



**University  
of Victoria**

**Retirees  
Association**

## **THE FIRST TWENTY YEARS**

Victor A. Neufeldt

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## INTRODUCTION

When the Association's Fiftieth Anniversary Committee began discussion on what the Association might contribute to the University's fiftieth anniversary celebrations, one suggestion was to produce a history of the first twenty years of the Association. The suggestion received a positive reaction from the committee members, and intrigued me, so I offered to attempt it. But I quickly became aware that there was, in fact, an urgent reason to compose such a history. As I looked through the Association's archives, I realized that there was a limited amount of documentary evidence about the founding of the organization and that two of the six people most involved in getting the group started have passed away and one whose memory for history and detail would have proved invaluable is medically incapable of providing information. In short, historical memory of the organization's founding was rapidly disappearing.

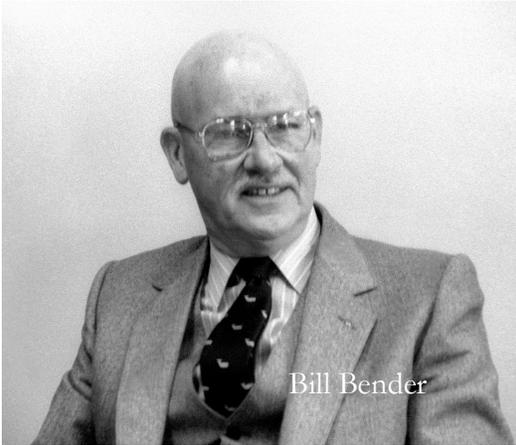
I am most grateful to Betty Kennedy, Trevor Matthews and Howard Petch, the other three involved in bringing the Association into existence, for their patient responses to all my queries and their careful scrutiny of the manuscript. Without their recollections, any record of the Association's founding would be scanty and unreliable indeed. I wish also to thank Anne McLaughlin, Lyle Robertson, Isobel Dawson, Dave Docherty, Lois Jones and Beverly Timmons for their reading of and comments on the manuscript to make sure that the record of the Association's activities and endeavours is accurate and that I have not omitted anything of significance. My thanks also to Sharon Crumly, Mel Klassen and Peter Liddell for their help in proofreading the text, to Christina Marshall in Photo Services and Nadica Lora in the Archives and to Peter Liddell for his greatly-appreciated assistance in the production of this work.

Finally, I want to thank my wife Audrey, who as usual provided excellent editorial advice.

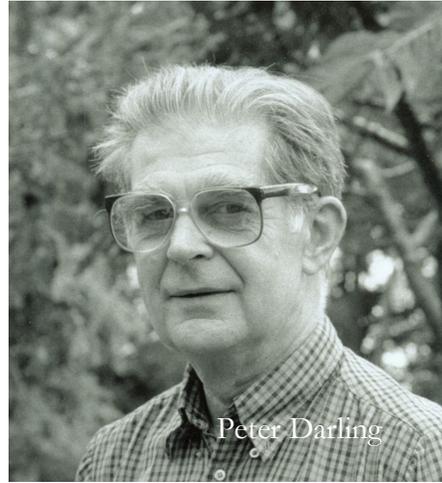
In addition to the individuals noted above, in preparing this history I have relied on the minutes of Executive Board meetings, minutes and reports of Annual General Meetings, newsletters, correspondence to and by Board members, other archival materials such as financial statements and my own experience with the Association since 1997. After covering the formation of the Association, rather than delineating a year by year history, I have tried to focus on key trends, developments, plans and achievements. With the sale of the first memberships taking place in November 1992, it is fitting to close off this history at the 20<sup>th</sup> AGM in June, 2013.

I hope that I have provided not only a reliable narrative of the first twenty years of the Association's activities, but also a fitting tribute to those who had the vision and energy to bring the organization into existence, and to the many members who have subsequently provided the time and energy needed to make the organization such a vital success.

## THE FOUNDERS of UVRA



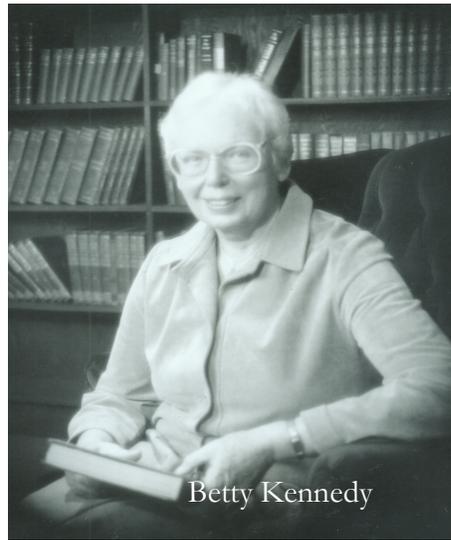
Bill Bender



Peter Darling



Harry Hickman



Betty Kennedy



Trevor Matthews



Howard Petch

## THE UVIC RETIREES ASSOCIATION: 1992-2013

Although the University of Victoria was officially inaugurated in 1963, it had a long previous history as Victoria College, founded in 1903. It was affiliated at first with McGill University (1903-15), then with UBC (1920-63). With UBC having established an Association of Professors Emeriti in 1987-88, spear-headed by Joseph Katz (Education) and Lewis Robinson (Geography), it was hardly surprising that by the time Howard Petch retired in 1990, after fifteen years as President of the University of Victoria, there had been talk from time to time about the desirability of forming an organization for retired members of the Victoria College/UVic community. But, of course, doing so required that someone actually take the lead in getting such an enterprise started.

Shortly after Petch's retirement, probably in late 1990, Trevor Matthews, Vice-President Administration, in charge of personnel, approached Petch with a proposal that he, along with a small group of other retirees, initiate the process of forming such an organization. He did so, Matthews says, for two reasons. He felt that there was a large enough group of retirees, with sufficient interest and leadership potential, to make such an organization feasible. In short, the interest was there, the time was right. He was also motivated by the example of his father, who having worked for the same company all his life until his retirement at 65, had derived much pleasure from being part of his retiree organization, and from the sense of continuity and camaraderie it had provided for him. UVic at that time was still small enough to have a very strong sense of community which a retirees' organization would serve to enhance and perpetuate.

The four retirees who joined Howard Petch were Betty Kennedy, Professor Emeritus, Mathematics Department, Harry Hickman, Professor Emeritus, French Department and former Principal of Victoria College, Bill Bender, former Director of Personnel Services, and Peter Darling, former Director of Administrative Services and Assistant to the Vice-President, Administration. The inclusion of Bender and Darling indicates that the intention from the outset was to include all members of the University community, in contrast to the UBC model of an Association of Professors Emeriti, the more traditional model at Canadian universities. Petch recalls that there was never really any debate over the question of who was to be included. In 1997, when SFU retirees elected to form an organization, they decided to follow the UVic model. According to Matthews, the four who joined Howard Petch did so willingly, and Petch recalls that they had the full support of the University Administration, indicative, he says, of the strong sense of community that existed at UVic.

After a lengthy gestation period that involved navigating through uncharted territory by a busy group of retirees and informal consultation with various individuals and groups, the committee issued the following invitation, dated September 22, 1992:

### **TO ALL RETIREES AND SPOUSES**

*During the past year, a number of us have been meeting to determine some of the needs and expectations of those who have retired from the University of Victoria. During our meetings and discussions, it became clear that consideration should be given to forming an Association of Retirees.*

*As we met with various groups, we were able to identify a number of common hopes, interests and concerns some of which we have listed below. You may think of others we have missed. As you will note,*

*most retirees wish to continue an association with those still employed, with other retirees and with the University. We feel that the formation of an Association will enable us to meet some of the expressed needs.*

*We enclose a form for you to fill out, to let us know if you are interested in becoming a member of such an Association. Please return the form by October 15, if possible. We have drafted a Constitution and, provided there is enough interest, hope to hold an inaugural meeting in late October. We will notify all who indicate that they are interested.*

*We have enjoyed meeting with each other and with those who assisted us in reaching our conclusions, and we look forward to meeting with many more of our former colleagues as various activities are planned.*

*At this time, we would like to thank Trevor Matthews for getting us started and the UVic Development Office for giving us much needed secretarial help.*

*Sincerely,*

*Dr. Howard E. Petch, Mr. Bill Bender, Dr. Betty Kennedy, Dr. W. Harry Hickman, Mr. Peter Darling*

The following undated list, which I found in the UVRA archives, is probably the list referred to in the document above:

### **IDEAS FROM OUR DISCUSSIONS**

*(This is a brief list of only a few of the many that came up)*

- 1. Pre-retirement seminars dealing with pensions, RRSP's, RIF's, taxes, OAS, CPP, etc. should be held regularly.*
- 2. There needs to be someone at UVic responsible for keeping lists, providing information, etc.*
- 3. All wished to maintain contact with UVic.*
- 4. Interest expressed in receiving the Ring, Torch, etc.*
- 5. Interest in group participation in Medical Services Plan, Extended Health Benefits, Group Insurance, Dental Plan.*
- 6. There should be news of retirees' activities in the Ring.*
- 7. Advice on estate planning and wills.*
- 8. Method of sharing information.*
- 9. Easily accessible drop-off for library books.*
- 10. Parking.*
- 11. They liked the Christmas party [presumably the idea of having one, VN].*

The mail-out of this material was made possible by Lois Jones, Manager, Benefits, in Human Resources (Personnel Office at that time), who was attempting to develop the first "Retirees Data Base."

