



a place of mind

THE UNIVERSITY OF BRITISH COLUMBIA

FOCUS ON PEOPLE

2012 - 2013 Benchmark Report

Revised July 2013

contents

02	Workforce Overview
03	Retention
08	Attraction
12	Workplace Health
18	Total Compensation
21	Appendix

Presented By:
Lisa Castle
VP Human Resources

UBC Board of Governors
September 2013



About This Report

Focus on People: Workplace Practices at UBC is the framework that supports the University's commitment to providing an outstanding work environment in *Place and Promise: The UBC Plan*.

Since introducing the Focus on People framework five years ago, HR has systematically gathered and reported faculty and staff employment data annually. This data provides insight and reveals trends in key areas, including retention, attraction, and workplace health, that inform the Outstanding Work Environment goals: be the place of choice for outstanding faculty and staff; and be a healthy, inspiring workplace that cultivates wellbeing, resilience and commitment, and be responsive to the family needs of faculty and staff.

In 2012, the size of UBC's overall workforce increased from the previous year. Similar to 2011, most of the new hires were young people under age 35. However, the number of young staff who chose to leave the organization continued to rise even though the overall voluntary turnover rate remained stable. The number of faculty who chose to leave the University continued to be very low in all age groups.

While the University offers a range of healthy workplace initiatives, the data related to wellbeing shows that UBC, like many organizations, needs to continue its focus on health—in particular, mental health.

This report considers UBC employment data for the year 2012/13 unless noted otherwise.

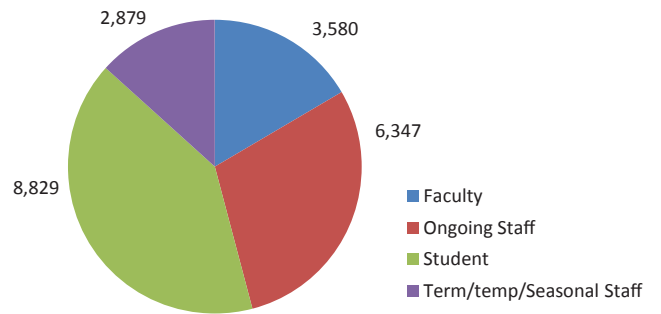
Workforce Overview

Following is a high-level overview of the UBC workforce.

In 2012, UBC employed a total of 21,635 people, an increase of 1,194 from 2011. While the overall proportion of faculty, staff, student employees, and term/temp/seasonal staff was consistent with last year, the largest increases were the number of student employees (9.3%) and Management & Professional staff (7.3%).

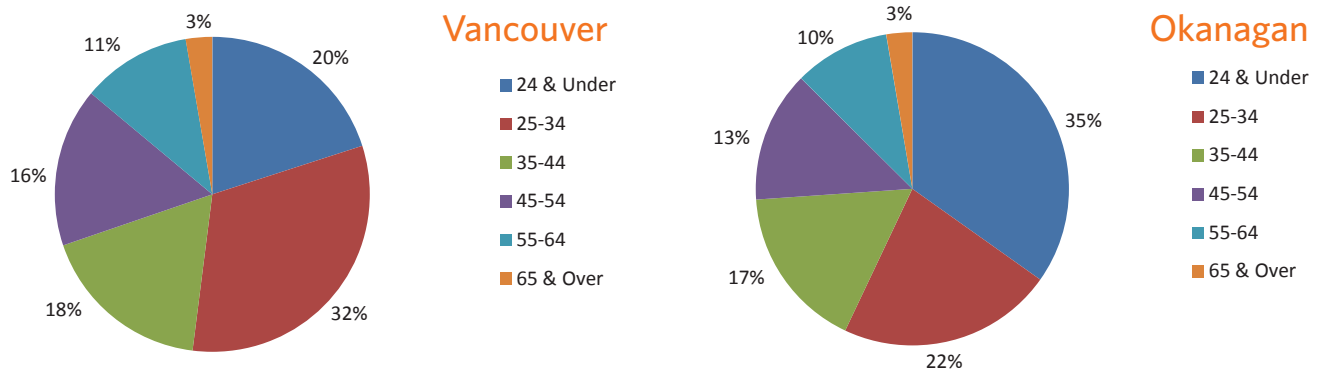
Figure 1: Total Workforce Headcount as of September 30, 2012

Total Employees: 21,635



The generational mix of the workforce for the Vancouver and Okanagan campuses is shown below. Of those in the 24 and under age group, the vast majority are student employees (on both campuses).

