

# A Year of Achievement

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2011-12 REPORT TO MEMBERS



UBC ALUMNI ASSOCIATION  
2011-12 ANNUAL REPORT

# Letter from the Chair *and the* Executive Director



Dear UBC Alumni Association members,

It is our great pleasure to present you with the UBC Alumni Association's Annual Report for the fiscal year 2011-12, ending March 31<sup>st</sup>.

This past year has been an historic one as UBC and the UBCAA together launched *start an evolution* - Canada's largest ever alumni engagement and fundraising campaign - both locally and internationally. A record number of you - over 35,000! - got involved with the university in ways large and small.

We hope that by the end of the campaign in 2015, 50,000 alumni will be joining with UBC annually to pursue their passions and to help build a better world. For more about how you can get involved go to [startanevolution.ca](http://startanevolution.ca)

Work on the Alumni Centre - UBC's new landmark welcome centre at the heart of the Vancouver campus - has progressed quickly and it is scheduled to open in late 2014.

Finally, the Alumni Association Board has also been working diligently on a new strategic plan - "Alumni - Forever UBC" - which we are excited to share with you, our members. This new plan places UBC alumni at the very heart of the university and provides a roadmap for our future success together.

With thanks to you for the great year that is behind us, here's to an even better one ahead!

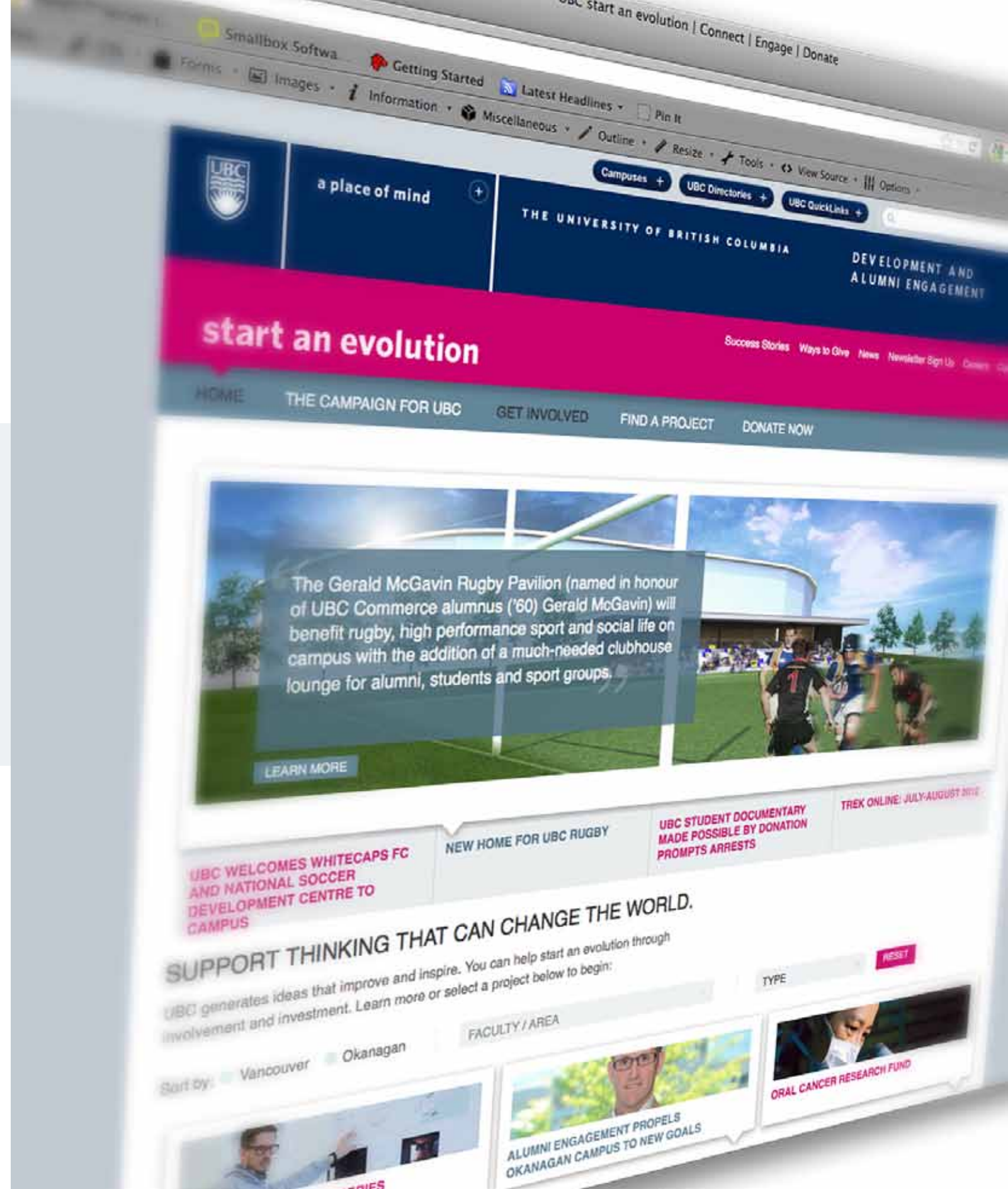
**Judy Rogers, BRE'71**  
*Chair, UBC Alumni Association*