While the invitation asked for an expression of interest to be returned by October 15, the fact that the committee had already drafted a Constitution suggests that they were fully expecting to receive a positive response. In fact, the first draft, entitled "Constitution of the Association of Retired Employees of the University of Victoria" is dated August 1992. The draft is incomplete in that the By-Laws consist of headings only. Also of interest is the acknowledgement of assistance by the Development Office, headed by Floyd Fairclough, and responsible for Public/Community Relations. Was he perhaps anticipating the possibility of bequests from retirees? The response to the invitation was obviously strongly positive. While there is no record of an inaugural meeting in late October, Betty Kennedy organized and chaired a meeting of those interested in forming an Association, at Petch's request, on November 3 in Begbie 159. Thanks to Peter Darling's meticulous financial

records, we know that 103 notices of the meeting were sent out at a total cost of \$56.65. Clearly, Darling had assumed the role of treasurer for the organizers. While I have been unable to locate any minutes of that meeting, the decision to proceed had obviously already been taken. On the back of the last page of the draft noted in the previous paragraph are some hand-written notes suggesting a meeting for the first Tuesday in November, that the membership fee be \$10, that Petch be responsible for providing tea and coffee, Hickman for cream, sugar and stir sticks, and Kennedy and Darling for 5 dozen cookies each. The notes also suggest Kennedy for President, Darling for Vice-President, Bender for Treasurer, Hickman for membership and Barbara McCaul for Secretary. Kennedy recalls that the meeting approved a membership fee of \$10, and a receipt book, with all receipts signed by Darling, indicates 37 individuals paid their \$10 fee on November 3 and three more paid later in November. A note in Darling's hand on the cover of the receipt book states "49 receipts issued Nov 3/92 to Jan 19/93." A financial statement entitled "UVic Retirees Association Membership Fees for 1992 and 1993 Annual Fees of \$10 received Nov. 3, 1992 at Begbie 159 & later," dated Feb. 16/93, records 84 paid-up members. Kennedy recalls a surprisingly good attendance – "perhaps 50 or more." By the end of April 1993 the paid-up membership stood at 91.

We also know from the minutes of an organizational meeting on November 24, 1992, chaired by Kennedy, that at least 40 had joined by then. That meeting was held in the



Barbara McIntyre

University House Board Room, the first of many UVRA Executive Board meetings to be held in that room. Nine people are recorded as having been present – the original five plus Barbara McIntyre, former Chair of the Theatre Department, Norma Mickelson, former Dean of Education, Marion Marcus, former secretary in the Faculty of Education and Lois Jones from Human Resources. An interim Executive Committee was agreed upon, consisting of President, Barbara McIntyre; Treasurer, Peter Darling; Secretary, Marion Marcus; Program, Norma Mickelson and Harry Hickman; Members-at-Large, Betty Kennedy, Howard Petch, Bill Bender; Liaison with Human Resources, Lois Jones. Betty Kennedy volunteered to keep the Membership List up to date, since she "had it on her computer at home."

The make-up of the Committee certainly confirms Trevor Matthews' belief that the leadership potential to start such an association existed. The meeting passed a motion "to clarify the application of the \$10 fee; it is intended that the \$10 cover a member and spouse," a decision that, while understandable in the initial push for new members, would create some confusion and upset for the Association later on, until the motion was rescinded in 2012. Barbara McIntyre presented a second draft of the Constitution that she and Betty Kennedy had developed, and asked Bill Bender to vet it before it was presented for ratification at the inaugural General Meeting, set for January 19, 1993, in the Faculty Club Lounge. It was agreed that Bob Wallace, former Dean, Vice-President and University Chancellor, would be approached to speak at the General Meeting "on the first 60 years in the evolution of UVic, [beginning in 1903], and Art Saunders, former Director of Buildings and Grounds, on the next 30 years." Harry Hickman made several suggestions for possible social activities, some of which have a familiar ring – for example, "a Christmas meeting" (the forerunner of our Christmas Luncheon), "a social tea" at the inaugural General Meeting, a visit to Dunsmuir Castle "to mark its 90-year connection with UVic." I believe that Hickman actually meant

Craigdarroch Castle, built by the Dunsmuir family and home of Victoria College from 1921-46. Hatley Castle, also built by the Dunsmuir family, was the home of Royal Roads Military College and is now Royal Roads University. "It was noted that the cost of refreshments on campus is very high," and that "parking at any of the buildings on campus in the daytime was difficult, if not impossible." Some things never change. Lois Jones, the minutes note, reported on the progress of the formation of the Association to the University's Benefits Committee. When Norma Mickelson proposed "an exploration of benefits for retiring faculty and staff," it was suggested that "we wait for Bob McQueen, Vice-President, Finance, to retire and join the Association, and then approach him on the matter." Thus the emphasis on social activities and negotiations for benefits was clearly established from the outset.

Sometime after the November 24 meeting, according to an expense claim dated January 15, 1993, submitted by Marion Marcus, the following notice with a questionnaire went out to 125 individuals:

**UNIVERSITY OF VICTORIA RETIREES' ASSOCIATION**  
**NOTICE OF INAUGURAL MEETING**

*Tuesday, January 19, 1993 – 2:00 – 4:00 p.m.*

*Faculty Club – Fireside Lounge*

*To celebrate the 90<sup>th</sup> Anniversary of Victoria College, and the 30<sup>th</sup> Anniversary of the University of Victoria, we invite all University of Victoria retirees and their spouses to attend the Inaugural Get-Together of the University of Victoria Retirees' Association. Bob Wallace will reminisce about the early days at Victoria College, and Art Saunders will tell us what it was like thirty years ago on campus.*

*The attached information will answer some of your questions about your retirement. You are welcome to bring other questions to this informal get-together. Other ideas, too, may be generated during this exciting gathering. There will be an opportunity for you to pay your \$10.00 fee if you have not already done so.*

*Open Cash Bar will be available.*

While we have the minutes of that meeting, I have been unable to locate a copy of "the attached information." According to the minutes, President Barbara McIntyre began the proceedings by introducing UVic President David Strong, who commented on the significance of 1993 in the history of the University, explained the '90/30' logo chosen for the year's calendar of events, outlined some of the events planned and congratulated the Association on its formation. McIntyre then introduced herself and the other officers of the Association, stressing "the informality of the Association" and promising that "meetings would be short on speeches but long on talk among members." She noted that she was a "temporary" president, looking for a volunteer replacement. The minutes record that "there was a deafening silence!" She went on to outline two planned events: a visit to Craigdarroch Castle, hosted by the Victoria College Craigdarroch Alumni Association (Marion Small, President), and a tour of the University Gardens, hosted by the "Garden Friends Society," with tea and cookies in the chapel entrance afterwards. Norma Mickelson, as Program Coordinator, introduced Bob Wallace, who entertained with reminiscences of his time at Victoria College/University of Victoria, beginning with his student days in 1903 and finishing with his services as Chancellor of the University. He was followed by Art Saunders, former Director of Buildings and Grounds, who reminisced about "the often frustrating,

sometimes hilarious obstacles” of building a campus on the site of a former army camp from 1962-71. The minutes, however, make no mention of a Constitution or of the interim Executive Committee appointments being ratified. As will become apparent, the drafting of the Constitution proved to be a more complex and drawn-out process than anticipated.

In the meantime, the Executive Committee, with the new addition of Anne McLaughlin, recently retired Director of Advising for the Faculty of Education, proceeded in its informal fashion – the Association was not legally incorporated, nor was it part of the University – to carry out the business of the Association. Such informality was not unusual at that time. John Stager, who is preparing a history of the UBC Association of Professors Emeriti, has told me that the UBC organization operated as an informal club for several years before it decided to become an officially constituted entity. The committee's two meetings in 1993 (February 19, October 17) were mainly concerned with planning the year's social activities and finalizing the Constitution. The February meeting approved a donation of \$50 to the Craigdarroch Historical Museum Society for the retirees' visit on April 20, and Harry Hickman donated \$50 to bring the total donation to \$100. Members of the Association took responsibility for the sale of refreshments at the Interfaith Chapel entrance during the Garden Friends Society Tour of the UVic Gardens on April 15, and added a profit of \$114.30 to the Association's bank account, a function Members continued to perform for a good number of years. The first Christmas Luncheon took place December 7 at the Racquet Club, for which the Association was billed for 80 plates at \$10.80 per plate. The October meeting noted the passing of Pat Rhodes and began the long-standing practice of the Executive sending a message of condolence when a member passed away. That meeting also saw the filing of the first Treasurer's report, which noted 93 paid up members.

