

STRENGTH **IN NUMBERS**

ANNUAL REPORT 2013-14

alumni**UBC**



Dear UBC Alumni,

It is our great pleasure to present this report on alumni engagement at UBC for the 2013-14 year, ending March 31.

Strength in numbers is the theme that best characterizes this period, for several reasons.

Firstly, UBC's largest constituent group – its graduate body – is now 300,000 strong. Alumni can be found living in communities around the world, making *alumni UBC* a truly global network and a source of partnerships and support for UBC as it expands its international activities. Our strategy over the past year has been to reach more of our alumni, no matter where they live, by expanding and improving our online offerings.

Secondly, more than 50,000 of you engaged with UBC in a measurable way over the past year, which means we've surpassed our alumni engagement target for UBC's *start an evolution* campaign a year ahead of schedule! The past year was spent examining and refining programming, to provide more alumni with opportunities to engage with UBC than ever before.

And thirdly, we'd like to reflect on the potential of such a large alumni base. One of the university's overarching goals is to promote a civil and sustainable society. By providing a first-class education, UBC attempts to produce not only analytical thinkers, skilled professionals, and entrepreneurs – but also “global citizens” with a sense of social responsibility and personal obligation to contribute something towards a safer, more sustainable and more equitable world.

UBC alumni are involved in a multitude of socially beneficial projects and provide wonderful role models for current students. We've been supporting their efforts by helping them to tap their UBC network for awareness-raising and volunteer recruitment.

The *alumni UBC* vision, after all, is to realize the promise of a global community with shared ambition for a better world and an exceptional UBC. With record numbers of alumni now involved in the life of the university, we're steadily moving closer to that ideal.

Judy Rogers, BRE'71
Chair, *alumni UBC* Board of Directors

Jeff Todd
Executive Director, *alumni UBC*
Associate Vice President, Alumni

50,212

ALUMNI ENGAGED WITH UBC

ENGAGEMENT

6,661

GOT AN A-CARD FOR THE FIRST TIME



4,788

ADDED THEIR VOICE TO THE ORGANIZATION BY RESPONDING TO SURVEYS



ATTENDED AN EVENT

50,212 AND COUNTING...

UBC grads are taking advantage of an ever-evolving menu of programs and services to enrich their lives and careers. Thought-provoking events featuring commentary and opinion from UBC experts; travel offerings with an educational element; an award-winning magazine; discounts on relevant goods and services; and practical advice for career enhancement are just a few examples of the benefits of membership. In turn, UBC is enjoying growing support and involvement from its alumni – whether it comes in the form of volunteering, providing work placements for students, making a donation to support research, or simply recommending UBC as the next stop for their friends' bright high school kids. In fact, more than 50,000 alumni engaged with UBC during the 2013-14 year.

THE ALUMNI EXPERIENCE IS MUTUALLY BENEFICIAL

Alumni benefit from the intellectual, cultural and social resources of their university; UBC benefits from alumni skills and capacity.



REACHING OUR ALUMNI

UBC's 300,000 alumni make up a global community spread across 144 countries. Whether they live in Burnaby or Timbuktu, alumni are kept well informed with regular email and social media communications. We've also ramped up our online offerings, so more UBC grads can take advantage of programs and services designed with their needs in mind.

- A new multimedia section on our website invites alumni to download or subscribe to podcasts and videos based on popular event series, plus a specially curated selection from UBC's Irving K. Barber Learning Centre.
- Live-streaming some of our events lets alumni participate in real time.
- A-Card holders now enjoy access to popular online journals at no charge.
- Tens of thousands of alumni engage via *alumni UBC* social media groups.
- Alumni are kept informed and asked for their input through regular email publications and special announcements.

ALUMNI ARE INTEGRAL AND ENGAGED

As core constituents, alumni are well informed and have an influential voice & stake in their university.