**Jeff Todd**  
*Executive Director, Alumni Association  
& Associate Vice President, Alumni*

[startanevolution.ca](http://startanevolution.ca)

Now one year since launch, the *start an evolution* campaign has been a powerful tool for promoting alumni engagement. The first dual-goal campaign in Canada, *start an evolution* has goals of doubling active alumni engagement *and* raising \$1.5 billion by 2015 to support student learning, impactful research and community engagement. Not only did we surpass our alumni engagement goal for the year but we benefited from an unprecedented level of promotion and activity. From *Globe & Mail* ads, to huge launch events, to sophisticated online marketing, alumni engagement is being promoted like never before.

So if you haven't already, check out the campaign website at [www.startanevolution.ca](http://www.startanevolution.ca) and share it with your friends who may not be aware of the myriad ways in which everyone can benefit from being connected with UBC.



# Key Initiatives

*from the*

## Board of Directors

Your UBC Alumni Association Board is extremely active and engaged. Yes, there are regular meetings with challenging agendas that require good governance, but the Board is also working hard to ensure the organization is well positioned for the future.

To this end, the Board created new mission and vision statements and a strategic plan that are now in the consultation phase and will be fully approved in October for implementation in our next fiscal year. Nearly every Board member has been deeply involved throughout the year in the work of one or more committees with very tangible results, from finance to revenue development to the Alumni Centre. The Governance Committee has worked especially hard to develop a new strategy that will see the creation of a 40-person Alumni Advisory Council to bring a wider range of alumni voices and expertise to the Board and UBC.

Board members represent the Association in their communities and have attended and participated in many University events. We are very proud of this work as we believe it lays a strong foundation for the Association's continued growth and increasing relevance in the life of UBC.



UBC Alumni Association  
Board Of Directors

### Vision, Mission and Strategic Goals 2012-2016



#### VISION

Realize the promise of a global community with shared ambition for a better world and an exceptional UBC.