At the February meeting, it was moved and carried “that approval be given to the revised Constitution, with ratification to be secured by a telephone vote.” The motion proved to be overly optimistic. On 22 April, 1993 Darling sent a letter to Bender congratulating him on his “proposed version dated 93.03.10,” then suggesting six further amendments. Once ratified, the Constitution was to be submitted to the Society Office of the B.C. Government for approval and advice on whether or not to register the Society. Actually, the Association had only two choices in this respect. The University Act contains no provision for the establishment of retiree associations. Therefore, the Association could petition the University to place it in one of its existing administrative units, and answer to the administrator of that unit. Or it could register its Constitution as an independent body under the Society Act, and be free of any need to report to the President, the Senate or any other university administrator. When the revisions to the Constitution were finally completed, the Association chose the latter option, which has resulted in the development of an interestingly ambiguous relationship. Although the UVRA is not officially part of the University, it does provide the Association with office space and equipment, the UVRA negotiates with the University on benefits for its members (and where possible for all retirees), the Association has a designated liaison person in the office of the Vice President, External Relations, it co-sponsors activities with University divisions, such as the Centre on Aging, and the UVRA is now specifically included in the University's Strategic Plan, a significant change from previous plans.

During 1994, the pace of activity increased noticeably. The Executive met five times – January 11, March 1, May 17, June 15, September 7 – and held the first AGM on May 19.

The meetings before the AGM focused largely on getting the Constitution and By-Laws finalized for approval at the AGM and on planning social activities, such as a tour of the Victoria Art Gallery (guided by Gwladys Downes and Corinne Taylor), the University Garden Friends Tour, the Christmas Luncheon and a tour of the new Human and Social Development Building with a talk by Elaine Gallagher of the School of Nursing. The January minutes contain a note with a familiar ring: “there were many complaints about the quality and presentation of the food at the Christmas luncheon last year.” Secretary Marion Marcus was instructed to send a letter to the Manager of Food Services expressing the Association’s displeasure and disappointment. Her letter to Horst Mann noted that the entree “was almost unidentifiable and quite tasteless,” the salad “tired” and the dessert “unimaginative.” She went on to note that “we, therefore, would like you to reassure our members that, in the future, they can expect the same degree of enjoyment of Food Services’ offerings that they were accustomed to prior to retirement.” Mann wrote back to say “I have asked Charles McQuade our Catering Coordinator to contact you with an explanation as to why the quality of food served was far below our established standards.” Unfortunately, the archives do not contain a copy of the explanation. At the March meeting, the Executive passed a motion ratifying the creation of a Life Membership and setting the fee at “ten times the prevailing amount for an Ordinary Member.” On January 4, 1994, Bender sent a new draft to Secretary Marcus, in which the title now appeared as the constitution of the University of Victoria Retirees Association, and a subsequent further revision is dated January 10, 1994. Because it had been decided to register the Association under the Society Act, the Executive realized that it would need to have permission to use the University’s name. On January 17 Peter Darling wrote to Alex McAuley, Chair of the President’s Review Committee for the Licensing Program Policy, requesting permission to use the name “UVic Retirees Association.” On February 28 Jim Currie, Executive Assistant to the President, wrote back to say that President Strong had approved the use of the name. The minutes make no mention of when it was decided to change from “University of Victoria” to “UVic” other than a reference in the minutes of January 11, 1994 to “seek the approval of the University Board of Governors for the name-change of the Association.” The change may have resulted from the University’s formal adoption of “UVic.” On March 7, 1994, Darling submitted an application to the Registrar of Companies, Name Unit, for approval of the use of the name UVic Retirees Association; the application was approved and accompanied by instructions For The Incorporation Of A British Columbia Society, as requested.

The January 11 minutes note “that it is understood that the Constitution and By-Laws must be approved by the AGM,” a point reiterated in the letter of March 7, 1994, from Darling to the Registrar of Companies: “The final step, prior to our application for incorporation, is to get members’ approval of the proposed Constitution and By-Laws at our first annual general meeting which will probably be held in May, 1994.” Yet on May 17, 1994, Darling reported to the Executive that the Constitution and By-Laws had been accepted by the Registrar of Associations and that “we are now, officially, a registered association,” two days before the AGM at which the Constitution was to be ratified. The application for incorporation, submitted March 24, 1994, was signed by Peter Darling, Anne McLaughlin, Barbara McIntyre, Harry Hickman and Marion Marcus. On March 29, the Registrar of Companies sent back a form requesting a number of amendments, which were duly incorporated, and the Retirees Association was officially incorporated April 13, 1994. Darling also noted that the financial statements of the Association had been audited by Ted Horne, the first official

audit. Membership, he reported, stood at 101. As the Executive, acting as a Nominating Committee, prepared a slate of Officers for the AGM, Betty Kennedy raised a concern that again has a familiar ring to it. She noted that most of the members who had opted not to renew their memberships were non-faculty members. She wondered “if the Association as it now stands, heavily weighted with former faculty, can fill a need for the other categories of retirees.” She asked “if it would be appropriate, or useful, to approach the two unions on campus to help us to define how membership in our association might be made more attractive to their retiring members.”

At the Association’s first AGM, May 19, 1994 Peter Darling (Acting Chair in the absence of Barbara McIntyre due to illness) announced that “the Association is now an official society.” Copies of the Constitution and By-Laws were available for pick-up; members were encouraged to read the document and bring any comments or suggestions to any member of the Executive for study. In short, the Constitution and By-Laws were never officially ratified by the AGM, despite the commitments noted above. The slate of Officers prepared by the Executive Committee received no further nominations from the floor and was declared elected by acclamation, a procedure that has continued almost without exception to the present day. And so the interim Executive Committee gave way to the first elected Executive Board:

President	Anne McLaughlin
Vice-President	Bill Bender
Treasurer	Peter Darling
Secretary	Marion Marcus (pro tem), later Barbara Faulkner, then Joan Wells
Program	Harry Hickman, Gisela Bradatsch
Social	Maureen Hibberson
Members-at-Large	Betty Kennedy, Diana Priestly, Grant McOrmond, Howard Petch
Past President	Barbara McIntyre
University Liaison	Lois Jones

The business part of the meeting, begun at 1:30, concluded at 1:50 and was followed by a talk by Donovan Waters of the Law Faculty. Eighteen members are recorded as having attended, although Darling reported approximately thirty attendees at the June 15 Executive meeting.

The long gestation period was finally over; the UVic Retirees Association officially existed, with its first elected Executive Board.

### 1994-96: Anne McLaughlin



With the legal technicalities of setting up the Association out of the way, the Board could focus on the organization's functions and services. A top priority was the ongoing planning of events, now divided into "Events" (emphasis on the social) and "Program" (emphasis on the cultural/educational). A good number of the members were bridge enthusiasts, resulting in the creation of the Valentine's Dinner and Bridge Night, a popular fixture for a number of years, the brain child of Harry Hickman, assisted by Alan Bates.

Other events included a tour of Government House, a tour of Victoria Heritage Buildings in Old Town with Geoffrey Castle and tours of the Human and Social Development Building and the Engineering Lab Wing on campus. The practice of having UVic music students supply special music at the Christmas Luncheon also began during these years. Not surprisingly, the Board decreed that the Luncheon should become an annual event, which indeed it has. The previous Executive had set up a procedure for telephoning members to remind them of meetings, events and renewal deadlines, and a transportation committee to assist those who needed help in getting to events and meetings. The Board now decided to set up a formal Telephone Committee with Diana Priestly as Chair, with the Newsletter and email notifications yet to be initiated.

At the January 11, 1995 meeting the Board decided to form a Benefits Committee and delegated Bill Bender to consult with Bob McQueen and Trevor Matthews on this matter. Retirees wishing parking concessions were advised to write to Hunter McDonald, Manager of Traffic and Security. Lois Jones distributed a sheet outlining post-retirement benefits available at other Canadian universities. Bender prepared a report on Benefits for the June 7, 1995 AGM and it was decided that more study on Basic and Extended Medical coverage was needed. However, the formation of a Benefits Committee seems to have stalled because at the January 9, 1996 Board meeting Peter Darling was put in charge of "forming a new committee to work with the UVic Personnel Benefits Committee with the objective of obtaining some form of continuity of benefits for retirees." At the AGM of June 5, 1996 Anne McLaughlin reported that President Strong had agreed that *The Ring* should be available free of charge to all members of the UVRA and that "this issue will be considered as part of a larger review of the benefits that the University currently provides to its former employees."

The May 31, 1995 Board meeting voted to amend the Constitution to include Associate Membership for retirees from other universities, but the AGM on 7 June referred the matter for further study. Subsequently, the Board at its 23 June, 1995 meeting agreed to add the category of Associate Members, who would pay the regular membership fee, but would not be entitled to vote.

Peter Darling agreed to draw up and submit the necessary changes to the Constitution. Although the Board minutes do not indicate how or when the change was made, the final version gave Associate Members the right to vote. The revisions were approved by mail ballot and ratified at the June 5, 1996 AGM.

In addition during these years, the Board began to consider ways in which the Association might become involved with the University. It discussed how it might assist in the work of

the Canadian University Students Exchange Consortium on campus, especially in helping to ensure that students were aware of the opportunity for study at other universities whilst working on a degree. At the 1994 Christmas Luncheon, Jim Griffith, Head of Student Services, was invited to outline what he hoped to do for new students.

