

VPFO ALL STAFF TOWN HALL

July 15, 2021

PETER SMAILES,
VICE-PRESIDENT FINANCE & OPERATIONS





OUR AGENDA

- **Welcome & acknowledgement**
 - Equity, diversity & inclusion (EDI)
- **Our last 16 months**
 - COVID-19
 - What we've accomplished
- **Where we are today?**
 - What to keep, what to change?
 - Transformation
 - Financial health update
- **Our focus this fall**
 - Strategic renewal
 - Operational Excellence
 - Systems renewal
 - Our focus in the Okanagan
- **Our return to campus**
 - The VPFO's approach
 - Our safety plan
 - Keeping our spaces safe
 - Your return checklist
- **Questions & Answers**



WELCOME & ACKNOWLEDGEMENT





WELCOME & ACKNOWLEDGEMENT

We acknowledge that UBC's campuses are situated within the traditional territories of the Musqueam, Squamish and Tsleil-Waututh, and in the traditional, ancestral, unceded territory of the Syilx Okanagan Nation and their peoples.





EQUITY, DIVERSITY AND INCLUSION (EDI)

We've made a start

- At the end of last year, we established a VPFO EDI Committee. The committee consists of volunteers from across the portfolio who are dedicated to EDI.
- 60 people from the committee and across the VPFO have completed a learning program.
- We're looking forward to preliminary recommendations from the committee in the fall.

Our commitment to EDI continues

- It will become part of our systems renewal work and cultural transformation.
- We need your help for the next big step...





OUR EDI LEARNING JOURNEY

- We are at the beginning of a learning journey to create an inclusive work environment focusing on physical, cultural, and psychological safety.
- Our EDI committee is creating a platform to share knowledge about EDI with everyone in the VPFO.
- In the next month, we'll all begin a 6-module course that will give everyone in the VPFO a shared baseline understanding of EDI.
- We'll be supporting this with blog posts, VPFO staff facilitated sessions, and more.
- For more information on EDI please go to vpfo.ubc.ca/edi.



OUR LAST 16 MONTHS





**OUR LAST 16 MONTHS:
COVID-19**

- Thank you to those who stayed on campus and kept the campus safe and working.
- Thank you to those who went home and worked from different spaces, sometimes alone.
- Thank you to those who supported our COVID-19 response.





OUR LAST 16 MONTHS:

WHAT WE'VE ACCOMPLISHED TOGETHER

Over the past 16 months, despite a global health crisis, we have dramatically reshaped the university.



- The IRP/AEP/ISC are foundational changes that will drive our work for the foreseeable future.
- We have started to realign internally from a group of departments to a more integrated portfolio.
- We have started to work together to plan and build our future with a more coordinated approach.
- What we do matters. Each VPFO team member contributes to the overall success of UBC.

WHERE ARE WE TODAY?





WHERE ARE WE TODAY:

WHAT TO KEEP AND WHAT TO CHANGE?

- Our work, our expectations, and our structure have transformed. In addition, we are not the same people we were 16 months ago.
- Pre-COVID v. post-COVID: what to keep, what to change?
 - We learned that self-care is not self-indulgence. Taking responsibility for our mental health is part of work/life balance.
 - We learned about remote work, both the benefits and risks.
 - Technology will increasingly be part of our work... from Zoom to Workday we will be adapting.
- We're just starting to look at how we're really connected, and what our opportunities are.





WHERE ARE WE TODAY: **TRANSFORMATION**

- Our goal: one VPFO, working together.
- We started this journey quite separately, but we have started a process of coming together.
- Some now groups have joined or changed to create cross-VPFO services, including:
 - Capital Financial Management
 - Administrative Services
 - Procure-to-Pay
 - Operational Excellence
 - And more roles and teams are in the process.