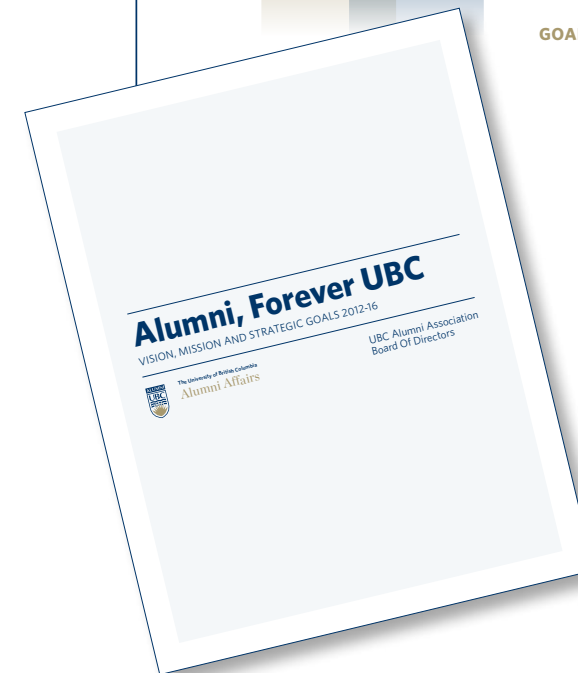
#### MISSION

A member-driven Association that, with UBC:

- promotes alumni personal and professional growth
- connects alumni with each other and their University
- stimulates the alumni community for positive change

#### STRATEGIC GOALS

- GOAL I.** Alumni are Integral and Engaged
- GOAL II.** Alumni Advance UBC's Vision
- GOAL III.** The Alumni Experience is Mutually Beneficial
- GOAL IV.** Alumni Affairs Models Best Practice and Grows its Capacity to Serve

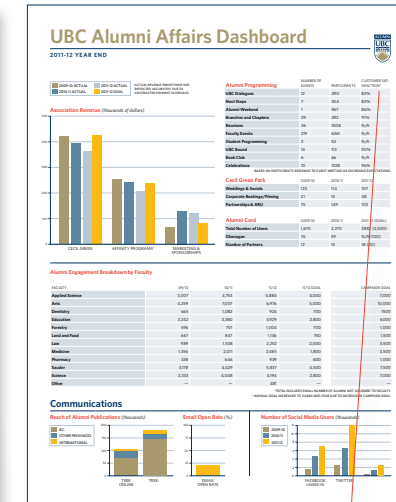
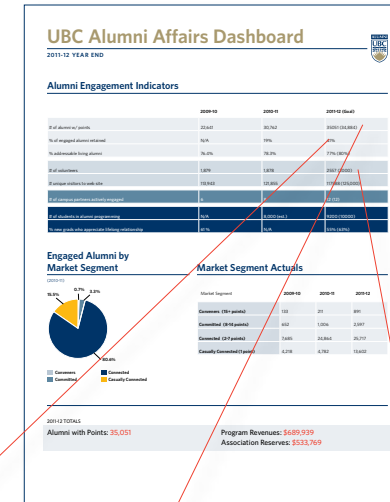


# Measuring our Performance

Your Alumni Association has a performance-based culture and our efforts to engage alumni are subject to rigorous measurement and careful monitoring.

The alumni engagement dashboard and points system we use are distinct among alumni organizations in North America. We work hard to quantify what is often seen as intangible and we demonstrate the return on our efforts engaging UBC's alumni.

The dashboard covers a lot but here are a few highlights.



**TOTAL ALUMNI WITH POINTS:**  
**35,051**

We are well on our way to the campaign goal of engaging 50,000 alumni annually in a measurable way by 2015.

**RETENTION RATE:**  
**19% → 41%**

In 2011-12, we increased the retention of alumni repeating their engagement from one year to the next from 19 per cent to 41 per cent.

**VOLUNTEERS:**  
**2,557**

We engaged 2,557 volunteers across the university last year. This is up from 1,878 the previous year, and well over our goal of 2,000.

**SATISFACTION WITH EVENTS:**  
**88%**

This figure is based on post-event surveys, which asked participants whether our programs and events met or exceeded their expectations.

## Get Others Engaged!

Thank you for reading our Annual Report – we figure you must be pretty engaged with UBC and your Alumni Association! And now you know that 35,051 other alumni were engaged last year, which we are very proud of. But this means over 200,000 were not involved in a measurable way. There are probably a lot of alumni in your life who aren't involved, and we ask you to encourage them to follow your example. Please invite them to join you for Alumni Weekend or even just make sure we have their address or email so they can get *Trek* magazine. They'll be pleasantly surprised at how rewarding it can be.