Barbara McIntyre began the practice of the Past President preparing a slate of Officers to be presented at the AGM. Three of the original five who started the Association - Howard Petch, Betty Kennedy and Bill Bender - retired from the Board during this period.

### 1996–99: Peter Darling



While the Board continued to focus on recruiting new members and providing a solid program of social activities and events, it began to place increasing emphasis on negotiating benefits for its members. The 28 August 1996 meeting established a Benefits Committee with Norma Mickelson as Chair. She reported at the 23 October meeting that the committee, which also included Peter Darling and Fred Fischer, had contacted various universities for their policies on medical and dental coverage, while Lois Jones reported on UVic's policy on benefits. Mickelson asked the Board for suggestions on what other benefits might be useful. The list included library cards, athletic and recreational privileges, access to the internet, special auditor status for classes and reduced parking rates. In January 1997, as Norma Mickelson had been elected University Chancellor, Trevor Matthews agreed to chair the Benefits Task Force. Although the Board was not scheduled to meet again until May 14, a special meeting was called for March 12 to consider the following items the Task Force was planning to pursue with the University:

- 1. Treating the UVic Retirees Association as a UVic department (to keep us informed about UVic events and changes that affect us).*
- 2. Provision of office space on campus for the UVic Retirees Association. Up to this point, Board members had conducted the business of the Association from their homes.*
- 3. Approval of reduced costs for Members who would like a parking permit to cover the need for occasional parking on campus.*
- 4. Providing access to the Internet for our members on the understanding that we would verify that a Member of the UVic Retirees Association was in good standing – but would not be involved in the financial aspects of the service.*

At that meeting Trevor Matthews reported that he had written a letter to President Strong on February 28 noting the Association's concerns as reflected in the list and asking for a meeting with Peter Darling and himself. At the May 14 Board meeting, however, the Task Force reported that it was stalled by the lack of any formal response from the President's Office. Matthews sent a second letter on July 4, which resulted in a meeting with the President on July 15. By the 10 September Board meeting, negotiations with the University, specifically with Don Rowlatt, Vice-President, Finance and Administration, had produced two significant results: a \$20.00 Annual Parking Fee for UVRA members and furnished office space for the Association in Business and Economics 156. The agreement on parking stipulated that the fee would be 10% of the regular university parking fee, entitling holders to 10% of normal hours of parking, i.e., 3 to 4 1/2 hours per week. The Benefits Committee,

now consisting of Trevor Matthews, Fred Fischer, Bob McQueen, Norma Mickelson, Leonard Laudadio and Peter Darling (ex officio), continued negotiations, announcing that internet access should be in place by July 1; in fact it became available June 23. Jean Whiffin arranged for workshops on internet access and use. Also, the University's Employee and Family Assistance Program, provided by Interlock, was opened to retirees, and UVRA members were given the same rights as University faculty in the Computer Store. By the time of the June 1999 AGM, negotiations with Johnson on the Medoc out-of-country medical and travel insurance plan were close to being finalized. During this time the committee had been expanded to include Bob Campbell, Ann Field and Art Reynolds.

The three-year period of Peter Darling's presidency saw a very significant increase in membership. At the 1997 June AGM, the Treasurer reported a membership of 125; at the June 1998 AGM it stood at 180; at the June 1999 AGM it had increased to over 220. This increase was due in large part to the work of Membership Chair John Cossom, elected to the Board at the 1998 AGM, who, with the aid of lists supplied by Human Resources, over a two-year period contacted all UVic retirees not members of the UVRA. Such a rapid expansion of membership, scope and activity increased the work-load of the Board significantly. The President could no longer be expected to shoulder the bulk of the day-to-day operation of the Association, though Darling did his best, very successfully, to prove otherwise. In response, the Board gradually developed a number of strategies to handle the increased work-load and to facilitate communication with the growing number of members. In 1998-99, for example, the Board met nine times.

Not only did the size of the Board increase from 13 in 1996 to 17 by 1999, but specific areas of responsibility, such as Benefits, Program and Membership, were delegated to specific individuals with the power to co-opt, setting the stage for the development of standing committees, with their Chairs as members of the Board. With the acquisition of an office on campus, the Board decided to try to staff the office with volunteers 1:30 – 3:30, Monday through Friday, with Board members urged to do duty once a month. Initially, Darling took on the task of coordinating and contacting volunteers, but eventually the need for an office manager became apparent, and for a number of years that task became the responsibility of the Vice-President. The office continues to be staffed by volunteers for the hours noted above to the present day, but coordination is now in the hands of one of the Members-at-Large. In September 1996, the Association published its first Newsletter, edited by Peter Darling, replacing the periodic bulletins that had been mailed out sporadically beginning with the first Christmas Luncheon. Darling also volunteered to act as Publicity Chair, to gather items for the Newsletter and any other publications, while Marion Small was named the Member Services Chair. The first Newsletter contained an extensive survey for possible future events. The next Newsletter in November contained an extensive survey on possible benefits to be negotiated with the University. The January 1997 Newsletter introduced the popular "Members in the News" section, noting among other items the election of UVRA member Norma Mickelson as University Chancellor.

The period of Darling's presidency also saw the inauguration of several popular social events that continued annually for a good number of years: the Chemainus Theatre outing, the tour of the Rogers Chocolate Factory and the Chinese New Year's Luncheon, which continues to this day, and the very popular lunch with speaker at Dunsmuir Lodge, discontinued only after the closure of the Lodge. The pattern of having at least one event per month between

September and June had become well established. The list for 1998-99, for example, reads as follows:

*Sept: Buffet luncheon and performance of Mass Appeal at Chemainus Theatre*  
*Oct: Da Vinci Exhibit at the Royal BC Museum*  
*Nov: Tour of Rogers Chocolate Factory (twice)*  
*Dec: Annual Christmas Luncheon*  
*Feb: Annual Valentine's Dinner and Bridge*  
*Feb: Chinese New Year's Lunch with speaker*  
*Mar: Tour of the Institute of Ocean Sciences, followed by lunch at Dunsmuir Lodge*  
*May: Finnerty Gardens Tour*  
*May: Buffet lunch and performance of The Mouse Trap at Chemainus*  
*June: Vineyard tour, lunch and wine tasting at Cherry Point Vineyards*

The 1997 AGM granted Howard Petch an Honorary Life Membership. At the first Board meeting following, Darling pointed out that the By-Laws, in fact, contained no such membership category and would need to be amended to accommodate the resolution. Harry Hickman retired from the Board at the same AGM and sadly passed away in November. Trevor Matthews, who had started the whole process and had by now retired, joined the Board at the 1997 AGM. On June 23, 1997, the University established the Trevor Matthews & Robert McQueen Lecture Theatre in the Strong Building to honour the many years of dedicated service provided by the honorees. At the 1998 AGM, in which the business portion of the meeting was completed in a record fifteen minutes, Lois Jones was made an Honorary Life Member of the UVRA and Al Matheson became the Association's first representative to the Board of the Centre on Aging.

### **1999-2002: Victor Neufeldt**



By the end of Peter Darling's presidency the Benefits Committee was clearly on a roll and determined to maintain the momentum. Over the next three years it was able to finalize the Medoc Travel Insurance Plan, still in effect to date, negotiate free access to the Rec Plus program, start a Wellness and Fitness Initiative, establish that Associate Members were eligible for the UVRA parking permits and for Rec Plus, conclude an agreement for membership in the Faculty/University Club and provide the office with computer equipment, this last with Vice-President Rowlett's assistance. During his University Presidency, Howard Petch had provided faculty and staff an exemption from the user fee for recreational facilities, then later extended this exemption to retirees. Rec Plus was a special program that featured a group work-out for older people, led by a personal trainer. Trevor Matthews negotiated a reduced rate for UVRA members with Winona Pugh, Coordinator of Recreation. The Medoc Travel Insurance Plan was negotiated jointly with the UBC and SFU Associations. A result of the joint venture was the fruitful establishment of an annual meeting of representatives of the three Associations to exchange views on accomplishments, mutual concerns and other possible joint ventures. The committee was completely frustrated, however, in its attempts to procure Extended Health coverage for retirees, even with the help of the Faculty Association, which tried to include the coverage in its negotiations. Even after it was pointed out that UBC and SFU both provided such

coverage for their retirees, President Turpin wrote back to the UVRA President that the University was unable to assist in securing such coverage, largely, it seems, because carriers were not interested in providing coverage for retirees without significant financial guarantees from the University. The committee also began discussions with BC Transit on a bus plan for UVRA members, modeled on the one for UVic students. Unfortunately, despite initial interest by BC Transit, and sporadic subsequent discussions, such a plan remains as uncompleted business to date. At the 2001 AGM, Fred Fischer took over as Chair of the Benefits Committee from Trevor Matthews, who after four years wished to step down, but stayed on as a member of the committee. In December 2001, Lois Jones resigned from the Board after nine years as University Liaison, because as one of the University's negotiators on benefits, she felt that she was in a conflict of interest.