FINANCIAL HEALTH UPDATE

KARAMJEET HEER





FINANCIAL HEALTH UPDATE: TODAY LOOKING FORWARD — UBC

- COVID-19 has impacted the financial position of the university.
- We experienced an operating deficit of \$63m in 2020/21, mainly due to the loss of revenues through student housing and on-campus services.
- To help manage the operating deficit, we:
 - Introduced budget cuts to administrative units
 - Reduced discretionary spending across the university
 - Implemented a hiring chill
 - Provided dividend and principal payment holidays to the ancillaries
 - Delayed some capital expenditures
- Strong enrolment and financial markets have helped us weather the impact of COVID-19 more positively than anticipated.
- An overall consolidated surplus was driven by accounting adjustments and one-time gains on the sales of subsidiaries.





FINANCIAL HEALTH UPDATE:

TODAY LOOKING FORWARD — VPFO

- A decline in incremental revenues will likely occur, driven by a slow-down in the increase of international tuition revenue while opportunities to increase other revenue streams are limited.
- Cost pressures will continue, especially as salaries and other costs increase.
- The VPFO portfolio is projecting a deficit for this year and next.
- Operational excellence and cost management will be instrumental in managing our deficit.
- We are targeting a balanced budget by 2022/23.



OUR FOCUS THIS FALL





OUR FOCUS THIS FALL: **STRATEGIC RENEWAL**

We'll be starting a process of reviewing and updating our portfolio strategic plan for a new period. Key things we see coming:

- We have gone through a period of significant revenue growth which is rapidly coming to an end.
- Workday and Planon will continue to drive significant change across the portfolio.
- We need to rethink the way we approach our work and how we leverage our new systems to provide service to the university more efficiently.





OUR FOCUS THIS FALL:

OPERATIONAL EXCELLENCE

- We have seen a great deal of change over the past year with new tools such as Workday and Planon.
- We all know that UBC can lack clear, repeatable ways of doing things. We often rely on our excellent people to get the job done.
- Our new Operational Excellence department is here to help us gather better data, craft better processes and make the most of these tools to improve service delivery and continuously improve our work.
- How can you participate?
 - We're going to begin training in Lean Six Sigma across the portfolio between now and late fall.
 - Full information is available at opex.ubc.ca.



SYSTEMS RENEWAL

ELANA MIGNOSA





OUR FOCUS THIS FALL: **SYSTEMS RENEWAL**

- As a community, we are all becoming more proficient in Workday and its impact on our day-to-day activities.
- ISC continues to stabilize as we move through a full fiscal and calendar year cycle with Workday.
- ISC resources have been increased to support the needs of the community and the continuous improvement of the system.
- The next release of Workday is in September and we are in the early stages of reviewing what functionality is included.
- IRP Release 1 completion program is underway and we're hiring incremental resources to complete unfinished scope from Workday and Planon implementations.



OUR FOCUS IN THE OKANAGAN

ROB EINARSON





OUR FOCUS THIS FALL:

UBC OKANAGAN 2040 VISION

- UBC Okanagan (UBCO) was established in 2005 with a mandate to be a research-intensive university campus for the Southern Interior, and uniquely, was founded in partnership with local Indigenous peoples, the Syilx Okanagan Nation.
- Founded in UBC's strategic plan, projecting a 20-year view based on campus academic priorities, campus master plan, and consultation with students, faculty, staff and community.
- Considers possible future enrolment scenarios of between 13,000 and 18,000 students in a variety of diverse full- and part-time programs.





OUR FOCUS THIS FALL:
UBC OKANAGAN

- Investment and continued efforts towards campus Truth & Reconciliation Commission (TRC) commitments, including engagement for facilities, public realm, and Indigenous training.
- Continued investment in interim space measures to accommodate more students, faculty, and evolving research needs.
- Two larger academic buildings are in development:
 - Interdisciplinary Collaboration & Innovation (ICI) building, 140k ft².
 - Downtown Kelowna Building, 80k ft².
- Two new residence facilities opening.
- Enhancing services to support growth pressures (Infrastructure Development, Campus Operations, Health, IT Services).
- Sustainability planning and investments.