[startanevolution.ca](http://startanevolution.ca)

**Re-connect with classmates and faculty. Volunteer as a guest speaker or mentor. Join or start an alumni chapter. Attend a UBC Dialogue. Sign up for a Continuing Education course. Take a walk on Campus. Attend Alumni Weekend. Visit a UBC attraction. Buy tickets for a Chan Centre event. Sign up for event eblasts. Donate to a project. Get an ACard. Fill in a survey. Tell your friends about UBC. Hire a Co-op student. Follow UBC news. Sign up for alumni tweets or LinkedIn. Visit MOA. Join a Facebook group. Introduce other alumni to UBC projects that will interest them. Get advice from Career Services. Get a UBC alumni email account. Download a podcast. Come to a Thunderbirds game. Organize a reunion. Write a blog. Attend the AGM. Read *Trek* magazine. Learn...**

## Financial Statements

Year ended March 31, 2012

### INDEPENDENT AUDITORS' REPORT

#### *To the Board of Directors of The Alumni Association of The University of British Columbia*

We have audited the accompanying financial statements of The Alumni Association of The University of British Columbia, which comprise the statement of financial position as at March 31, 2012, the statements of operations, changes in net assets and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

#### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

#### *Auditors' Responsibility*

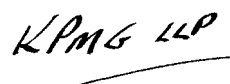
Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### *Opinion*

In our opinion, the financial statements present fairly, in all material respects, the financial position of The Alumni Association of The University of British Columbia as at March 31, 2012, and its results of operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.



Chartered Accountants

June 28, 2012  
Vancouver, Canada

## Statement of Financial Position

March 31, 2012, with comparative information for 2011

	2012	2011
<b>Assets</b>		
Current assets:		
Cash and cash equivalents	\$ 1,098,377	\$ 775,578
Restricted cash (note 5)	543,411	—
Short-term investments	648,665	643,666
Accounts receivable (note 3)	5,504	105,410
Prepaid expenses	821	271
	2,296,778	1,524,925
Property and equipment (note 4)	467,892	406,883
	<b>\$ 2,764,670</b>	<b>\$ 1,931,808</b>
<b>Liabilities and Net Assets</b>		
Current liabilities:		
Accounts payable and accrued liabilities (note 3)	\$ 665,206	\$ 511,598
Refundable rental deposits	61,450	55,267
Deferred revenue	295,116	263,504
	1,021,772	830,369
Deferred capital contributions for the Alumni Centre (note 5)	884,570	341,159
Advance from University of British Columbia (note 6)	94,828	94,828
Net assets:		
Net assets invested in property and equipment	126,733	65,724
Internally restricted for future operating programs	76,500	76,500
Internally restricted for future equipment purchases	36,037	36,280
Unrestricted net assets	524,230	486,948
	763,500	665,452
	<b>\$ 2,764,670</b>	<b>\$ 1,931,808</b>

See accompanying notes to financial statements.

Approved on behalf of the Board:

Ian Warner  
Director

Dallas Leung  
Director

## Statement of Operations

Year ended March 31, 2012, with comparative information for 2011

	2012	2011
<b>Revenue:</b>		
UBC contribution	\$ 1,495,365	\$ 1,495,365
Cecil Green Park (note 7)	329,748	389,838
Alumni services and marketing (note 9)	328,905	291,760
Trek advertising	37,222	25,579
Interest	13,837	14,532
Miscellaneous	7,751	4,514
Donations for operating purposes	—	3,073
	2,212,828	2,224,661
Operating expenses (note 8):		
Administration	788,015	822,504
Cecil Green Park (note 7)	231,460	251,359
Alumni achievement awards event	39,612	10,449
Alumni services and marketing	172,396	176,326
Trek	582,479	547,277
Communications	300,818	293,920
	2,114,780	2,101,835
<b>Excess of revenue over expenses</b>	<b>\$ 98,048</b>	<b>\$ 122,826</b>

See accompanying notes to financial statements.