As a result of John Cossom's work, membership increased to 321 by June 2000, and by June 2001 it stood at 380. The membership lists and booklets the Association had begun to issue to members were out of date by the time they were issued. Eventually the Board decided to discontinue issuing them because of cost and privacy issues. The response to the call for volunteers to staff the office Monday to Friday, 1:30-3:30, was excellent, aided by Peter Darling's preparation of an office procedures manual and by the Vice-President Beverly Timmons taking over the duties of office manager. The Board continued to meet at least six times per year and not only did the number of standing committees increase, but the chairs/coordinators of such committees automatically became members of the Board. The President served notice that while he would continue as editor of the newsletter, his successor would likely need to appoint a separate editor as a member of the Board. In September 2000, to enhance communication with the growing membership, Dave Stothard and Peter Darling began work on designing and developing a web site for the Association. By January 2002, with the site up and running, Helen Kempster agreed to become the Association's 'Webster' and the Board began plans to send out the newsletter and other communications by email.

While continuing to focus on benefits and social activities, the Board also began a move into "service activities," not only for its own members, but also for the larger University community. In addition to the Wellness and Fitness Initiative noted above, the Executive Board suggested that the Association's program of events should include informative sessions such as the highly successful session by Carmen Theriault of Bull, Housser & Tupper on the BC Government's proposed Representation Act and other issues concerning "Adult Guardianship." The position of the UVRA representative to the Centre on Aging was given a more formal status with Al Matheson's appointment to the Centre's Advisory Board. After Al's untimely death in 2001, Beverly Timmons was appointed to replace him and has done so very successfully to this day, not only as a member of the Advisory Board, but also as a member of some of its sub-committees. In June 2000 Al Matheson and Lionel Adey had begun work on developing a Tutoring/Mentoring Initiative, scheduled to begin in September of that year, with Joan Sandilands agreeing to coordinate the plan. The Association signed a legal contract with the University for the scheme, which was to focus on international students, aboriginal students and disabled students; graduate students were added later. By November, nine students were being tutored and ten members had volunteered their services. The plan fit perfectly with the wish expressed by President Turpin, when he met with the Board in January 2001, to see an increasing engagement of retirees with the University. Unfortunately, response to the scheme was slow for a variety of

reasons, among which was the logistical problem of matching the students' needs with appropriate volunteers. Terry Sherwood joined the coordinating committee in 2001 and the scheme was enlarged to include the English Language Centre and graduate students; the latter addition, while attracting a good number of students, also had the same logistical issues as well as raising ethical questions of just how far, for example, a tutor could go in assisting a student in the writing of a dissertation. In May 2001, the Association received a request for mentoring help from the UVic Family Centre, to which several members responded enthusiastically. The move into service activities served to raise the public profile of the Association. To substantiate just how large a contribution retirees continued to make to both the University and the larger community, the Association initiated a survey of its members' activities, covering not only research, publications and student supervision, but also volunteer activities such as community committees and boards, elected office, etc. with the results to be made available to the University President. Lionel Adey successfully lobbied to have two University theatres equipped with infrared hearing devices and improved wheelchair access.

In September 1999, Norma Mickelson was elected by acclamation to a second term as University Chancellor. In June 2002, Peter Darling, having completed his term as Past President, retired from the Board, the last member of the original organizing group to do so. In appreciation of his long service to the UVRA, the AGM made him an Honorary Life Member of the Executive Board. While one member remarked that this seemed more like a life sentence than an honour, Darling was delighted because it would enable him to attend Board meetings for one more year, completing a full ten years on the Board.

#### **2002-2004: Marjorie Martin**



With membership continuing to increase, reaching 431 by June 2004, expectations as to what the Association could provide also grew, resulting in increased pressure on the office volunteers and on the Association's officers. To cope with the growing demands, Vice-President Luzia Williams, with the assistance of Beverly Timmons, initiated a major overhaul of the Association's files, filing systems and office procedures, and established an archive. In her report to the 2003 AGM, Williams highlighted the amount of work put in by the office volunteers: the office had been staffed 242 days in the past year for a total of 484 hours, contributed by 43 volunteers. Clearly, the job of office manager had become increasingly significant and taxing. To help answer the call for more volunteers, the Executive Board members agreed to do office duty at least one day per month. Ironically, at the same time, the Board noted increasing concern over the small number of members from the two union locals on campus and formed a committee, chaired by Jim Currie, to explore ways to encourage retirees from under-represented employee groups to join, especially the CUPE locals.

The Benefits Committee, with the assistance of the Faculty Association, made a determined effort to secure Extended Health Benefits coverage for retirees. Despite the offer of the Faculty Association to offset the cost with a reduction in salary increases, the effort did not survive contract negotiations between the faculty and the University because the latter

declined to help fund the plan. The committee then turned to Johnson Inc., provider of the Association's travel insurance plan, to survey the retirees and develop a plan for extended coverage. The committee, in partnership with the Centre on Aging, and with the support of the CRD Traffic Safety Committee, also continued to try to negotiate a Seniors' Transit Pass. The plan was put on hold, however, while the Transit Authority reviewed its financial situation.

As part of an analysis of its financial health, the Association embarked on a review of membership fees, conducted by Bill Gordon. While most of his recommendations were accepted, the Executive Board turned down his recommendation to discontinue offering Life Memberships because, it was felt, their negative impact on income was offset by their positive effect in attracting new members.

Despite the added assistance of Bob Willinhganz, Shirley Heap and Andy Farquharson, the Tutoring/Mentoring Initiative continued to elicit little response except for the graduate student component and in the English Language Centre Tutorial Room, so except for the latter two it was put on hold. The graduate student component had the strong support of the Dean of Graduate Studies and through the hard work of Terry Sherwood and Peter Darling most graduate student clients were matched up with appropriate tutors. The Association's service activities continued to expand, however. Some members responded to a request from the University's Speakers Bureau to join and the Association appointed Don Hamilton to serve as its representative on the Campus United Way Campaign Committee.

The Centre for Innovative Teaching was renamed the Harry Hickman Building in recognition of his commitment to the primary role of good teaching. Victor Neufeldt resigned as editor of the Newsletter after a five-year stint and was replaced by Barbara Harrison. Ed Kochanuk replaced Art Reynolds on the Benefits Committee.

#### **2004-2007: Luzia Williams/ Lyle Robertson**



Luzia Williams' third year as President was cut short when illness unfortunately forced her to resign in November 2006. Suddenly and with little preparation as Vice-President, Lyle Robertson took over as President. John Schofield succeeded him as Vice-President and Marie Elliott succeeded Virginia Cummings as Secretary. However, in spite of this dislocation, the three-year period saw a number of significant achievements for the Association.

Through the persistent efforts of its Benefits Committee and the strenuous support of the Faculty Association, the University finally entered into an agreement with Pacific Blue Cross for Extended Health Benefits, including dental coverage, for retirees, on a 100% user-pay basis, with no contribution from the University. Nevertheless, for those who had been members of the Association since its early days, it seemed as if we had finally found the elusive Holy Grail. While a sufficient number of members enrolled in the plan to satisfy the carrier, subsequent increases in fees, however, have raised questions about the viability of the plan. The bus pass initiative unfortunately failed to generate any momentum from the University Administration for some unexplained reason and remains in limbo to the present

day. From the beginning, the Association's policy was that any benefits it negotiated should, as much as possible, be available to all retirees. Over the years, however, some confusion ensued over who was eligible for what, especially with respect to Associate Members, and Lyle Robertson, first as Vice-President, then as President, undertook successfully to produce a chart listing the various benefits that had been negotiated over the years, and clarifying who was eligible for what and what application procedures applied. Complicating the issue was the fact that a growing number of retirees was continuing to work for the University after retirement, on a contract basis. Also, the Board began to have committees which had just naturally evolved from a single coordinator, but now with formal terms of reference.

With membership still increasing, reaching 500 plus by June 2007, the Association continued to expand involvement with the University and the larger community. In the fall of 2004 the Association co-sponsored with the Centre on Aging and VIHA a Community Forum on Advanced Directives and Representation Agreements. At about the same time Beverly Timmons produced a paper entitled "Raising the UVRA Profile On-Campus – A Three-Year Plan for Celebrating Retirees." Discussions between Elaine Gallagher, newly appointed Director of the Centre on Aging, and Timmons, the UVRA representative on the Centre's Advisory Board, resulted in a proposal, initiated by Timmons, for a series of public lectures and a publications display by UVic retirees to take place in March 2006. After reviewing the plans for the events, President Turpin generously agreed to fund the advertising for them and Martin Segger made space available in the Maltwood Gallery for the publications display. The first public lectures were given by Pat Martin-Bates, Harold Coward, Chris Barnes, and Brian Wharf and Marilyn Callahan in a joint presentation. Thus was born the highly successful "Masterminds" lecture series, which continues to have the strong support of the University President, who is fully aware of the PR potential of the series, and of the general public. The 2007 lecture series took place in April, accompanied in May by an exhibition of art by 22 retirees in the Maltwood Gallery. Both events were again very capably organized by Timmons, and both were highly successful, so much so that President Turpin agreed to provide continuing financial support for 2008. Also, the UVRA Board was asked to comment on UVic's proposed Human Rights Policy and to provide input to the University's draft Strategic Plan in January 2006. The Association's response was drafted by Beverly Timmons, Trevor Matthews and Beth Watton. In 2005 the Association decided to join the recently formed Colleges and Universities Retiree Associations of Canada (CURAC). David Leeming was appointed UVRA representative on the Board of Directors of the University Club, replaced by Helen Kempster in 2006. Leeming and Walter Muir continued to represent the Association on the United Way Campus Campaign Committee through 2005, when they were replaced on the Committee by Victor Neufeldt.