Figure 2: Workforce Age Distribution for Vancouver and Okanagan as of September 2012



Note: In previous years, clinical faculty were included in the overall headcount. However, UBC is not their primary employer and therefore they were not included in the other sections of the report. To create greater consistency in this report, clinical faculty are not included in the overall headcount this year.



Retention

The overall voluntary turnover rate remained consistent in 2012 at 7.2%, down 0.2% from 2011. This rate is consistent with the voluntary turnover rate for Canadian organizations that the Conference Board of Canada reported in 2011/12.

Voluntary turnover refers to faculty and staff who terminate their employment relationship with UBC on a voluntary basis by resignation or retirement. It is important to consider that some organizations (including the Conference Board) don't include retirements; however, retirements are included here. The following table illustrates turnover trends by UBC employment group, for the years, 2010 to 2012.

Retention continued

Table 1: Voluntary Turnover by Employment Group, 2010 - 2012

Employment Group	2010		2011		2012	
	Headcount	Turnover	Headcount	Turnover	Headcount	Turnover
Agassiz Farm Workers	6	0.0%	5	20.0%	6	16.7%
BCGEU - UBC Okanagan except for TAs	192	8.9%	222	7.2%	260	11.2%
BCGEU - UBC Vancouver - Unionized Childcare Workers (37.5 hrs/wk)	95	10.5%	114	11.4%	118	11.0%
BCGEU - UBC Vancouver Unionized Auxiliary Childcare Workers	106	7.6%	137	5.1%	183	7.1%
Board Appointments - Senior Executive	13	0.0%	13	0.0%	12	0.0%
Board of Governors Appointees - Faculty in bargaining unit	2,682	0.9%	2,721	1.1%	2,787	1.3%
Board of Governors Appointees - Faculty not in bargaining unit	421	5.5%	433	3.7%	464	6.0%
CUPE 116 Employees working in the Aquatic Centre	2	0.0%	1	300.0%	1	0.0%
CUPE Local 116 (35 hrs/wk)	248	7.3%	200	13.5%	162	8.6%
CUPE Local 116 (37.5 hrs/wk)	1,904	7.9%	1,833	8.2%	1,855	9.1%
CUPE Local 2278 - Non-Credit Instructors	82	4.9%	81	4.9%	80	3.8%
CUPE Local 2950 (Chan Centre 37.5 hrs/wk)	3	0.0%	5	0.0%	4	0.0%
CUPE Local 2950 (including Chan Centre 35 hrs/wk)	1,600	10.3%	1,552	12.2%	1,493	9.7%
Excluded Management and Professional	38	10.5%	40	5.0%	49	8.2%
Executive Administrative Staff	55	16.4%	52	13.5%	50	14.0%
International Union of Operating Engineers Local 882	69	2.9%	69	8.7%	69	5.8%
Management and Professional Staff (AAPS)	3,175	6.3%	3,307	7.7%	3,534	7.4%
Non-union Childcare Workers	12	58.3%	16	16.7%	10	30.0%
Non-Unionized Technicians & Research Assistants	900	14.7%	911	15.9%	965	14.1%
Senior Executive - Administrative	14	21.4%	11	18.2%	11	9.1%
Service Unit Directors	50	0.0%	53	1.9%	62	3.2%
Total	11,673	6.7%	11,776	7.4%	12,175	7.2%

Note: Turnover statistics for groups with a low headcount can be misleading and should be interpreted with caution.