AS OF 31 MARCH, 2014

 **9,680**
LIKES

 **4,752**
FOLLOWERS

 **19,680**
GROUP MEMBERS
139,940
UBC GRADS

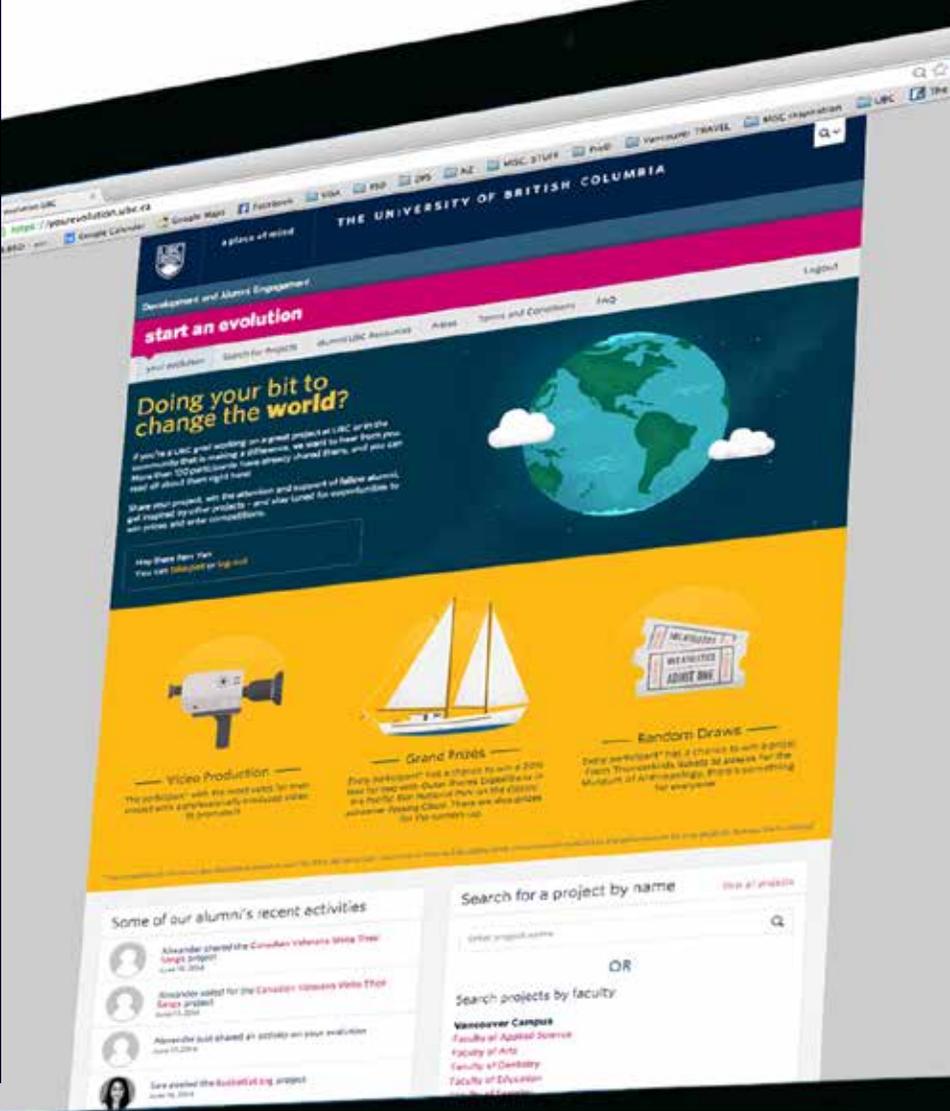


**INDIVIDUALLY
IMPRESSIVE.
COLLECTIVELY
OUTSTANDING.**

In March, *alumni UBC* launched a new initiative called *your evolution* as part of UBC's *start an evolution* campaign. Alumni were invited to share information about the socially beneficial projects they are involved in – both through partnership with UBC and out in the broader community. Participants uploaded project descriptions to a specially designed website, where they could seek volunteers from among other alumni and gain awareness for their causes through social media channels, as well as opportunities for further promotion. Since the launch, more than 100 projects have been shared covering a broad range of issues, from children's literacy to food security. *Your evolution*, while just a small sampling of how alumni are making a difference in the world, is a chance to support them and celebrate them as role models for our students.

ALUMNI ADVANCE UBC'S VISION

UBC's aspiration to be globally influential and foster positive change is realized in large part by its alumni through their engagement in the world.



ALUMNI CENTRE UPDATE

In September 2013, *alumni UBC* secured a final round of approval from the university to build a new Alumni Centre at the heart of the Vancouver campus. This marked a major and long anticipated development in the relationship between UBC and its grads.

By the end of the year, construction had begun. A dedicated website was launched to support the fundraising side of the project, where alumni donors are encouraged to share their UBC stories and their reasons for giving. Occupancy is scheduled for the spring of 2015 - in time to help mark UBC's Centennial.

