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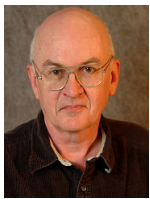
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PRESIDENT'S VOICE

Welcome to the New Academic Year!

QUFA remains engaged this year with a number of issues of importance to its Members

By Kayll Lake
President QUFA



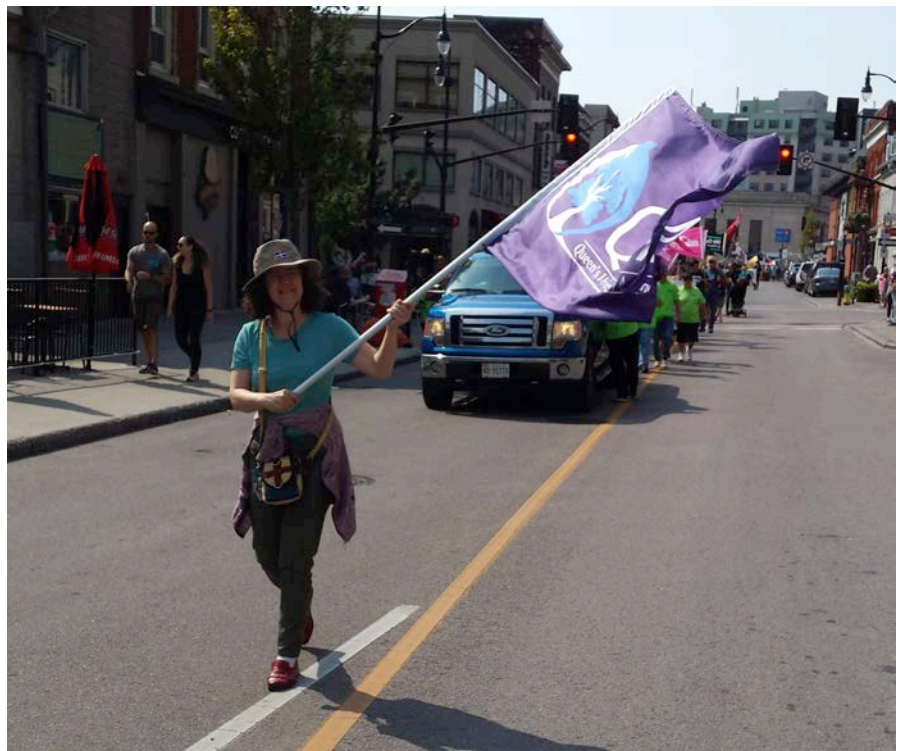
On behalf of all of us here at QUFA, I would like to congratulate new Members who have recently joined QUFA, as term adjuncts, continuing

adjuncts, tenure-stream and special appointments faculty, archivists, and librarians. We encourage you to familiarize yourself with your rights and benefits here at Queen's, as set out in our Collective Agreement (CA).¹ The CA is a great resource for learning about your own job, as it details duties, rights, and obligations, and it provides helpful information about the different kinds of appointments. For example, Appendix S provides sample contracts, clearly delineating the terms for contracts to develop or revise online courses.

In this introductory *QUFA Voices* article for the 2017-2018 academic year, I would like to update Members

QUFA IMAGES

Labour Day Parade



Jordan Morelli

QUFA Member and Term Adjunct Representative Anya Hageman marches with the QUFA flag in Kingston's Labour Day Parade. Thanks for showing off our QUFA colours, Anya!

on some of our activities over the past year.

QUFA established a task force to review the activity-based budget

model in response to Members' concerns about how that model has affected our academic mission. Professor Emeritus and former QUFA President John Holmes was engaged

QUFA PEOPLE

QUFA Executive Committee 2017-2018

Here is your QUFA Executive Committee for the coming academic year

Kayll Lake	President
Stevenson Fergus	Vice President
Lynne Hanson	Past President OCUFA Director
Ken Ko	Treasurer
Donal Macartney	Secretary (Sept.-Dec. 2017)
Michael White	JCAA Co-Chair (Jul.-Dec. 2017) Secretary (Jan.-June 2018)
Greg Wanless	Council Chair
Constance Adamson	Grievance Chair
Elizabeth Hanson	JCAA Co-Chair (Jan.-June 2018)
Jordan Morelli	PACC Chair
Amy Kaufman	Library and Archivist Representative
Anya Hageman	Term Adjunct Representative
Chantal Brunette	Continuing Adjunct Representative
Petra Fachinger	Equity Representative
Maureen Gauci	Members-at-Large
Kim Renders	

QUFA thanks these Members for serving on the Executive Committee this year. The QUFA Office is located at 9 St Lawrence Avenue. Please direct general inquiries to our administrative officer, Elizabeth Polnicky, at ep43@queensu.ca.

to research the use of the model itself in various university contexts. This project has concluded, and the report is now available.² We all owe John a debt of gratitude for his very detailed report.