LET'S TAKE A BREAK



OUR RETURN TO CAMPUS





RETURN TO CAMPUS:

THE VPFO'S APPROACH

- Hybrid remote work options will be available for applicable positions, with a minimum of three days per week on campus expected (except in areas where on-campus space is currently constrained).
- We will provide your workspace and all equipment on campus — you will need to make your own arrangements at home.
- Operational considerations and service to our community will determine eligibility and work schedules.
- Planning for the VPFO to start coming back by September 15.
- Targeting October 4, we will have our new schedule fully in place.
- The university's hard return date is November 1.
- We will review in mid-November and mid-January and make changes as required.



RETURN TO CAMPUS: OUR SAFETY PLAN

T. BRUCE ANDERSON





OUR FOCUS THIS FALL:

RETURN TO CAMPUS: OUR SAFETY PLAN

March 8, 2021 letter from Dr. Bonnie Henry encouraged active and robust planning to support a return to on-campus activity this fall.

- **More known about the virus transmission:**
 - COVID-19 transmission will be low and, more importantly, serious infections will be uncommon.
 - COVID-19 can be managed in the same manner as other common respiratory infections.
- **Roll out of the vaccination**
 - It's anticipated that everyone who wishes to be vaccinated will have been vaccinated prior to September.
 - Current projections show most will have been offered their 2nd dose prior to September.
 - International students can receive COVID-19 vaccinations once in Canada/BC.
 - UBC is working with Vancouver Coastal Health to have vaccination clinics on campus throughout the coming months and into the fall.





RETURN TO CAMPUS: SAFETY DO YOUR PART

- Get vaccinated
- Stay home if you're feeling unwell
- Complete the daily health assessment
- Practice respiratory etiquette
- Wash your hands regularly
- Follow the campus and residence rules
- Wear a mask when recommended
- Treat others with respect





RETURN TO CAMPUS: SAFETY ON OUR CAMPUS

Step 3 of BC Restart Plan (July 1 – Sept 7)

- Streamlined Safety Planning Process – 7 institutional plans
- Updated Campus Safety Rules
- A new mandatory training program
- Updated signage

Step 4 of BC Restart Plan (Sept 7 at the earliest)

- Safety Plans are archived and we move to one Communicable Disease Plan
- Masks become a personal choice



RETURN TO CAMPUS: SAFETY ON OUR CAMPUS

Date	General
June 2021	<ul style="list-style-type: none"> • Department/Unit specific safety plans • Daily self-assessment and results documented by your supervisor. Stay at home if you are sick • Non-medical masks required in indoor common spaces • Maintain physical distancing • COVID-19 mandatory training
Step 3 July 2021	<ul style="list-style-type: none"> • New institution wide safety plans • Daily self-assessment and stay at home if you are sick. Sending your daily self-assessment to supervisor is no longer required • Updated signage • Non-medical masks recommended in indoor common spaces for those not fully vaccinated • New COVID-19 mandatory training – UBC Go Forward COVID-19 training • Moving towards pre-pandemic occupancy
Step 4 Earliest date Sept 7	<ul style="list-style-type: none"> • Institution wide communicable disease prevention • Daily self-assessment and stay at home if you are sick. • Sending your daily self-assessment to supervisor is no longer required. • Non-medical masks personal choice • Pre-pandemic level occupancy



RETURN TO CAMPUS: SAFETY OF OUR SPACES

JOHN METRAS





RETURN TO CAMPUS: KEEPING OUR SPACES SAFE

- Cleaning
 - Daily cleaning of public spaces and sanitizing of high touch areas.
 - Hand sanitizer stations managed by Building Operations available in main building entrances/foyers.
 - Desktops and personal items are not cleaned by Building Operations — everyone is encouraged to wipe down their own work surfaces and common equipment regularly.
- Building Ventilation
 - Increased ventilation and outdoor air.
 - Improved air filtration (MERV 13 filters).
 - Enhanced maintenance & upgrades.
 - Air monitoring for targeted spaces.