In keeping with the title of its lecture series, the Association decided that its newsletter ought to have a name. Following submissions from the membership, "Grey Matters," proposed by Rennie Warburton, was chosen as an obviously appropriate name. The new name was accompanied by a significant improvement in format and graphics, thanks to Elizabeth Coey and Judy Cryderman.

In 2006 the Association's office moved at the University's request to TEF 223, where it still resides. After her resignation in 2006, Luzia Williams was elected an Honorary Life member of the Executive Board in recognition of her long and dedicated service to the Association. Tom Cleary replaced Fred Fischer as Chair of the Benefits Committee.

### **2007–2008: Lyle Robertson**



During Robertson's presidency the Association took another important step in its evolution. The Executive Board approached President Turpin with a request to establish a formal liaison person within the University's Administration to facilitate the realization of Objective 8 in the University's Strategic Plan: to engage retirees who are willing and able to make significant contributions in research, teaching and other important aspects of the life of the University. Following discussions with Valerie Kuehne, Vice-President External Relations, and Gayle Gorrill, Vice-President Finance and Operations, it was agreed that the University would

establish a liaison person responsible for retiree relations in the External Relations Office. Grant Hughes, Director of Community Relations, was selected for this role, and the Association quickly established a very positive working relationship with him. As another step in clarifying and codifying past practices, Robertson prepared and the Board approved a Use of Personal Information document, detailing the rules for the use of members' personal information by the Association.

### **2008–2011: Isobel Dawson**



With the success of the Masterminds Lecture Series firmly established, the President's Office, which had underwritten some of the series' expenses, transferred that responsibility to the office of the Vice-President External Relations, a natural move given the solid community response to the series. The 2010 Mastermind's Lectures were combined with an Arts and Crafts exhibit in the Maltwood Gallery with 27 artisans represented, all UVic retirees or their spouses. Again, the public reception was very positive. In 2011 Beverly Timmons resigned as the highly successful coordinator of

Masterminds and was replaced by David Turkington.

During Isobel Dawson's presidency the Association embarked on several new initiatives. With membership standing at 530, the Board began to consider what impact the abolition of mandatory retirement would have on its criteria for membership. In response, the Board struck a committee consisting of Isobel Dawson, Dave Docherty, Kathy Harris, Dave Clode, Trevor Mathews, Sandra McCallum and Victor Neufeldt (Chair) to deal with the issue and in the process to carry out a long overdue revision of the Constitution and By-Laws. On the question of eligibility for membership, the committee quickly realized that it had two options: base eligibility on full retirement, certified by Human Resources, regardless of age, or base it on age. The committee recommended that in all membership categories applicants 55 or over be eligible to apply for membership, 55 being the minimum age at which one can begin to draw a pension under Canada Revenue regulations. It also recommended the creation of a new membership category for spouses of members, who would pay no dues and would not be eligible to vote, and made a number of minor adjustments to the By-Laws. The committee's recommendations were approved by the Board on May 19, 2011, by the AGM June 15, 2011 and certified by the Provincial Government July 13, 2011.

President Turpin attended the 19 January 2011 Board meeting to outline the revision of the University's Strategic Plan being undertaken by the Administration, and its relationship to the University's 50<sup>th</sup> Anniversary celebrations beginning in September 2012. As a result, the Board decided to hold a town meeting on 15 February at which members would be able to participate in a discussion of recommendations to be submitted to the Strategic Plan Renewal Committee. That meeting produced not only recommendations to the renewal committee, but also suggestions on how the Association might contribute to the Anniversary celebrations and the formation of an ad hoc committee that began discussions on a number of possible initiatives. The committee initially consisted of Dave Docherty, Isobel Dawson, Beverly Timmons, Trevor Matthews and Victor Neufeldt, later joined by Peter Liddell, with Timmons also representing the Association on the University's Anniversary Planning Committee, later replaced by Matthews. The committee eventually came up with three proposals, all of which were endorsed by the Board.

1. A proposal for the creation of an Elder Academy at the University, spearheaded by Dave Docherty and Beverly Timmons.
2. Members of the Association, spearheaded by Trevor Matthews and coordinated by Peter Liddell, to conduct oral interviews with UVic retirees on what they consider to have been transformational moments in the history of the University at the personal level, departmental level or the institutional level.
3. The writing of this first history of the Association by Victor Neufeldt.

On June 8, 2009, the Association co-hosted with the Centre on Aging a day-long Financial Management and Planning Workshop for Seniors, with Joanne Thomas and Roger Davidson as the key organizers for the Association. Unfortunately, the workshop did not draw as many participants as the organizers had hoped. Also, the Association agreed to host the annual CURAC national conference April 18-20, 2012 at UVic, with the UBC and SFU retiree associations as co-hosts. John Schofield, conference committee chair, was elected to the CURAC Board of Directors.

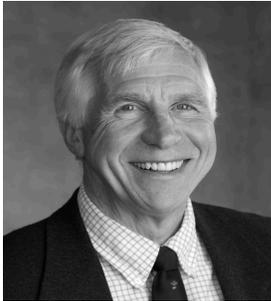
In 2009 the Benefits Committee, whose membership had remained relatively unchanged over a number of years, underwent a major makeover. Dave Clode was appointed chair of a committee that included Peter Liddell, Trevor Matthews, Gerry Poulton, Winona Pugh and Cled Thomas. A major disappointment for the committee was the University's continued refusal to participate in a discounted bus pass for retirees. In 2011 Peter Liddell replaced Dave Clode as Chair of the committee.

The overnight trip to Bamfield in May 2009 (organized by Trevor Matthews) marked a significant change in the Association's program of events. There had been earlier day-long trips to the Gulf Islands, but this was the first overnight trip, involving bus transportation and the return to Alberni by ship, and it was highly successful. It was also part of a gradual shift already underway from "entertainment" focused events to more adventurous and "educational" events. Dave Docherty began his continuing column in the Newsletter entitled "Physical Activity and Wellness Corner."

The period of Isobel Dawson's presidency also saw a number of other significant personnel changes. Bill Bender, one of the original gang of five who brought the UVRA into existence, died, as did Luzia Williams. Helen Kempster stepped down as editor of the newsletter in 2009 and was replaced by Elizabeth Coey, who in turn stepped down in 2011 and was

replaced by Peter Zingeler. In November 2009 Dawn Neill resigned as Vice-President and was replaced by John Schofield, and Marie Elliott resigned as Secretary. In September 2009 Sharon Crumly took over as Office Manager and in 2011 Victor Neufeldt stepped down as the UVRA representative on the Campus United Way Campaign Committee and was replaced by Isobel Dawson. David Leeming replaced Helen Kempster as liaison with the University Club.

### **2011-14: Dave Docherty**



During 2011–13, the Executive Board under Dave Docherty continued to deal with several ongoing initiatives. The Association hosted the 10<sup>th</sup> Annual CURAC/ARUCC Conference and General Meeting April 18-20, 2012, with the retiree associations at UBC and SFU as co-hosts. It was a great success, raising the profile and reputation of both the UVRA and the University of Victoria. Beverly Timmons contributed to the program with a presentation on the Masterminds lecture series and Dave Docherty with a presentation on “Keeping a Healthy Mind and Body as We Age.”

UVRA members of the conference committee were John Schofield (Chair), Joanne Thomas (Vice-Chair/Secretary), Kathy Harris (Treasurer), Mel Klassen, Lyle Robertson, Winona Pugh, Peter Liddell.

Members of the Association completed oral interviews with about 75 UVic retirees on what they consider to have been transformational moments in the history of the University at the personal, departmental, or institutional level. Twenty of the interviews were conducted by students in Elizabeth Grove-White’s Advanced Communications course (English Department) as part of a class project. The taped interviews were placed in the University Archives as part of the history of UVic, for use by historians and other researchers. Parts of some of the interviews were also selected by the University’s Anniversary Committee to be posted on UVic’s website.

The proposal for an Elder Academy, which would provide educational and research opportunities to promote physical and mental health for seniors, received a strong endorsement from the Vice-President, External Relations, whose suggested language to facilitate the creation of such an entity was incorporated into the revised Strategic Plan. The proposal is also strongly supported by the Centre on Aging. However, progress has been slowed somewhat with a new Vice-President, External Relations taking Office on August 1, 2012 and a new President taking office on July 1, 2013. A revised copy of the proposal, printed and bound, has been presented to the new Vice-President, External Relations, and members of the Executive Board are consulting with various campus constituencies about their interest in participating in this venture.