QUFA and Queen's are engaged in negotiations involving fundamental changes to our pension plan. Some background information is available on the QUFA Web site.³ On 22 July 2017, I signed a UPP3 document on behalf of QUFA indicating our continued interest, and we retained Steve Barrett as our legal representative in this ongoing, complex process. All Members of QUFA should be thankful to Paul Young, Rob Hickey, and Grant Amyot for their considerable efforts on our behalf. Further details about changes to the pension plan can be found in this issue of *QUFA Voices*.

On 7 June 2017, the final joint facilities and support document went to the provost. It is to be received by the senate for information purposes this fall. Some important recommendations to the committee included:

- investing in exam and test facilities that allow students requiring accommodation to write all exams and tests in a centralized, monitored, and suitable environment. This is now in progress with the construction of the Innovation and Wellness Centre.
- consider purchasing a university-wide site license for Turnitin. This has now been done.
- consider increasing support for research grant preparation. The 2017-2018 budget includes funding for three dedicated

university research services research facilitators to be based (one each) in the faculties of Arts and Science, Engineering and Applied Science, and Health Sciences.

The annual QUFA Academic Freedom Lecture, held on 15 February 2017 at the Agnes Etherington Art Gallery, saw an excellent turnout to hear from Queen's own Maggie Berg and Barbara Seeber (Brock University) on the topic of their recent book, *The Slow Professor: Challenging the Culture of Speed in the Academy*.

If you have any questions, please feel free to contact me. You can also contact QUFA staff directly. Our organizational structure is given on our Web site,⁴ and our office is at 9 St Lawrence Avenue (near the lake, one block west of the University Club). Leslie Jermyn is our executive director, Susan Fitzgibbon is our labour relations officer, Ramneek Pooni serves as grievance officer, Rhonda Clark George handles financial administration, and general inquiries can be directed to our administrative officer Elizabeth Polnicky. One excellent way for you to serve QUFA is to serve as a council member. The list of council members and vacancies is on the QUFA Web site.⁴

Notes

¹<http://www.qufa.ca/collective-agreement/>

²<http://www.qufa.ca/announcements/qufa-new-budget-model-report-2017/>

³<http://www.qufa.ca/member-services/pension-information/>

⁴<http://www.qufa.ca/about/contacts-and-organization/>

Kayll Lake can be reached at lakek@queensu.ca

FYI

Changes Afoot for the Queen's Pension Plan

Discussions are ongoing to form a Multiemployer Jointly Sponsored Pension Plan to replace the Queen's Pension Plan

By Paul Young
Chair, QUFA Pension Committee



We continue to make progress in our discussions to form a multiemployer Jointly Sponsored Pension Plan (JSPP) for the university sector.

Discussions among university labour groups and university administrations have been ongoing over the summer, and considerable progress to outline the plan and its governance structure has been made. The lead group of universities committed to the process are Queen's, Guelph, and Toronto, with the three faculty associations and the United Steelworkers locals participating on the labour side. Once finished, the plan will be open to all universities to join if they wish.

The current Queen's Pension Plan (QPP) is a hybrid plan by design. It provides a guaranteed defined benefit as a fixed percentage of income for each year of service, as well as a money purchase component based on the plan's investment success, but the latter is not guaranteed. With poor investment returns during recent recessions, the QPP ran a substantial deficit, resulting in larger payments to sustain it. These deficits are of two types: going concern and solvency. Going concern deficits are associated with the day-to-day running of the plan and the plan's projected ability to pay pensions in the future. Solvency deficits, by contrast, arise from the requirement also to calculate the funding status if we assume the plan is wound up tomorrow. It is a test of whether the



Robert G. May

QUFA and other unions on campus will soon distribute position papers on the benefits, cost, and governance of a proposed new Jointly Sponsored Pension Plan.

money in the bank covers all of the pensions so far earned by active employees and those already being paid out to retirees. When there is a shortfall of either type, then there are rules as to how additional money must be added to the plan. In our plan, the university is the sponsor, and the deficits must be paid by the institution. At the moment, the deficits are large, and the financial effects are substantial.

JSSPs differ from hybrid plans in a number of ways. First, the JSPP involves multiple institutions, and it increases the overall size of the investment pool. Importantly, they are considered to have reduced risk, and are not required to make solvency payments. Second, they must be defined benefit plans, where all of the pension earned is guaranteed. Third, the joint sponsorship means that employees and employers have an equal say in governance and responsibility for its success. The plan being designed will provide a larger guaranteed pension relative to our existing plan; as well, it

will introduce some early retirement provisions, and guaranteed indexing for inflation.

Moving from one type of plan to another is quite complex, especially when ours is a hybrid. Your current benefits under our hybrid plan would be grandfathered within the new plan, and a pensioner in the future would receive a pension for service years under the old plan (under its provisions) as well as a pension for service years going forward under the new plan.

Starting very soon, QUFA and other unions on campus will distribute a number of position papers explaining the details of the plan benefits, costs, and governance. If progress continues to be made, late next year, as a member of the existing plan, you will participate in a government-mandated vote as to whether or not we join the new one.

Paul Young can be reached at youngpg@queensu.ca.

FYI

Report from the “University Governance in the 21st Century” Conference

Faculty members and administrators often have widely divergent views on university governance

By Diane Beauchemin
Department of Chemistry



While past president of QUFA, I attended the “University Governance in the 21st Century” Conference at Simon Fraser University in

March 2017. I have summarized the key points made about university governance from two faculty perspectives and two administration perspectives.