The Alumni Centre project was initiated and has been largely driven by committed alumni volunteers. Those now serving on the Alumni Centre committee are working to ensure that the business plan for the Centre, the alumni and guest experience, and the anticipated programming will deliver on the engagement and animation objectives for this wonderful new space.

FUNDS RAISED FOR
THE UBC ALUMNI CENTRE,
AS OF MARCH 31, 2014.



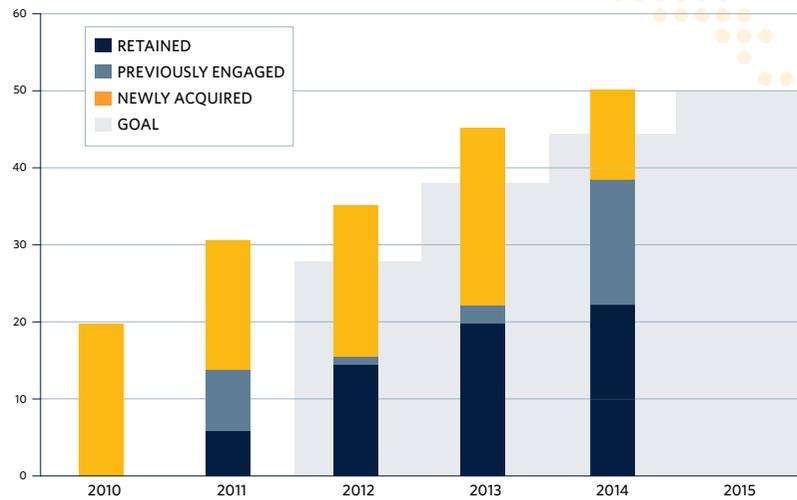
ALUMNI ENGAGEMENT 2013-14

ALUMNI UBC MODELS BEST PRACTICE AND GROWS ITS CAPACITY TO SERVE

The *alumni UBC* operation – UBCAA, university wide units and Faculties – is vision focused, growing in capacity to serve and engage, and demonstrates outcomes consistent with a high performing organization.

Alumni find value from engaging with UBC

ALUMNI WITH POINTS (IN THOUSANDS)



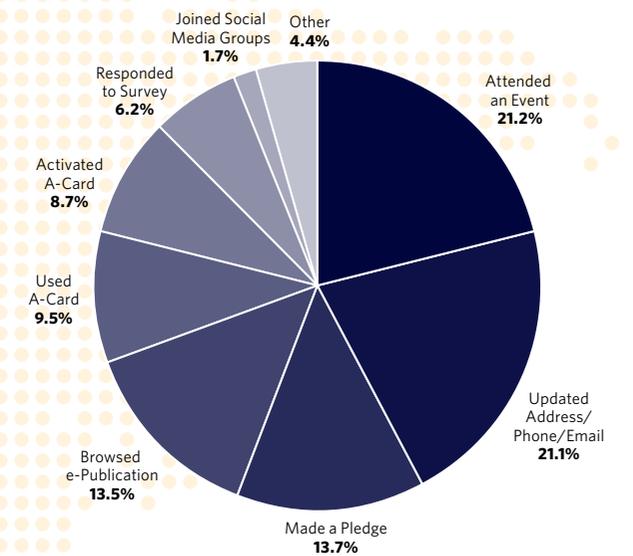
NUMBERS FOR ABOVE	2010	2011	2012	2013	2014 (Goal)
ENGAGED ALUMNI	19,730	30,498	35,091	45,051	50,212 (44,200)
RETENTION RATE		30%	45%	56%	22,104 (49.1%)
NEWLY ACQUIRED (NO PREVIOUS POINTS)		55%	56%	51%	14,907 (29.7%)

Alumni Engagement Goals by Faculty

	WORKING CAMPAIGN GOAL	Q4	GOAL FY2014	% OF GOAL
Applied Science	7,500	6,939	6,500	107%
Arts	10,000	9,680	9,000	108%
Dentistry	1,000	934	1,000	93%
Education	6,000	6,380	5,500	116%
Forestry	1,300	1,332	1,100	121%
Land and Food Systems	1,200	1,193	1,100	108%
Law	3,000	2,802	2,800	100%
Medicine	3,700	4,076	3,000	136%
Pharmacy	1,300	1,224	1,200	102%
Commerce	8,000	7,636	7,000	109%
Science	7,000	6,952	6,000	116%
Total	50,000	50,212	44,200	114%
UBC Okanagan*	1,275	997	1,100	91%
Other*		67		
Athletics*	1,800	2,101	1,600	131%

