

Date: April 2, 2009

To: The Chancellor
The Board of Governors
Deputy Vice-Chancellor
Provosts and Vice Presidents
Deans, Directors and Department Heads

From: Stephen J. Toope
President and Vice-Chancellor

Re: Leadership Changes

There are significant changes taking place, effective today, in the portfolios of the Vice President Finance, Resources and Operations; Vice President Students; and Deputy Vice Chancellor, UBC Okanagan.

These changes reflect some key strategic objectives of the University:

- an imperative to streamline and simplify our organizational structure to improve impact and efficiency
- the opportunity to leverage the leadership and innovation of our Okanagan campus across the entire University
- the need to effectively manage a large number of infrastructure projects that will significantly modernize our campuses over the next few years
- our long-standing commitment to make UBC a global leader in sustainability

I am pleased to announce the appointment of **Geoff Atkins** to a new position, **Leader of University Sustainability**. In his previous role at UBC, Geoff oversaw a number of important developments such as the creation of the Sustainability Office and other Land and Building Services initiatives, including EcoTrek, Project Renew and U Pass. Geoff is excited about his new role because it will bring together his technical knowledge, his passion to leave his grandchildren a healthy planet, and his proven abilities to work collaboratively with other members of the University community as a champion of campus sustainability. While advising me personally on matters of operational sustainability, Geoff will work through the Office of the Vice President Finance, Resources and Operations, and coordinate closely with the Vice President, Research who chairs the President's Advisory Committee on Sustainability.

As our Okanagan campus concludes its fourth year within the UBC system, we have been thinking carefully about how to ensure that our actions truly reap the benefits and reflect the reality of a multi-campus institution. I am pleased therefore to be assigning the first of our administrative system functions to report to the Okanagan campus, **Supply Management**, through the Acting Associate Vice President, Administration and Finance, **Jackie Podger**. In addition, system-wide operational functions including Campus Planning, Legal and Enrolment Services, will now have a formal working connection to the Deputy Vice-Chancellor, Okanagan.

The **Human Resources** portfolio, formerly reporting to both the Vice President Finance, Resources and Operations and the Provost for UBC Vancouver, will now report directly to me. This change embodies our commitment to people as UBC's greatest strength, and mirrors my

reporting relationship with other important aspects of university life such as students, teaching and learning, finance and research. **Lisa Castle** will remain Associate Vice President, Human Resources.

A major aspect of these leadership changes involves a significant reshaping and streamlining of the portfolio of the Vice President, Finance, Resources and Operations. The portfolio will be organized into key areas of responsibility led by talented and proven leaders. While all the changes can be viewed on the new organization chart [http://www.president.ubc.ca/orgcharts/vpfinance_org.pdf], I would like to highlight a few of them.

We will be combining the leadership responsibilities for Housing and Conferences at both campuses and Food Services at the Vancouver campus into one position when Fred Fotis departs from UBC. On May 1, **Andrew Parr** becomes the **Managing Director, Housing, Conferences and Food Operations**. Andrew will report to Brian Sullivan, Vice President Students and have a formal working relationship for underlying financial and capital matters with the Vice President Finance, Resources and Operations.

To facilitate the development of our University infrastructure, **John Metras** will become our single point of contact for the significant construction and renovation about to start in Vancouver and the on-going development taking place in the Okanagan. As **Managing Director, Infrastructure Development**, John will ensure that new buildings and renovations are completed with a focus on reducing overall lifecycle costs. John will work closely with UBC Properties Trust, Plant Operations, and clients in faculties and administrative units. **Nancy Knight, Associate Vice President, Campus and Community Planning**, will take additional responsibilities including Sustainability and Transportation Management. Both John and Nancy will also have a formal working relationship with the Deputy Vice-Chancellor, Okanagan.

From an operational perspective, **David Woodson**, in charge of Utilities on the Vancouver campus, will also take over Plant Operations as **Managing Director, Building Operations**. David will ensure the effective and efficient operation of our 400 buildings in Vancouver. **Debbie Harvie**, formerly in charge of our bookstores, will also take responsibility for Parking and Security on our Vancouver campus as **Managing Director, University Community Services**.

In Finance, **Peter Smailes, Treasurer**, will refocus his portfolio on financial matters and build new capabilities in Strategic Financial Planning and Decision Support. Enhanced financial planning services will be available to faculties and departments. **Ian Burgess, Comptroller**, will continue the transformation and simplification of our financial services and budget functions. Ian will also create new capabilities in risk management. **Jackie Podger** will continue to report to both Doug Owram and Pierre Ouillet on financial matters.

These organizational changes are important steps forward that reflect the ideas emerging in the strategic planning process currently under way. They ensure greater recognition of the two campuses that form UBC. They strengthen our fundamental commitment to sustainability. I believe that they will also bring renewed focus, improved effectiveness, simplified decision making, and increased capacity to deliver on our commitments in a cost effective manner. Finally, and most importantly, they reflect our confidence in the outstanding talent of our people and in their ability to take UBC to even higher levels of achievement.