The Benefits Committee engaged in negotiations to find an alternative to the Blue Cross Extended Health Plan because of complaints about the latter’s rapidly escalating fees. In order to ascertain to what extent possible alternate plans are appropriate to the needs of the retirees, the committee surveyed the membership by means of a questionnaire, designed by Peter Liddell and Lois Jones, and held a workshop on the results of the questionnaire in November 2012. In March 2013, the Association held an information session on a plan

negotiated with Johnson Inc., the same company that provides the Medoc out of country medical and travel insurance plan, attended by 250 persons. After further negotiations, the final agreement on the package was signed on June 11, with a further information session, again presented by Lois Jones, to a standing room only crowd of over 100. UVRA members in the Blue Cross plan may now opt to stay with Blue Cross or opt for the new plan.

In November 2012, the Executive Board held a very successful mini retreat, the first in the Association's history. Its purpose, stated President Docherty, was to generate ideas on how the Association can establish a stronger presence in the University and how it can better serve the needs of its members. The impetus for such a workshop was generated in part by a recognition that regular Executive Board meetings do not provide an opportunity for extensive review and long-range planning, and in part to consider interesting ideas emanating from other associations at the CURAC conference. As a result of the retreat, the Association began negotiations for a Memorandum of Understanding with the University.

At the final presentation of the 2012 Masterminds lecture series, President Dave Docherty presented Beverly Timmons with flowers and thanks in recognition of her contribution to the success of Masterminds and her service to the UVRA. The 2013 lecture series had the largest attendance in its history. Unfortunately, David Turkington had to resign as Co-ordinator of the series; Geri Van Gyn has taken over that responsibility.

In April 2013, the Association held a Volunteer Recognition Lunch during National Volunteer Recognition Week to honour the many volunteers who have contributed so much time and effort to the Association, with Lois Edgar from the Centre on Aging as the guest speaker. The Board has decided to make the luncheon an annual event.

Though not an Association project, UVRA member Ian MacPherson published *Reaching Outward and Upward: The University of Victoria, 1963-2013*, as part of the University's fiftieth anniversary celebration.

## CONCLUSION

The history of the Association validates Trevor Matthews' belief in the early nineties that the time was right to form a retirees' organization at the University of Victoria. But the vitality and success of the organization also demonstrate the enthusiastic support of the volunteers needed to make the enterprise work. What I have found striking in compiling this brief history is the fact that, despite the size and complexity of the organization that has evolved, the work has all been done by volunteers. To date the Association has not employed any paid staff, nor is it likely to in the near future as there always seem to be sufficient volunteers to staff the Board, the various committees and the office. Because volunteers have been willing to do the work needed to run the organization, membership fees have only increased from the initial \$10 to \$16 over the twenty years the Association has existed.

Also vital to the success of the organization has been the support of the University administration and of Presidents Strong and Turpin. While the organization has maintained the independence it initially insisted on by choosing to register under the Society Act, it has also gradually become more and more integrated with the University. The success of Masterminds, the collaboration with the Centre on Aging, the proposal for an Elder Academy, the recognition of the UVRA in the new Strategic Plan, the negotiation for a Memorandum of Understanding with the University all suggest that such integration will continue to develop and not only enhance the Association's profile, but also help keep it vital and active both within its own membership and within the UVic community.

Having said that, I think the retreat held in November 2012 was very timely because, for a number of reasons, I believe the Association has reached a stage in its evolution where it must think carefully about how it plans to evolve in the future to best serve its members. If one were to graph the trajectory of the Association's development to date, the graph would show an initial steep learning curve as the Association developed policies, negotiated benefits and developed services--in short, defined its *raison d'être*. Then one would see a lessening of the steepness during a period of consolidation and finally, recently, a possible levelling off. Such a levelling off can indicate a sense of stasis, and stasis can lead to stagnation, which can be fatal for a volunteer organization.

With over 500 members, the UVRA is larger than either the UBC or the SFU organizations, but is about as large as it is likely to become in the foreseeable future. As a result, in terms of finances, its income has become relatively static. In terms of activities and benefits, staffing for the office and committees, the pool from which to draw volunteers has become more restricted.

In his very recent history of UVic's fifty years, Ian MacPherson comments on the effects of what he terms the "massification" of the University, that is, the very rapid growth in the number of students, faculty, staff and programs. Something similar, obviously on much smaller scale, has happened to the UVRA with its rapid increase in membership after John Cossom's energetic campaign, over the two-year period 1998-2000, to contact all UVic retirees who were not already members. What began as a tightly-knit group of about 100, most of whom knew each other, has now become a group of 500, most of whom do not know each other. Are the policies, programs, procedures and structures developed during

that earlier period still relevant? Early on, the primary emphasis was on providing opportunities for socialization. Is such an emphasis realistic today?

The move into “service” activities and its concomitant progressive integration with the University noted above served to keep the organization vital and active, and promises to keep doing so. Yet, such a move also raises questions. In view of the Association’s earlier vehement stance of maintaining its independence from the University, with some of the University’s former senior administrators being the most vehement on the subject, how far should such integration proceed in the Association’s efforts to raise its own profile and enhance that of the University? In addition, the Association has learned from past experience that there are limits to what it can undertake, that it does not have the capacity to handle large, complex and long-term projects. That is why, for example, the committee developing the proposal for an Elder Academy has made it clear from the beginning that while the Association is the initiator, the moment the University accepts the proposal, it will step aside, but continue to assist and be involved where it can.

These are some of the issues the Association has begun to consider and which made the Board’s decision to hold the retreat in November 2012 so timely in the process of mapping out where the Association goes from here. Clearly, stagnation is not an immediate danger.

## APPENDIX A

### Members of the Executive Board: 1992-2013

#### 1992-94 Interim Committee

President	Barbara McIntyre
Treasurer	Peter Darling
Secretary	Marion Marcus
Program Committee	Norma Mickelson, Harry Hickman
Members-at-Large	Betty Kennedy, Howard Petch, Bill Bender
University Liaison	Lois Jones

#### 1994-95

President	Anne McLaughlin
Vice-President	Bill Bender
Treasurer	Peter Darling
Secretary	Marion Marcus(pro tem), Barbara Faulkner/Joan Wells
Program Committee	Harry Hickman, Gisela Bradatsch
Social Committee	Maureen Hibberson
Past President	Barbara McIntyre
University Liaison	Lois Jones
Members-at-Large	Betty Kennedy, Diana Priestly, Grant McOrmond, Howard Petch

#### 1995-96

President	Anne McLaughlin
Vice –President	TBA
Secretaries	Marion Marcus, Joan Wells
Treasurer	Peter Darling
Program	Gisela Bradatsch, Harry Hickman
Past President	Barbara McIntyre
University Liaison	Lois Jones
Members-at-Large	Betty Kennedy, Lionel Adey, Diana Priestly, Jim Currie, Howard Petch, Marion Small

#### 1996-97

President	Peter Darling
Vice-President	Charlotte Girard
Secretary	Joan Wells
Treasurer	Robert Swailes
Past President	Anne McLaughlin
University Liaison	Lois Jones
Members-at-Large	Pat Martin-Bates, Edith Knott, Lionel Adey, Mary Richmond (Social), Sonia Birch-Jones (Program), Harry Hickman (Bridge), Marion Small (Telephone)

#### 1997-98

President	Peter Darling
Vice-President	Victor Neufeldt
Secretary	Joan Wells
Treasurer	Robert Swailes
Past President	Anne McLaughlin
University Liaison	Lois Jones

Members-at-Large	Lionel Adey, Pat Martin-Bates, Sonia Birch-Jones, Barbara Fields, Charlotte Girard, Edith Knott, Marion Small, Trevor Matthews, Bob Willihnganz
<b>1998-99</b>	
President	Peter Darling
Vice-President	Victor Neufeldt
Secretary	Sharon Kucey
Treasurer	Bob McQueen
Program	Barbara Mordaunt
Past President	Anne McLaughlin
University Liaison	Lois Jones
Members-at-Large	Lionel Adey, Pat Martin-Bates, Sonia Birch-Jones, Barbara Fields, Jean Whiffin, John Cossom, Marion Small
<b>1999-2000</b>	
President	Victor Neufeldt
Vice-President	Beverly Timmons
Secretary	Sharon Kucey, Helen Bandy
Treasurer	Bob McQueen
Program	Barbara Mordaunt
Membership	John Cossom
Internet	Jean Whiffin
Past President	Peter Darling
University Liaison	Lois Jones
Members-at-Large	Lionel Adey, Helen Bandy, Barbara Fields, John Levy, Al Matheson, Pat Martin-Bates, Joan Sandilands, Marion Small
<b>2000-2001</b>	
President	Victor Neufeldt
Vice-President	Helen Bandy, Marjorie Martin
Secretary	Barbara Harrison
Treasurer	John Levy
Program	Barbara Mordaunt, Beverly Timmons
Membership	John Cossom
Publicity	Jean Whiffin
University Liaison	Lois Jones
Benefits	Trevor Matthews
Past President	Peter Darling
Members-at-Large	Lionel Adey, Barbara Fields, Pat Martin-Bates, Al Matheson, Bob McQueen, Joan Sandilands, Dave Stothard
<b>2001-2002</b>	
President	Victor Neufeldt
Vice-President	Marjorie Martin
Secretary	Barbara Harrison, Evelyn Samuel
Treasurer	Grenville Mason
Past President	Peter Darling
Membership	Jim Currie
Program	Luzia Williams
Publicity	Jean Whiffin
Benefits	Fred Fischer
Members-at-Large	Helen Bandy, Pat Martin-Bates, Trevor Matthews, Bob McQueen, Joan Sandilands, Terry Sherwood, Dave Stothard, Beverly Timmons