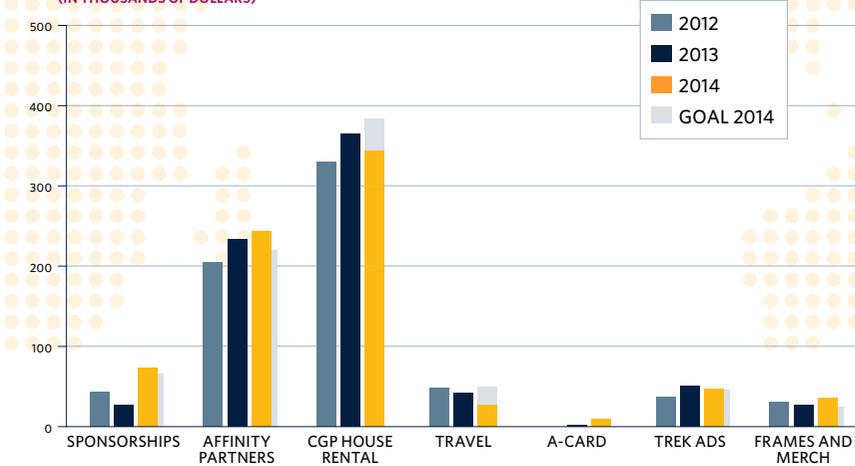
* NOT INCLUDED IN TOTAL GOAL

Alumni Engagement Activities

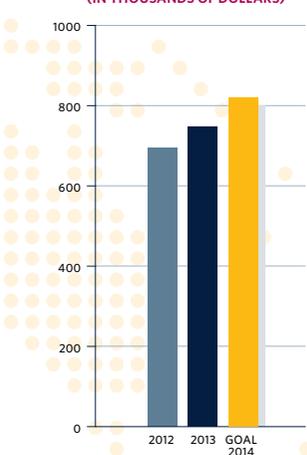


Resource Development

REVENUE BY SOURCE (IN THOUSANDS OF DOLLARS)



TOTAL REVENUE (IN THOUSANDS OF DOLLARS)



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, 2014, 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 accounting standards for not-for-profit organizations, 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 audits 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, 2014, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Report on Other Legal and Regulatory Requirements

As required by the Society Act (British Columbia), we report that, in our opinion, the accounting policies applied in preparing and presenting the financial statements in accordance with Canadian accounting standards for not-for-profit organizations have been applied on a basis consistent with that of the preceding year.

Chartered Accountants



June 27, 2014
 Vancouver, Canada

STATEMENT OF FINANCIAL POSITION

March 31, 2014, with comparative information for 2013

	2014	2013
ASSETS		
Current assets:		
Cash and cash equivalents	879,476	825,493
Restricted cash (note 6)	-	1,354,890
Short-term investments	865,478	670,635
Accounts receivable (note 3)	52,567	96,444
Prepaid expenses	9,165	3,748
	1,806,686	2,951,210
Property and equipment (note 5)	19,726	825,071
	1,826,412	3,776,281
LIABILITIES AND NET ASSETS		
Current liabilities:		
Accounts payable and accrued liabilities (notes 3 and 4)	402,663	478,002
Refundable rental deposits	67,107	85,608
Deferred revenue	316,118	300,180
	785,888	863,790
Deferred capital contributions (note 6)	-	2,053,875
Net assets:		
Net assets invested in property and equipment	19,726	139,694
Internally restricted for future operating programs	100,000	266,500
Internally restricted for future equipment purchases	24,678	23,726
Unrestricted net assets	896,120	428,696
	1,040,524	858,616
	1,826,412	3,776,281

See accompanying notes to financial statements.

Approved on behalf of the Board:

Ian Warner **Judy Roger**
 Director Director

STATEMENT OF OPERATIONS

Year ended March 31, 2014, with comparative information for 2013

	2014	2013
Revenue:		
UBC contribution	1,495,365	1,495,365
Cecil Green Park (note 7)	343,832	364,467
Alumni services and marketing (note 9)	421,073	319,180
Trek advertising	46,852	46,015
Interest and investment income	27,428	22,094
Miscellaneous	6,185	24,578
	2,340,735	2,271,699
Operating expenses (note 8):		
Administration	780,458	697,860
Cecil Green Park (note 7)	244,864	260,020
Alumni achievement awards event	-	19,402
Alumni services and marketing	231,062	222,573
Trek	603,906	616,134
Communications	298,537	360,594
	2,158,827	2,176,583
Excess of revenues over expenses	181,908	95,116

See accompanying notes to financial statements.