RETURN TO CAMPUS: HUMAN RESOURCES

PARVEEN MANN





INTRODUCING PARVEEN MANN

DIRECTOR, HUMAN RESOURCES, VPFO

Leading the HR team, Parveen provides operational strategic planning and ensures our people practices align with UBC and the VPFO's strategic goals.





RETURN TO CAMPUS: YOUR RETURN CHECKLIST

For a smooth campus return, we all have a part to play:

- Read and understand UBC's Return to Campus Guidelines.
- Complete the mandatory online COVID-19 safety training prior to returning to campus, or right away if you're already on campus.
- Complete the Work Area Safety Assessment, from the SRS website.
- If applicable, complete the Remote Work Agreement request form in Workday, including attaching the required Work Area Safety Assessment, as directed.
- Attend site-specific orientation if required by your supervisor or department.
- Follow the COVID-19 Campus Rules.



QUESTIONS & ANSWERS





**T. BRUCE ANDERSON,
DIRECTOR, OCCUPATIONAL & RESEARCH HEALTH & SAFETY**

1. Will masks still be required on campus in September?
2. Will physical distancing still be required in offices when we return to campus?
3. Why have the requirements for non-medical masks been changed in the COVID-19 Safety Plans?
4. Will faculty and staff be expected to be fully vaccinated before returning to campus?
5. Will the updated COVID-19 safety plans still require people to do self-assessments, stay home if they are sick, and wash their hands?





**JOHN METRAS,
ASSOCIATE VICE-PRESIDENT, FACILITIES**

1. What are we doing to make our spaces ready for a different way of working?
2. If we are to start “hoteling or hot desking” on campus workspaces, will there be scheduling software available?





ADAM CHARANIA, ASSOCIATE VICE-PRESIDENT, HUMAN RESOURCES

1. Can faculty or staff refuse to come to campus for work if they feel unsafe?
2. Will UBC enforce people not coming campus to if they are sick or not following other health guidelines?
3. Can I negotiate more time working from home?
4. Does working from home affect my employment contract?
5. If my team is going to be hybrid going forward, how will UBC help me manage?
6. How is UBC addressing the potential for the demand for parking spots exceeding supply in September?





**DR. MICHAEL SCHWANDT,
MEDICAL HEALTH OFFICER, VANCOUVER COASTAL HEALTH**

1. If vaccination isn't mandatory and less than 80% of the population will be double vaccinated by September, can we be assured that this will be enough to reduce the likelihood of transmission?
2. If masks are not mandatory for large, densely populated, common workspaces, how can we be assured that transmission will not occur?
3. Taking transit to campus will be a concern as we anticipate large numbers of transit riders for the fall. How is this being managed and can we expect new protocols for transit?
4. What are the plans for BC if vaccination targets are not reached prior to Step 4 or vaccines are not effective against new variants?





FURTHER QUESTIONS?

- More Q&As on a wide variety of COVID topics are available at covid19.ubc.ca.
- More information on remote work is available at hr.ubc.ca/remote-work-ubc.
- More information on EDI is available at vpfo.ubc.ca/edi.

Please email any other questions to vp.finops@ubc.ca and we'll answer through your senior leader, following the townhall.





OUR TAKEAWAYS FROM TODAY

Training

- Campus Safety training will be available for everyone, whether you're currently on campus or returning.
- White belt training is available for everyone starting today. Yellow and Green belt training for selected leaders starts in September.
- EDI online learning modules for everyone starts in September.



Return to campus

- Read and understand the *UBC Return to Campus Guidelines*.
- Complete the request for a Remote Work Agreement in Workday.
- Complete and have your manager approve your Work Area Safety Assessment and submit in Workday.

Find your place in our future

- Review our portfolio strategic plan and think about your part in moving us forward.

THANK YOU!





THE UNIVERSITY OF BRITISH COLUMBIA