**2002-2003**

President	Marjorie Martin
Vice-President	Luzia Williams
Secretary	Evelyn Samuel
Treasurer	Grenville Mason
Past President	Victor Neufeldt
Membership	Jim Currie
Program	Frank McGilly
Publicity	Jean Whiffin
Newsletter editor	Victor Neufeldt
Benefits	Fred Fischer
Members-at-Large	Pat Martin-Bates, Helen Kempster, Trevor Matthews, Bob McQueen, Joan Sandilands, Terry Sherwood, Beverly Timmons
Honorary Member	Peter Darling

**2003-2004**

President	Marjorie Martin
Vice-President	Luzia Williams
Secretary	Virginia Cummings
Treasurer	Beth Watton
Past President	Victor Neufeldt
Membership	Jim Currie
Program	Frank McGilly
Communications	Helen Kempster
Newsletter editor	Victor Neufeldt
Benefits	Fred Fischer
Members-at-Large	Pat Martin-Bates, Bill Gordon, Trevor Matthews, Bob McQueen, Joan Sandilands, Terry Sherwood, Beverly Timmons, Jean Whiffin
Honorary member	Peter Darling

**2004-2005**

President	Luzia Williams
Vice-President (interim)	Beverly Timmons
Secretary	Virginia Cummings
Treasurer	Beth Watton
Past President	Marjorie Martin
Membership	Jim Currie
Program	Frank McGilly
Communications	Helen Kempster
Newsletter editor	Barbara Harrison
Benefits	Fred Fischer
Members-at-Large	Marie Elliott, Bill Gordon, Trevor Mathews, Terry Sherwood, Beverly Timmons, George Smith, Jean Whiffin
Honorary member	Peter Darling

**2005-2006**

President	Luzia Williams
Vice-President (interim)	Beverly Timmons
Secretary	Virginia Cummings
Treasurer	Beth Watton
Past President (acting)	Victor Neufeldt
Membership	George Smith

Program	TBA
Communications	Helen Kempster
Newsletter editor	Barbara Harrison
Benefits	Fred Fischer
Members-at-Large	Trudy Byers, Marie Elliott, Herb Fox, Trevor Matthews, Frank McGilly, Lyle Robertson, Jean Whiffin
Honorary Member	Peter Darling

**2006-2007**

President	Luzia Williams/ Lyle Robertson
Vice President	Lyle Robertson/ John Schofield
Secretary	Virginia Cummings/ Marie Elliott
Treasurer	Beth Watton
Past President (acting)	Victor Neufeldt
Membership	George Smith
Program	Trudy Byers
Communications	Judy Cryderman
Newsletter editor	Helen Kempster
Benefits	Fred Fischer
Members-at-Large	Tom Cleary, Isobel Dawson, Marie Elliott, Trevor Matthews, John Schofield, Beverly Timmons
Honorary Member	Peter Darling

**2007-2008**

President	Lyle Robertson
Vice-President	John Schofield
Secretary	Marie Elliott
Treasurer	Beth Watton
Past President	Victor Neufeldt
Benefits	Tom Cleary
Communications	Judy Cryderman
Membership	George Smith
Program	Isobel Dawson
Newsletter editor	Helen Kempster
Members-at-Large	Doug Alexander, Colin Butterfield, Virginia Cummings, Joanne Thomas, Beverly Timmons
Honorary Member	Peter Darling

**2008-2009**

President	Isobel Dawson
Vice-President	Dawn Neill
Secretary	Marie Elliott
Treasurer	Colin Butterfield
Past President	Lyle Robertson
Benefits	Fred Fischer
Communications	Judy Cryderman
Membership	George Smith
Program	John Fitch
Newsletter editor	Helen Kempster
Members-at-Large	Doug Alexander, Sharon Crumly, Jim Pearce, Bill Pfaffenberger, Joanne Thomas, Beverly Timmons
Honorary Member	Peter Darling

**2009–2010**

President	Isobel Dawson
Vice-President	Dawn Neill
Secretary	Wendy Leyland
Treasurer	Colin Butterfield
Past President	Lyle Robertson
Benefits	Fred Fischer (pro tem)
Communications	Judy Cryderman
Membership	George Smith
Program	John Fitch
Newsletter editor	Elizabeth Coey
Members-at-Large	Doug Alexander, Sharon Crumly, Dave Docherty, Jim Pearce, Joanne Thomas, Beverly Timmons
Honorary Member	Peter Darling

**2010–2011**

President	Isobel Dawson
Vice-President	Dave Docherty
Secretary	TBA
Treasurer	Kathy Harris
Past President	Lyle Robertson
Benefits	Dave Clode
Communications	Judy Cryderman
Membership	George Smith
Program	Winona Pugh
Newsletter editor	Elizabeth Coey
Members-at-Large	Sharon Crumly, John Fitch, Mel Klassen, Jim Pearce, Joanne Thomas, Beverly Timmons
Honorary Member	Peter Darling

**2011–2012**

President	Dave Docherty
Vice-President	Mel Klassen
Secretary	TBA
Treasurer	Kathy Harris
Past President	Isobel Dawson
Benefits	Peter Liddell
Communications	Judy Cryderman
Membership	George Smith
Program	Winona Pugh
Newsletter editor	Peter Zingeler
Members-at-Large	Sharon Crumly, John Fitch, Elaine Gallagher, Jim Pearce, Joanne Thomas, Beverly Timmons, David Turkington
Honorary Member	Peter Darling

**2012–2013**

President	Dave Docherty
Vice-President	Walter Muir
Secretary	Linda Metters
Treasurer	Kathy Harris
Past President	Isobel Dawson
Benefits	Peter Liddell

Communications	Mel Klassen
Newsletter editor	Peter Zingeler
Membership	George Smith
Events	Winona Pugh
Masterminds	David Turkington
Members-at-Large	Sharon Crumly, Lois Edgar, Jim Pearce, Ron Stevens, Cled Thomas, Beverly Timmons
Honorary Member	Peter Darling

**2013-14**

President	Dave Docherty
Vice-President	Peter Liddell
Secretary	Linda Metters
Treasurer	Rashna Charania
Past President	Isobel Dawson
Benefits	Peter Liddell
Communications	Mel Klassen
Newsletter editor	( “ “ pro tem)
Membership	Cled Thomas
Events	Betty Miller
Masterminds	Geri Van Gyn
Members-at-Large	Sharon Crumly, Lois Edgar, Jane Milliken, Walter Muir, Jim Pearce, Winona Pugh, Beverly Timmons
Honorary Member	Peter Darling

## APPENDIX B

### Masterminds Speakers: Topics and Years

#### 2006

Brian Wharf and Marilyn Callahan (Grandmothers as caretakers)  
Harold Coward (World religions)  
Christopher Barnes (Plans for NEPTUNE)  
Pat Martin-Bates (Printmaking)  
Donald Lobb (Digital photography)

#### 2007

Martin Hocking (Aircraft ventilation)  
Mary Wynne Ashford (Doctors for peace)  
Elizabeth Tumasonis (Famous artists at age 65+)  
Bill Valgardson (Creative writing)

#### 2008

Nick Russell (Heritage buildings)  
Pat Roy (History of Asian people in Canada)  
Juliana Saxton (Reminiscence theatre)  
Paul West (Gardening without pesticides)  
David Sanborne Scott (Hydrogen fuel)

#### 2009

Erica Dodd (Muslim art and architecture)  
Ralph Huenemann (Economics of China)  
Michael Hadley (Restorative justice)  
Ed Ishiguro (Food-borne pathogens)

#### 2010

Bruce Howe (Elite athletes)  
John McLaren (Colonial judges)  
Margie Mayfield (Kindergartens for 3 to 5 year olds)  
Reg Mitchell (“Snake-oils”)

#### 2011

Dave Docherty (Mental and physical fitness)  
Christopher Barnes (Recent results from NEPTUNE)  
Bill Zuk (Arctic art and culture)  
Janet Storch (Health cutbacks, ethics and safety in hospital and home care)

#### 2012

Stanton Tuller (Climate of Victoria)  
Martin Segger (Architectural modernism in Victoria)  
Elaine Gallagher (How age-friendly is Victoria)  
Larry Yore (Success in challenging science illiteracy)

#### 2013

Ed Ishiguro (Uses of probiotics)  
Howie Wenger (Achievement of high performance by athletes)  
Reg Mitchell (Using chemistry to enhance our bodies)  
Juliana Saxton (Role of the University Orator)