## Statement of Cash Flows

Year ended March 31, 2012, with comparative information for 2011

	2012	2011
<b>Operations:</b>		
Excess of revenue over expenditures	\$ 98,048	\$ 122,826
Depreciation, an item not involving cash	8,166	14,648
Changes in non-cash working capital items:		
Accounts receivable	99,906	(12,820)
Inventory	—	1,901
Prepaid expenses	(550)	2,000
Accounts payable and accrued liabilities	153,608	69,131
Refundable rental deposits	6,183	(18,983)
Deferred revenue	31,612	(129,923)
	396,973	48,780
<b>Financing:</b>		
Capital contributions	543,411	341,159
Advance from University of British Columbia	—	94,828
	543,411	435,987
<b>Investments:</b>		
Purchase of property and equipment	(69,175)	(393,655)
Short-term investments, net	(4,999)	61,789
Restricted cash	(543,411)	—
	(617,585)	(331,866)
Increase in cash and cash equivalents	322,799	152,901
Cash and cash equivalents, beginning of year	775,578	622,677
<b>Cash and cash equivalents, end of year</b>	<b>\$ 1,098,377</b>	<b>\$ 775,578</b>

See accompanying notes to financial statements.

## Statement of Changes in Net Assets

Year ended March 31, 2012, with comparative information for 2011

	Invested in property and equipment	Internally restricted for future operating programs	Internally restricted for future fixed asset purposes	Unrestricted	Total 2012	Total 2011
Balance, beginning of year	\$ 65,724	\$ 76,500	\$ 36,280	\$ 486,948	\$ 665,452	\$ 542,626
Excess (deficiency) of revenue over expenses	(8,166)	—	1,595	104,619	98,048	122,826
Interfund transfer - purchase of property and equipment	69,175	—	(1,838)	(67,337)	—	—
<b>Balance, end of year</b>	<b>\$ 126,733</b>	<b>\$ 76,500</b>	<b>\$ 36,037</b>	<b>\$ 524,230</b>	<b>\$ 763,500</b>	<b>\$ 665,452</b>

See accompanying notes to financial statements.

## Notes to Financial Statements

Year ended March 31, 2012

### 1. Nature of operations:

The Alumni Association of The University of British Columbia (the Association) was incorporated in March 1946 with the primary objective of increasing the involvement of Alumni in the activities of The University of British Columbia (the University). The direct revenue sources of the Association are not sufficient to cover its operating and capital expenditures and, as a result, the continued support of the University is required to finance the activities of the Association.

Effective April 1, 2009, the Association entered into a new seven-year agreement with the University. This agreement defines the relationship between the Association and the University. The agreement commits the University to funding the operations of the Association based on approved annual budgets. The initial term of the agreement will expire on March 31, 2016, however, the agreement automatically renews for additional three-year terms until terminated at the option of either party by providing six months written notice of termination to the other. These financial statements have been presented on a going concern basis which assumes the continued support of the University.

The Association is non-taxable under the Income Tax Act as a non-profit organization.

### 2. Significant accounting policies:

- (a) **Cash and cash equivalents:** Cash and cash equivalents include short-term deposits, which are highly liquid marketable securities with a maturity of three months or less when acquired. Short-term deposits are recorded at fair value.
- (b) **Short-term investments:** Short-term investments, all of which are categorized as held-for-trading, are carried at fair value.
- (c) **Property and equipment:** Furniture and equipment is recorded at historical cost. Depreciation is recorded at 20% and 33⅓% per annum using the straight-line method. Construction in progress is recorded at cost.
- (d) **Revenue:** The Association receives payment in advance for rental of Cecil Green Park. The recognition of such revenue is deferred until the date of the actual rental. The Association also receives payments pursuant to its membership services and marketing agreements with MBNA Canada Bank, Meloche Monnex Inc., and The Manufacturer's Life Insurance Company. The Association records revenue from these contracts as services are rendered over the term of the agreement. In some instances payments to the Association are based on the financial results of these affinity partners thus revenue is recorded on cash receipt, as the Association is unable until this time to reasonably estimate revenue earned.
- (e) **Internal restrictions of net assets:** Certain contributions received from donations, bequests and operations are set aside into a separate component of net assets. These contributions may be held in term deposits and the interest income, which has been recorded in operations, is retained in the fund to maintain its purchasing power. Appropriation of these funds requires the approval of the Association's Board of Directors but is not subject to other restrictions.