Retention continued

In addition to gathering turnover data based on employment group, turnover has also been analyzed by gender, age, years on the job, campus, and individual job. A review of these turnover statistics reveals the following:

- **2012 UBC Voluntary Turnover Rate.** The overall voluntary turnover rate for 2012 was 7.2%, down slightly from the 2011 turnover rate of 7.4%, and up slightly from the 2010 rate of 6.7%. The voluntary turnover rate is higher for staff (9.1%) than for faculty (2.0%). The staff voluntary turnover rate is similar to the 2012 average voluntary turnover rate of 9.6% for Canadian organizations reported in external benchmark information. As in 2011, staff groups experiencing the highest level of turnover in 2012 include: childcare workers, non-union technicians and research assistants, and clerical/administrative staff, both unionized (CUPE 2950) and excluded (Executive Administrative staff).
- **Women.** As in 2010 and 2011, there was a higher voluntary turnover rate for women than men in 2012 (8.3% and 5.7%, respectively).
- **Young Employees.** A high voluntary turnover rate continues to be evident for young employees. For example:
 - 20.9% of staff under 25 years of age voluntarily left UBC (the rate for those under 20 years of age increased from 13.0% in 2011 to 19.2%);
 - 17.7% in the “over 25, up to and including 30” age group left; and
 - 19.1% age 30 and younger left.

This is similar to the turnover rates for these groups in past years.

Retention continued

The voluntary turnover rate for other age categories remained relatively stable in 2012:

- Consistent for those between ages 25 and 40, at 10.7% (compared to 10.6% in 2011).
 - Staff: 12.0%
 - Faculty: 3.6%
 - Consistent for those between ages 50 and 60, at 3.2% (compared to 3.9% in 2011).
 - Staff: 4.3%
 - Faculty: 1.2%
 - Down for those over age 60, at 6.0% (compared to 7.6% in 2011).
 - Staff: 10.9%
 - Faculty: 1.3%
-
- **Low # Years in Job.** A high voluntary turnover rate continues to be evident for those with less than one year in the job, and for those with over one year, up to and including three years in the job (14.5% and 8.4%, respectively). These rates are comparable to 2011 (17.8% and 8.6%, respectively).
 - **Low # Years Service at UBC.** There continues to be high voluntary turnover for those with low total UBC years of service (21.3% of those with less than one year of total service voluntarily left UBC; 10.4% of those with over one, up to and including three total years of service, left UBC). This is a slight decrease from 2011, when the turnover rates were 25.4% and 11.0%, respectively. According to external benchmark information, the average voluntary turnover rate for employees with less than one year of service in Canadian organizations was 20.6% in 2012.
 - **Vancouver Campus and Okanagan Campus.** Higher voluntary turnover continues to be evident in Vancouver (7.3%) than in the Okanagan (6.1%). This is consistent with 2011 results for Vancouver, with a slight increase for the Okanagan (7.7% and 4.0%, respectively).

Retention continued

- **High Turnover Jobs.** In 2012, high voluntary turnover was evident in specific jobs. As in previous years, there was significant turnover in Technician and Research Assistant jobs as well as other research jobs. Administrative Support roles experienced high turnover, as did Housekeeper and Sales Clerk roles. In addition, there was a significant amount of turnover for Information Systems and Technology jobs. At the Okanagan campus, turnover was highest in clerical and administrative jobs. For faculty jobs, turnover of Research Associates was highest, followed by Assistant Professor.

Overall it is fair to say that UBC experiences a moderate turnover rate which is required to ensure the infusion of new talent. At the same time, retaining talented staff and faculty is a priority. Human Resources is working on a career navigation initiative to determine how the University can support staff and faculty in their career journeys.

Note: Student employees are not included in this data and analysis.

Attraction

Faculty

At the Vancouver campus, the number of new faculty appointments in 2012 increased slightly from 2011, while at the Okanagan campus, the number remained almost the same. Most new faculty continue to be recruited at the rank of Assistant Professor, although similar to 2011, a significant number were recruited at the rank of Lecturer.

