\$4,000	\$5,000
31 Auditor's Fees	\$7,840	\$9,450	\$1,610	\$7,840
32 Furn & Fix, Computers, Case Management Software	\$15,000	\$898	-\$14,102	\$10,000
33 Leasehold Improvements	\$70,000	\$31,649	-\$38,351	\$0
34 Subtotal Operational Expenses	\$212,500	\$135,218	-\$77,282	\$136,942
35				
36 Human Resources				
37 Release Time	\$85,000	\$73,972	-\$11,028	\$99,838
38 Staff Salaries	\$520,000	\$516,336	-\$3,664	\$551,996
39 Benefits/EI/ CPP/WCB/EFAP	\$112,500	\$104,115	-\$8,385	\$118,500
40 Contract Office Support	\$15,000	\$0	-\$15,000	\$10,000
41 Staff Professional Development	\$11,000	\$6,672	-\$4,328	\$12,000
42 Executive Committee Professional Development	\$5,000	\$1,380	-\$3,620	\$5,000
43 Subtotal Human Resources	\$748,500	\$702,475	-\$46,025	\$797,334
44				
45 Total Expenses	\$2,179,600	\$1,983,090	-\$196,510	\$2,252,776
46				
47 Surplus (Loss)	\$150,800	\$564,750	\$413,950	\$198,224
48				
49 Transfer of Funds				
50 Legal Reserve Fund	\$150,800	\$150,800	\$0	\$198,224
51 Operational Reserve Fund	\$0	\$413,950	\$413,950	\$0
52 Total Transfer of Funds	\$150,800	\$564,750	\$413,950	\$198,224