- (f) **Net assets internally restricted for future equipment purchases:** These contributions have been set aside for equipment replacement purposes which are approved by the Board of Directors.
- (g) **Net assets internally restricted for future operating programs:** Appropriations of the operating fund balance are made from time to time to designate funds for specific projects. When the projects take place, the costs are included in operating expenses and the appropriations are returned to the operating fund balance.
- (h) **Revenue contributions:** The Association follows the deferral method of accounting for contributions. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection reasonably assured. Endowment contributions are recognized as direct increases in net assets. The Association currently has no endowment funds. Contributions subject to external restrictions are recognized as revenue in the year in which the related expenses are incurred. Contributions restricted for the purchase of capital assets are deferred and amortized into revenue on the same basis that the related capital assets are depreciated.
- (i) **Contributed services:** Volunteers contribute significant time each year to assist in carrying out the Association's service delivery activities. Because of the difficulty of determining their fair value, contributed services are not recognized in the financial statements.
- (j) **Use of estimates:** The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates. Significant areas requiring the use of management estimates relate to revenue recognition and the determination of useful lives of furniture and equipment for calculating depreciation.
- (k) **Financial instruments:** The Association designated cash and cash equivalents and short-term investments as held-for-trading, accounts receivable as loans and receivables, and accounts payable and accrued liabilities and advance from University of British Columbia as other liabilities.
  - Assets and liabilities classified as held-for-trading are measured at fair value and changes in fair value are recognized in the statement of operations.
  - Receivables and other liabilities are measured at amortized cost using the effective interest rate method.
- (l) **Comparative figures:** Certain comparative figures have been reclassified to conform with the financial statement presentation adopted in the current year.

- (m) **Revisions to Not-for-Profit accounting standards:** Effective April 1, 2012, the Association's current accounting framework will no longer exist. In December 2011 the Canadian Institute of Chartered Accountants (CICA) in conjunction with the Accounting Standards Board (AcSB) issued Part III - *Accounting Standards for Not-for-Profit Organizations (Part III)* of the CICA Handbook. Part III is effective for fiscal years commencing on or after January 1, 2012 and provides Canadian private sector not-for-profit organizations with a new financial reporting framework. The Association has the option to apply International Financial Reporting Standards (IFRS) or the newly approved accounting standards for Not-for-Profit Organizations. The Association is evaluating the impact of adopting the new accounting standards for not-for-profit organizations; differences on adoption are expected to be minimal.

### 3. Related party balances:

Included in accounts receivable is \$21 (2011 - \$103) receivable from the University.

Included in accounts payable and accrued liabilities is \$347,623 (2011 - \$370,281) payable to the University. Also included in accounts payable and accrued liabilities is \$34,261 (2011 - \$37,704) of funds held on behalf of various divisions and departments of the University to cover expenses which the Association will incur on their behalf.

### 4. Property and equipment:

	2012		2011	
	Cost	Accumulated amortization	Net book value	Net book value
Furniture and equipment	\$ 401,200	\$ 391,728	\$ 9,472	\$ 15,800
Construction in progress	458,420	458,420	391,083	
	<b>\$ 859,620</b>	<b>\$ 391,728</b>	<b>\$ 467,892</b>	<b>\$ 406,883</b>

### 5. Deferred capital contributions for the Alumni Centre:

During the year ended March 31, 2011, the Association and the University approved an agreement in principle to construct a new Alumni Centre on land currently held by the University. In addition, the Association and the University have agreed to conduct a collaborative fundraising campaign to fund the construction. As part of the agreement, the University has agreed to advance up to a total of \$1,500,000 to the Association (note 6).