Table 2: Faculty Hires by Campus and Rank, 2010 - 2012

Campus		2010	2011	2012
Okanagan	Assist Prof (Other)		1	
	Assist Prof (Ten-Trk/GrtTen-Trk)	7	11	17
	Assist Prof (Ten/GrtTenure)	1		
	Assoc Prof (Ten-Trk/GrtTen-Trk)		2	
	Assoc Prof (Tenure/GrtTenure)		1	
	Instr (Ten-Trk/GrtTen-Trk)	7	7	4
	Instructor (Other)	1	3	7
	Lecturer		5	4
	Prof (Tenure/GrtTenure)	2	5	2
	Okanagan Total	Total	18	35
Vancouver	Assist Prof (Other)	11	9	13
	Assist Prof (Ten-Trk/GrtTen-Trk)	64	50	68
	Assist Prof (Ten-GrtTenure)			
	Assoc Prof (Other)	3		2
	Assoc Prof (Ten-Trk/GrtTen-Trk)	1	2	1
	Assoc Prof (Tenure/GrtTenure)	6	9	10
	Instr (Ten-Trk/GrtTen-Trk)	23	12	12
	Instructor (Other)	3	3	4
	Lecturer	13	32	35
	Prof (Tenure/GrtTenure)	14	9	6
	Professorial Rank (Other)			1
	Senior Instructor	1		
Vancouver Total		139	126	152
UBC Total		157	161	186

Attraction continued

Table 3: Faculty Hires by Campus and Faculty, 2010 - 2012

Campus	VP/Faculty	2010	2011	2012
Okanagan	Faculty of Education	2	5	5
	Faculty of Management		3	5
	BarberSchoolArts&Sciences	5	5	10
	Fac.of Creat&Crit.Studies		5	7
	FacofHealth&SocialDevlmnt	10	13	6
	Faculty of AppliedScience	1	4	1
Okanagan Total	Total	18	35	34
Vancouver	College of Intrdiscpl. Studies	2	2	
	Fac.of Pharmaceutical Sciences	3	9	2
	Faculty of Applied Science	13	3	10
	Faculty of Arts	35	41	44
	Faculty of Dentistry	7	2	2
	Faculty of Education	13	9	18
	Faculty of Forestry	1	1	4
	Faculty of Land & Food Systems	7	1	5
	Faculty of Law	2	2	1
	Faculty of Medicine	32	27	39
	Faculty of Science	17	24	13
	The Sauder School of Business	7	5	14
	Vancouver Total		139	126
UBC Total		157	161	186

Note: The numbers include both new hires (i.e. those not employed at UBC in any capacity), and appointment of UBC employees to new faculty positions.



Attraction continued

Staff

In 2012, UBC filled 3,169 staff opportunities, 2,784 in Vancouver and 385 in the Okanagan. This represents an overall increase of 4% compared to 2011.

The areas with the highest volume of staff opportunities in 2012 were:

- Research/Technical
- Information Technology
- Food Services
- Trades

Both Research/Technical and Information Technology roles required repeated advertising in order to recruit desired candidates. The University is experiencing difficulties recruiting in these areas, as there is strong competition in the market for candidates.

Attraction continued

Tables 4 and 5 show filled staff opportunities by employment group and age, respectively.

Table 4: Filled Staff Opportunities by Employment Group 2008 - 2012

Group	Okanagan					Vancouver				
	2008	2009	2010	2011	2012	2008	2009	2010	2011	2012
BCGEU Childcare						56	93	55	82	79
BCGEU Okanagan	175	167	190	248	246	3				
CUPE 116						796	670	530	522	583
CUPE 2278 ELI						24	14	5	9	13
CUPE 2950						629	427	431	476	438
M & P	83	78	79	79	97	614	586	579	594	670
Non Union Tech & Res. Asst.		1		1		423	413	376	421	419
Senior Executive				1	1	2	5	1	1	2
Staff - Other	29	35	27	36	41	646	676	612	566	580
Grand Total	287	281	296	365	385	3,193	2,884	2,589	2,671	2,784
% Change over previous year	-4%	-2%	5%	23%	5%	16%	-10%	-10%	3%	4%

Table 5: Filled Staff Opportunities by Age, 2010 - 2012

	Okanagan			Vancouver		
	2010	2011	2012	2010	2011	2012
24 & Under	28%	24%	21%	30%	30%	29%
25-34	24%	33%	31%	37%	37%	36%
35-44	22%	17%	26%	17%	17%	17%
45-54	15%	15%	14%	11%	11%	11%
55-64	10%	10%	6%	5%	4%	6%
65 & Over	1%	1%	2%	0%	1%	1%
Total	100%	100%	100%	100%	100%	100%

Note: Student employees are not included in this data and analysis.



Workplace Health

Healthy UBC Initiatives

Healthy UBC Initiatives continues to grow in its offerings for faculty and staff. These initiatives include ongoing programs, workshops, and large-scale events intended to promote individual and organizational changes and create a healthy, sustainable workplace at the University.