STATEMENT OF CHANGES IN NET ASSETS

Year ended March 31, 2014, with comparative information for 2013

	INVESTED IN PROPERTY AND EQUIPMENT	INTERNALLY RESTRICTED FOR FUTURE OPERATING PROGRAMS	INTERNALLY RESTRICTED FOR FUTURE FIXED ASSET PURPOSES	UNRESTRICTED	TOTAL
2014					
Balance, beginning of year	139,694	266,500	23,726	428,696	858,616
Internally approved appropriations		(91,500)	5,000	86,500	-
Excess (deficiency) of revenues over expenses	(7,197)	(75,000)	442	263,663	181,908
Interfund transfers:					
- purchase of property and equipment	4,490	-	(4,490)	-	-
- transfer of property and equipment (note 5)	(117,261)	-	-	117,261	-
Balance, end of year	19,726	100,000	24,678	896,120	1,040,524
2013					
Balance, beginning of year	126,733	76,500	36,037	524,230	763,500
Internally approved appropriations	-	190,000	5,000	(195,000)	-
Excess (deficiency) of revenues over expenses	(5,159)	-	809	99,466	95,116
Interfund transfer:					
- purchase of property and equipment	18,120	-	(18,120)	-	-
Balance, end of year	139,694	266,500	23,726	428,696	858,616

See accompanying notes to financial statements.

STATEMENT OF CASH FLOWS

Year ended March 31, 2014, with comparative information for 2013

	2014	2013
CASH PROVIDED BY (USED IN):		
<i>Operations:</i>		
Excess of revenues over expenses	181,908	95,116
Depreciation, an item not involving cash	7,197	5,159
<i>Changes in non-cash operating working capital items:</i>		
Accounts receivable	58,547	(90,940)
Prepaid expenses	(5,417)	(2,927)
Accounts payable and accrued liabilities	(75,339)	(187,204)
Refundable rental deposits	(18,501)	24,158
Deferred revenue	15,938	5,064
	164,333	(151,574)
<i>Financing:</i>		
Repayment of advance from University of British Columbia	-	(94,828)
<i>Investments:</i>		
Purchase of property and equipment	(491,120)	(362,338)
Short-term investments, net	(194,843)	(21,970)
Restricted cash	575,613	357,826
	(110,350)	(26,482)
Increase (decrease) in cash and cash equivalents	53,983	(272,884)
Cash and cash equivalents, beginning of year	825,493	1,098,377
Cash and cash equivalents, end of year	879,476	825,493
<i>Supplementary information:</i>		
<i>Non-cash transactions:</i>		
Restricted cash received as capital contributions	88,983	1,169,305
Transfer of property and equipment (note 5)	(1,289,268)	-
Transfer of deferred capital contributions (note 6)	2,142,858	-
Transfer of restricted cash (note 6)	(838,920)	-
Net accounts receivable received on transfer (note 6)	14,670	-

See accompanying notes to financial statements.

NOTES TO FINANCIAL STATEMENTS

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 not-for-profit organization.

2. Significant accounting policies:

(a) Basis of presentation:

These financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations (Accounting Standards for NPO's).

(b) Cash and cash equivalents:

Cash and cash equivalents include cash on hand and short-term deposits which are highly liquid with original maturities of less than three months.

(c) Short-term investments:

Short-term investments are carried at fair value with gains and losses recorded in operations.

(d) Property and equipment:

Furniture and equipment is recorded at historical cost. Depreciation is recorded at 20% for furniture and 33⅓% for equipment per annum using the straight-line method. Construction in progress is recorded at cost.

(e) *Internal restrictions of net assets:*

Certain contributions received 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 fixed asset 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:*

The Association receives payments in advance for the 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 alumni 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 the revenue earned.

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:*

A substantial number of volunteers contribute a significant amount of their time each year. Because of the difficulty of determining the fair value, contributed services are not recognized in the financial statements.

(j) *Use of estimates:*

The preparation of financial statements 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 property and equipment for calculating depreciation.

(k) *Financial instruments:*

Financial instruments are recorded at fair value on initial recognition. All financial instruments are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. The Association has elected to carry short-term investments at fair value.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, the Association determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the Association expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

3. *Related party balances:*

Included in accounts receivable is \$14,763 (2013 - \$28) receivable from the University.