Deferred capital contributions represent externally restricted contributions and other funding received under the fundraising campaign for the construction of the Alumni Centre. The amortization of deferred capital contributions will begin when the Alumni Centre is completed and has started being depreciated, at which point it will be recorded as revenue in the statement of operations.

Restricted cash represents funds received that are restricted for costs associated with the Alumni Centre that have not yet been spent. Such funds require approval for release by the Alumni Centre Committee.



**6. Advance from University of British Columbia:**

As part of the Alumni Centre funding agreement entered into with the University during the year ended March 31, 2011 (note 5), the University has agreed to advance up to a total of \$1,500,000 to the Association of which \$600,000 has been approved by the University's Board of Governors to fund the preliminary design, and a further \$900,000 to fund the detailed design of the Alumni Centre, which is dependent on approval by the University's Board of Governors. The advances will bear interest at prime minus 1.0% with a minimum of 2.5% per annum and are repayable to the University from the proceeds of the fundraising campaign once the fundraising target of \$18 million has been achieved. As at March 31, 2012, \$94,828 (2011 - \$94,828) has been drawn on this loan.

**7. Cecil Green Park:**

The Association shares Cecil Green Park revenue in excess of the net of the Association's direct cost related to the short-term leasing/booking of the premises and any proctor services annually with the University on a 50/50 basis. The cost of sharing this revenue is included in the expense caption Cecil Green Park in the statement of operations.

**8. Functional allocation of expenses:**

The costs of providing programs and other activities have been presented on a program basis in the statement of operations. Accordingly, salaries and other costs have been allocated among the programs and supporting services benefited.

The expenses of the Association on an account group basis are as follows:

	<b>2012</b>	<b>2011</b>
Salaries and benefits	\$ 1,105,228	\$ 1,110,874
Trek	421,384	386,049
Purchased services	132,812	65,058
Cecil Green Park	128,594	158,964
Miscellaneous	111,610	6,210
Association events	63,677	36,683
Office expense	46,670	75,261
Staff development	28,556	79,132
Meetings	28,056	56,415
Equipment expense	20,476	25,307
Alumni services	14,584	81,215
Directors expense	10,193	18,327
Memberships and subscriptions	2,940	2,340
	<b>\$ 2,114,780</b>	<b>\$ 2,101,835</b>

**9. Membership services and marketing revenue:**

- (a) During the year ended March 31, 2009, the Association entered into an agreement with Meloche Monnex Inc. (Meloche). Under the terms of the agreement, the Association provided to Meloche the exclusive rights to market its home and automobile insurance to members of the Association until September 1, 2018.
- (b) During the year ended March 31, 2009, the Association entered into an agreement with the Manufacturer's Life Insurance Company (Manulife). Under the terms of the agreement the Association will provide Manulife the exclusive rights to market its life insurance to members of the Association until September 30, 2018.
- (c) During the year ended March 31, 2006, the Association entered into an agreement with the MBNA Canada Bank (MBNA). Under the terms of the agreement, MBNA had the exclusive right to market its products to members of the Association until December 31, 2010. The Association has renegotiated the agreement effective January 1, 2011 under similar terms as the previous arrangement. The agreement expires December 31, 2015 and is subject to an additional 5 year renewal term if certain conditions are met.
- (d) During the year ended March 31, 2005, the Association entered into an agreement with ClearSight Wealth Management Inc., now known as Accretive Advisor. Under the terms of the agreement, the Association provided Accretive Advisor the exclusive rights to market its investment services to members of the Association until November 17, 2009, with the agreement being subject to automatic renewal for one-year periods thereafter until terminated by either party. This agreement was terminated in the year.