Mental health prevention and early intervention continues to be the main focus of these programs, specifically through Responding with Respect presentations, continued Employee and Family Assistance Program (EFAP) education, and UBC Thrive.

In 2012, ten “Responding with Respect” presentations were offered in Vancouver and the Okanagan. Designed in partnership with the Canadian Mental Health Association, this presentation is a tool to help faculty and staff recognize symptoms of anxiety or depression in the workplace, respond effectively with empathy, and refer themselves or colleagues to appropriate resources. Eighteen EFAP educational presentations were provided to raise faculty and staff awareness of existing counseling and support services. It is possible that these prevention initiatives are leading to increased Income Replacement Plan cases and EFAP utilization—that is, familiarity with mental health issues and available resources is increasing, and in turn, more faculty and staff are recognizing existing mental health concerns and seeking treatment.

To complement these prevention initiatives, Healthy UBC Initiatives has continued its partnership with UBC Okanagan and the VP Students Office in Vancouver to coordinate UBC Thrive. This week-long event promotes building positive mental health in an attempt to reduce stigma around mental illness. It encourages the University community to think about ways to increase their mental wellbeing through resiliency, creative expression, healthy lifestyle choices, and social support. In 2012, Thriving with Art was introduced, enabling faculty, staff, and students to try art as a unique stress management strategy. Of those who participated, 68% agreed that Thriving with Art prompted them to consider how they currently manage stress, and that they would use artistic expression as a stress management tool in the future.

Workplace Health continued

Table 6: Healthy UBC Initiatives, 2011 - 2012

Initiative	2011	2012
UBC Thrive (Okanagan and Vancouver)	40 partners hosted 48 events on both campuses	43 partners hosted 52 events on both campuses
Travelling Health Fair (Vancouver)	697 assessments offered with 5 different clinicians	774 assessments offered with 5 different clinicians
Healthy Measures (Okanagan)	86 assessments	92 assessments
Lunchtime Workshops (Vancouver)	44 workshops, 1013 attendees	43 workshops, 1056 attendees, and 28 department hosted workshops
Lunchtime Workshops (Okanagan)	7 workshops, 60 participants	60 workshops/series, approximately 300 attendees

Of the faculty and staff in Vancouver who responded to the Healthy UBC Initiatives Satisfaction Survey, 71% indicated that they had decided to make healthy lifestyle changes as a result of attending a workshop or event (compared to 72% in 2011).

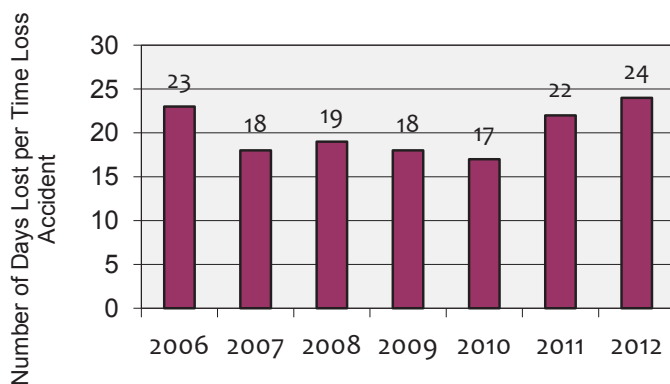
Workplace Injuries

Overall the number of injuries reported due to workplace accidents decreased by 2.4% in 2012. Human Resources continues to have a proactive approach to reducing time loss claims by case managing WorkSafeBC claims from day one of time loss, with the goal of working with managers, employees, and WorkSafeBC to return injured employees to work in a safe and timely manner. This approach has assisted in reducing the cost of time loss days. It is important to note that time loss continues to accumulate until the employee returns to full-time employment. However, many employees return to work gradually, so although time loss continues to accumulate, the cost decreases due to the employee being paid by the University. Without this intervention, the time loss cost would be significantly higher.

Workplace Health continued

Claim duration is influenced by many factors, including the nature of the injury, age, gender, pre-existing medical conditions, and the employee's transferable skills. External factors that influence duration include the timelines of adjudication and treatment, as well as availability of return to work opportunities.