Included in accounts payable and accrued liabilities is \$270,205 (2013 - \$249,934) payable to the University. Also included in accounts payable and accrued liabilities is \$35,323 (2013 - \$41,124) 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. *Accounts payable and accrued liabilities:*

Included in accounts payable and accrued liabilities as at March 31, 2014 are government remittances payable of \$14,627 (2013 - \$12,190) relating to federal and provincial sales taxes, payroll taxes, health taxes, and workers' safety insurance.

5. *Property and equipment:*

	COST	ACCUMULATED AMORTIZATION	NET BOOK VALUE
MARCH 31, 2014			
<i>Furniture and equipment</i>	423,810	404,084	19,726
MARCH 31, 2013			
<i>Furniture and equipment</i>	419,320	396,887	22,433
<i>Construction in progress</i>	802,638		802,638
	1,221,958	396,887	825,071

During the year, the Association transferred their Construction in progress related to the Alumni Centre to the University. See note 6 for further discussion.

6. *Deferred capital contributions:*

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 agreed to conduct a collaborative fundraising campaign to fund the construction.

Deferred capital contributions represented externally restricted contributions and other funding received under the fundraising campaign for the construction of the Alumni Centre.

Restricted cash represented funds received that were restricted for costs associated with the Alumni Centre that had not yet been spent.

On September 1, 2013, the Association and the University approved an agreement to transfer the ownership and responsibility of constructing the Alumni Centre to the University. At this time, the construction in progress included in property and equipment of \$1,289,268, the related deferred capital contributions of \$2,142,858 and the restricted cash of \$838,920, were transferred to the University.

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 expense:*

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:

	2014	2013
<i>Salaries and benefits</i>	1,177,061	1,129,750
<i>Trek</i>	439,998	444,022
<i>Purchased services</i>	160,087	242,156
<i>Cecil Green Park</i>	137,917	148,244
<i>Office expense</i>	42,048	45,597
<i>Meetings</i>	54,645	44,804
<i>Alumni services</i>	17,462	40,612
<i>Association events</i>	39,105	30,024
<i>Staff development</i>	25,491	18,637
<i>Depreciation</i>	7,197	5,159
<i>Equipment expense</i>	14,404	13,150
<i>Memberships and subscriptions</i>	5,527	7,518
<i>Directors expense</i>	23,080	5,048
<i>Miscellaneous</i>	14,805	1,862
	2,158,827	2,176,583

9. *Alumni 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, 2011, the Association entered into an agreement with the MBNA Canada Bank (MBNA). Under the terms of the agreement, MBNA has the exclusive right to market its products to members of the Association until December 31, 2015.

10. Financial risks:

(a) Liquidity risk:

Liquidity risk is the risk that the Association will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Association manages its liquidity risk by monitoring its operating requirements. There has been no change to the risk exposures from 2013.

(b) Credit risk:

Credit risk refers to the risk that a counterparty may default on its contractual obligations resulting in a financial loss. The Association deals with creditworthy counterparties to mitigate the risk of financial loss from defaults. There has been no change to the risk exposure from 2013.

BOARD OF DIRECTORS

CHAIR

Judy Rogers, BRE'71

VICE CHAIR

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

TREASURER

Ian Warner, BCom'89

MEMBERS AT LARGE [2011-2014]

Robert Bruno, BCom'97
Blake Hanna, MBA'82
Ernest Yee, BA'83, MA'87

MEMBERS AT LARGE [2012-2015]

David Climie, BCom'83
Dallas Leung, BCom'94
Judy Rogers, BRE'71
Ian Warner, BCom'89
Faye Wightman, BSc'81 (Nursing)

MEMBERS AT LARGE [2013-2016]

Valerie Casselton, BA'77
Michael Lee, BSc'86, BA'89, MA'92, LLB
Gregg Saretsky, BSc'82, MBA'84

Ex-Officio:

PRESIDENT'S DESIGNATE VICE PRESIDENT, DEVELOPMENT AND ALUMNI ENGAGEMENT

Barbara Miles, BA, Post Grad in Ed.

UBC PRESIDENT

Prof. Stephen J. Toope, AB, LLB & BCL, PhD
(Dr. Arvind Gupta, from July 2014)

UBC CHANCELLOR

Sarah Morgan-Silvester, BCom'82
(Lindsay Gordon, from July 2014)

ASSOCIATE VP, ALUMNI / EXECUTIVE DIRECTOR, ALUMNI ASSOCIATION

Jeff Todd, BA

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