**10. Financial instruments:**

At March 31, 2012, the Association has the following financial instruments: cash and cash equivalents, restricted cash, short-term investments, accounts receivable, accounts payable and accrued liabilities and advance from University of British Columbia. The fair values of these financial instruments are considered to approximate their carrying values based on their short-term nature. It is management's opinion that the Association is not exposed to significant interest or credit risks arising from these financial instruments.

**11. Capital management:**

The Association receives its principal source of capital through funding received from the University. The Association defines capital to be net assets and deferred capital contributions.

The Association's objective when managing capital is to fund its operations and support the involvement of alumni in the activities of the University. The Association's strategy is to monitor expenditures to preserve capital in accordance with budgeted funding granted by the University.

The Association is not subject to debt covenants. The Association has complied with the external restrictions on the funding provided.

**Board of Directors**

2012 – 2013

**Ex-Officio****PRESIDENT'S DESIGNATE**

Barbara Miles, BA, Post Grad in Ed.

**UBC PRESIDENT**

Prof. Stephen J. Toope, AB, LLB &amp; BCL, PhD

**UBC CHANCELLOR**

Sarah Morgan-Silvester, BCom'82

**EXECUTIVE DIRECTOR**

Jeff Todd, BA

**Elected****CHAIR [2009-2013]**

Judy Rogers, BRE'71

**VICE CHAIR [2011-2015]**

Dallas Leung, BCom'94

**TREASURER [2011-2013]**

Ian Warner, BCom'89

**MEMBERS AT LARGE [2010-2013]**

Michael Lee, BSc'86, BA'89, MA'92, LLB

Carmen Lee, BA'01

**MEMBERS AT LARGE [2011-2014]**

Ernest Yee, BA'83, MA'87

Brent Cameron, BA, MBA'06

Blake Hanna, MBA'82

Robert Bruno, BCom'97

**Board of Directors**

2011 – 2012

**Ex-Officio****PRESIDENT'S DESIGNATE**

Barbara Miles, BA, Postgrad Certificate in Ed.

**UBC PRESIDENT**

Prof. Stephen J. Toope, AB, LLB &amp; BCL, PhD

**UBC CHANCELLOR**

Sarah Morgan-Silvester BCom'82

**EXECUTIVE DIRECTOR**

Jeff Todd, BA

**Directors****CHAIR '10-'11**

Judy Rogers, BRE'71

**VICE CHAIR '10-'11**

Dallas Leung, BCom'94

**TREASURER '10-'11**

Ian Warner, BCom'89

**MEMBERS AT LARGE '09-'12**

Aderita Guerreiro, BA'77

Mark Mawhinney, BA'94

**MEMBERS AT LARGE '10-'13**

Carmen Lee, BA'01

Michael Lee, BSc'86, BA'89, MA'92, LLB

**MEMBERS AT LARGE '11-'14**

Brent Cameron, BA, MBA'06

Ernest Yee, BA'83, MA'87

Blake Hanna, MBA'82

Robert Bruno, BCom'97

**PAST CHAIR '11-'12**

Miranda Lam, LLB'02

**AMS REPRESENTATIVE '10-'11**

Jeremy McElroy, BASC'07

**CONVOCATION SENATE REP. '10-'11**

Chris Gorman, BA'99, MBA'09

**FACULTY REPRESENTATIVE '10-'11**

Lesley Bainbridge, BSRP'82, MED'95

**SENIOR ADMIN REPRESENTATIVE '10-'11**

Stephen Owen, MBA, LLB'72, LLM

**APPOINTMENTS '11-'12**

Norma-Jean Thompson, BCom'08

Catherine Comben, BA'67

Rod Hoffmeister, BA'67

Jim Southcott, BCom'82

[www.alumni.ubc.ca](http://www.alumni.ubc.ca)



The University of British Columbia  
**Alumni Association**

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