Figure 3: Average Days Lost Due to Injury (per FTE employee)



WorkSafeBC costs have increased this year by a nominal 0.2%. The cost in 2012 was \$883,251, compared to \$881,638 in 2011. Some of the highest claim costs (i.e. greater than \$10,000 per claim) came from 12 claims from previous years, with a total cost of \$304,760.51. When this is deducted, the total cost for 2012 is \$578,491.25. This is a significant reduction from last year's costs.

Workplace Health continued

Table 7: Work Related Injuries 2012

Lost time Accidents (TL)	137
Health Care Only (HC)	122
Total Work Related Accidents	259
Cost of TL	\$409,551.47
Cost of HC	\$473,710.29
Total Cost of WCB Claims	\$883,251.76
<i>Total days lost due to work-related accidents/injuries</i>	3,691

The reported lost time injuries by age group is indicated below. The age group with the highest number of claims is 50-59.

Table 8: Reported Injuries by Age Group 2012

Age Group	Number of Claims	% of Total Claims
19 - 29	19	14%
30 - 39	19	14%
40 - 49	37	27%
50 - 59	45	33%
60 and Over	17	12%
TOTAL	137	100%



Workplace Health continued

Income Replacement Plan (IRP) and Disability Benefits Plan (DBP)

The Income Replacement and Disability Benefit plans are UBC's employee-paid, long-term disability plans, and are administered by Sun Life Financial. Historically, the plans have been entirely self-insured, but a majority of employee groups, since 2010, left their "self-insured" arrangement and became "fully insured", shifting the legal and financial risk to the insurance company. These groups include: "Other"* and BCGEU Okanagan (effective April 1, 2010), Management and Professional (effective June 1, 2010), CUPE 2278 (effective December 1, 2010), the future claims of CUPE 2950 (effective December 1, 2010), Faculty (effective January 1, 2012 for future claims and April 1, 2012 for existing claims), and future claims of CUPE 116 (effective January 1, 2013).

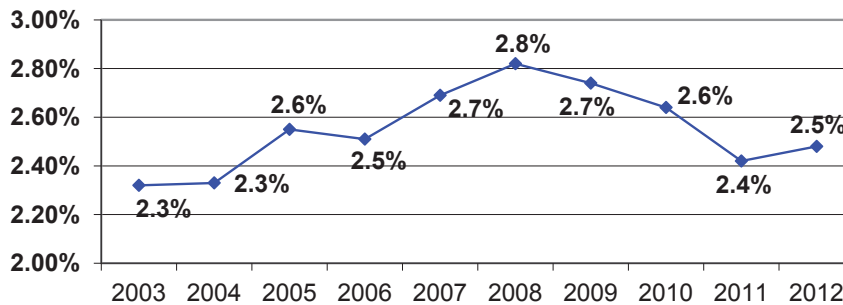
There was an increase in the number of claims at 253 as of December 31, 2012, up from 247 as of December 31, 2011. The "claims incidence rate", which represents the percentage of new claims opened in the year, for the University was 0.8% in 2012. This is in line with the claims incidence rate of 0.8% for similar groups and industries (e.g. employers comparable to UBC's size and/or from the education sector). UBC's claims incidence rate of 0.8% increased in 2012 from 0.5% in 2011, signalling an upward trend in new disability claims.

The total number of open and approved claims, when taken as a percentage of UBC's total employee population enrolled in the Income Replacement and Disability Benefit plans has increased slightly over the last eight years, from 2.3% in 2003 to 2.5% in 2012.

*"Other" includes non-union child care workers, International Union of Operating Engineers (IUOE), and non-union technician employment groups.

Workplace Health continued

Figure 4: Long-term Disability Claimants as a % of Total Number of Plan Members



UBC's top three disability categories by percentage of total claims (psychological illnesses - 39%, musculoskeletal/neurological disorders - 18%, and cancer - 16%).

Mercer, the University's benefits consultant, advises that UBC is relatively consistent with other similar industries with respect to the prevalence of the top three disability types (i.e., psychological, musculoskeletal, and cancer). However, the percentage of psychological claims has increased from the prior year under the UBC plans and is higher than similar industries, whereas the percentage of musculoskeletal claims has decreased as a percentage.

Note: Student employees are not included in this data and analysis.

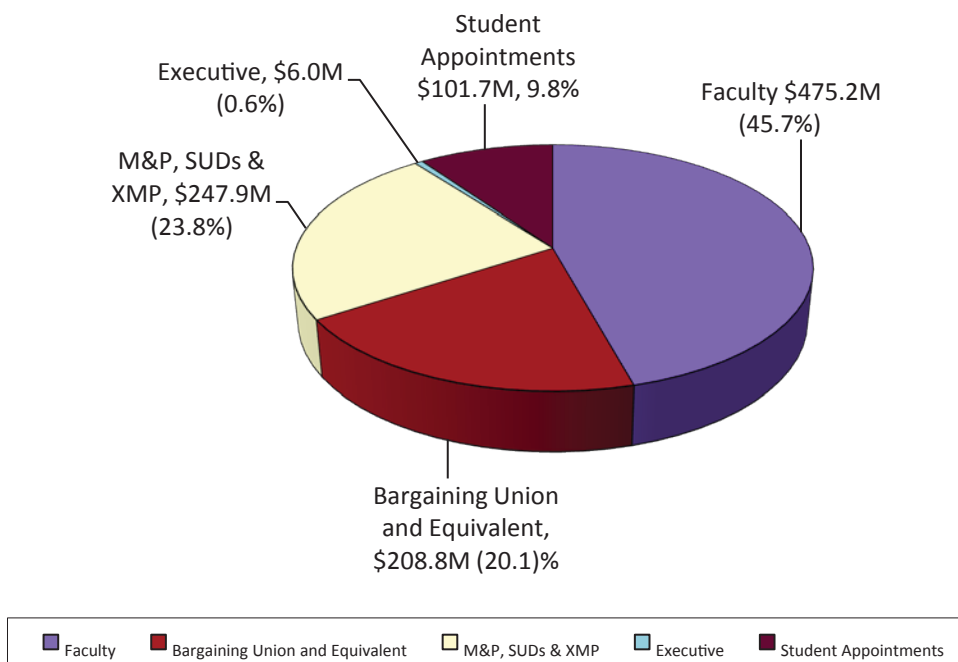
Total Compensation

Salaries

In 2012/13*, UBC spent a total of \$1.04B on salaries as shown in Figure 5. This is an increase in earnings of \$36.7M (3.7%) over 2011/12.

Note that when the data for this report was generated, a number of employment groups had not resolved collective bargaining. Settlements retroactive to dates in 2012 are not included in the salaries reported here.

Figure 5: UBC Earnings by Broad Employment Group Category Fiscal Year 2012/13



Total Compensation continued

Benefits

The total cost of benefits (both employer- and employee-paid) for fiscal year 2011/12 was \$240.6M, an increase of 3.7% from the 2010/11 cost of \$232.1M. However, on a percent of payroll basis, the cost of benefits was relatively stable in 2011/12 over 2010/11 (23.9% compared to 23.8%).

The University's (i.e., employer-paid) cost of faculty and staff pension, benefit, and statutory benefit plans was relatively stable in 2011/12 at 14.8% of payroll, compared to 14.7% in 2010/11.

- The University's total cost of employer-paid benefits was \$148.6M in fiscal year 2011/12 against a payroll of \$1.04B. This compares to a total cost of \$143.2M in 2010/11 for a payroll of \$976.5M.

The employee-paid cost of faculty and staff pension, benefit, and statutory benefit plans was stable in 2011/12 at 9.2% of payroll, compared to 9.1% in 2010/11.

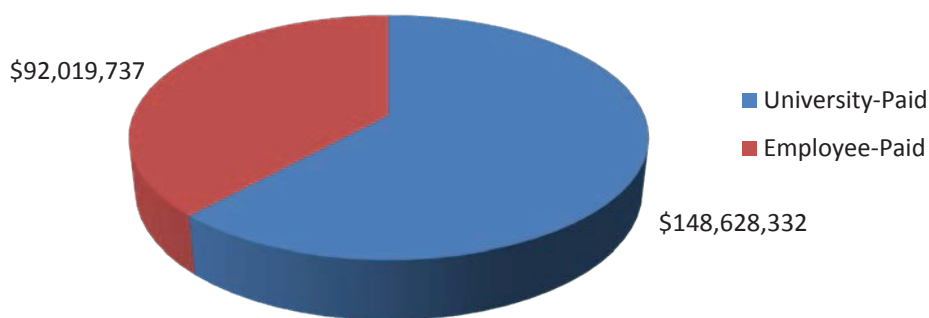
- The total cost of employee-paid benefits was \$92.0M in fiscal year 2011/12, compared to \$88.9M in 2010/11.

According to industry benchmarks provided by Mercer, the rate of growth of total employer benefit costs for 2011/12 (not including Medical Services Plan premiums) was in the range of 5 - 8%. The University's relative stability in the cost of benefits as a percentage of payroll (i.e., a modest increase from 23.8% to 23.9%) is favorable in the face of general inflationary trends.

Total Compensation continued

Figure 6 shows that 62% of the total cost of benefits (\$148.6M) was University-paid, whereas 38% (\$92.0M) was employee-paid, consistent with cost sharing percentages in 2010/11.

Figure 6: Benefits Cost Sharing



Given the stability of benefit costs as a percentage of payroll, and the need to continue to attract and retain exceptional faculty and staff, the University continues to manage benefit costs through prevention strategies and wellbeing initiatives.

Note: This report includes a variety of metrics, most of which are reported on a calendar year basis; however, the cost of benefits and compensation/earnings are reported on a fiscal year basis. The calendar year reporting cycle is intuitive for most metrics, such as turnover. On the other hand, the University regularly tracks and reports the cost of benefits on a fiscal year basis, which is reflected herein. This aligns with the University's fiscal year and financial reporting, the cycle of the long-term disability plan valuation, and the financial reporting period of the University's insurance company. Compensation/earnings are tracked on a fiscal year basis also, for alignment with the benefits reporting cycle. Note that the benefits data is one fiscal year behind compensation/earnings in this report. This is because compensation/earnings data for fiscal year 2012/13 was available at the time this report was published, but benefits data was not yet available, compiled, and reconciled.

Appendix: Entrance and Exit Survey

UBC continues to monitor feedback from the faculty and staff entrance and exit surveys that are available online via the Self-Service Web Portal.

Entrance Surveys

In 2012, 106 entrance surveys were completed, a decrease from the 114 surveys completed in 2011.

- Vancouver: 61
- Okanagan: 16
- Unspecified: 29

Reasons people come to UBC

- Similar to 2011, the top reasons respondents gave for joining the University were long-term stability, quality of colleagues, stimulating work, opportunities for advancement, and benefits.
- Approximately 25% of respondents said they were satisfied with their career development opportunities.
- As in 2011, respondents indicated the reasons they would stay at UBC are the work, colleagues, total compensation, advancement opportunities, and learning opportunities.

Appendix continued

Exit Surveys

In 2012, 67 exit surveys were completed, a slight increase from the 65 surveys completed in 2011.

- Vancouver : 41
- Okanagan: 6
- Unspecified: 20

Reasons people leave UBC

The main reasons respondents gave for leaving the University were opportunities for advancement and finding more stimulating work. This feedback supports the 2011 Workplace Experiences Survey findings in which staff and faculty respondents said better opportunities for career advancement is the top reason they would choose to leave UBC.

Benefits, location, and workload were less likely to influence decisions to leave. A very small proportion of respondents mentioned dissatisfaction with their working environment and supervisory/collegial relationships.

1908 - UBC Begins

1993 - Prof. Michael Smith awarded a Nobel Prize in Chemistry.

1962 - Prof. Neil Bartlett demonstrates the first reaction of a noble gas.

2010 - Prof. Peter Klein and UBC students awarded an Emmy for investigative journalism.

2007 - Prof. Susan Murch develops a new way to propagate breadfruit, improving food security in tropical regions.

1962 - Prof. Neil Bartlett

demonstrates the first reaction of a noble gas.

2010 - Prof. Peter Klein and UBC

awarded an Emmy for investigative journalism.

Michael Smith
awarded a Nobel Prize
in Chemistry.

1993

Prof. Neil Bartlett
demonstrates the
first reaction of a noble gas.

2007 - Prof. Susan Murch develops a new way to propagate breadfruit, improving food security in tropical regions.

2010 - Prof.