What Are Faculty Saying About Collegial Governance?

Glen Jones (OISE) reported on the results of a study of university governance conducted in 2012. In general, faculty believe that they have influence at the departmental or unit level, but that their perceived influence decreases at the senate level. A study in 2000 revealed that senates were in serious need of reform. Between 2000 and 2012, some universities improved orientation programs and rationalized committee structures. However, there continues to be concerns about the effectiveness and role of senates among faculty, as they give faculty a very limited role in assessing academic quality, and even less in setting research policy and advancement priorities.

Meanwhile, Boards of Governors (BoGs) are increasingly influenced by best practices in corporate



QUFA Member and Past President Diane Beauchemin attended the “University Governance in the 21st Century” Conference at Simon Fraser University this past March, where she heard various views about university governance from both faculty and administration perspectives.

governance despite the fact that the university has a unique role and, as a result, should have a different governance model. More of the BoGs are operating in a closed-door fashion, with most of the BoG members being laypersons who are appointed by the BoG or by government, depending on the jurisdiction.

Immanuel Lanzaderas (CAUT Counsel) conducted a review of governance structures at 26 Canadian universities, including Queen’s. University presidents and senior administrators are increasingly embracing a corporate perspective, casting aside unique academic traditions to impose a business model on all aspects of the university. Fiduciary obligation does not require confidentiality on BoGs, yet 8 out of 26 universities have closed BoG meetings. Almost half of the BoGs (11 out of 26) have the “board solidarity” rule that says, once a board decision is made, members must express public support for it, even if they voted against it.

Carleton University has closed meetings, the board solidarity requirement, overbroad conflict-of-interest language—which specifically prohibits union officers from representing their union while on the BoG—and pre-screening of proposed BoG meetings. The Universities of Saskatchewan and Regina are nearly as bad. At Memorial University, there is no faculty representative on the BoG because they must resign as faculty to join the BoG. On the other hand, the University of Toronto Act mandates public BoG meetings and provides for committee meetings to be open. Public BoG meetings are the default at York University, except for certain matters.

Queen’s is about in the middle of the pack: not the worst, but not the best either. At Queen’s, faculty members are out of the bargaining unit while serving on the board. Only board members and official observers are allowed in the room where the open session of the board is held (a large portion of the board’s business is conducted behind closed doors). The QUFA president, past president, and



Robert G. May

redefine the relationship to some extent. In his opinion, faculty associations desire a bigger role in governance and management, whereas they should only look after the employment conditions of faculty. Their ability to constrain management arises from the CAs they negotiate. Santa J. Ono (President and Vice Chancellor, UBC) said that this sort of conference is what needs to happen to help administrators have non-confrontational exchanges with faculty. He believes universities function best when people, and particularly faculty, take time to talk to administrators, and without this, problems arise. He does not think faculty associations should limit themselves only to bargaining conditions of work. He encourages good communications between senates and BoGs, and notes that there is no single answer to good governance; Harvard has a unicameral system in which the BoG has an academic affairs committee so that the whole board is aware of the academic plan. Finally, as donors and corporations are responsible for a growing proportion of university budgets, shared governance and accountability become even more important to ensure that the integrity of the institution is maintained, and academic freedom is protected.

Food for thought as we begin another year!

Diane Beauchemin can be reached at diane.beauchemin@chem.queensu.ca.

At the conference, Diane Beauchemin heard that a concern among some faculty members at other universities is that Board of Governors meetings take place behind closed doors. At Queen's, a large portion of the board's business is conducted behind closed doors.

vice president are observers, and this is applied literally so that we cannot speak even if something blatantly wrong is said.

Lanzaderas does not believe that any of these provisions are dictated by legislation, so change is possible, but that is easier said than done.

The View from the Other Side

Neil Gold (Law, University of Windsor), who was an administrator, pointed out that exigencies arise at each university that are supervised by the government; that government

and funding agencies constrain what universities can do; and that governance is a legal matter. At all times, a university is a community of scholars, a learning environment, a workplace, a living space, and a corporation with legal obligations. This leads to a collision of intersecting or parallel processes, including collegial governance, collective bargaining, legal regulation, corporate management, and university politics. Faculty members often do not see themselves as "employees" of the University, but as autonomous actors.

However, Collective Agreements (CAs)

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QUFA Voices publishes QUFA-related news and information for QUFA Members and provides QUFA Members with a forum to express their QUFA-related ideas and opinions. We want to hear from you! Please send your QUFA-related story ideas, news items, opinion pieces, letters to the editor, photographs, and other submissions to the editor.

QUFA Voices is edited by Robert G. May. He can be reached at mayr@queensu.ca.

GRIEVANCE CORNER

Welcome and Merit

The Queen's-QUFA performance review process is based on academic decision-making by peers rather than a labour-relations exercise

By Ramneek Pooni
Grievance Officer, QUFA



Welcome to the fall term!

We have now gone through the first biennial performance review, which was

developed in the last round of bargaining, a change from the annual review in place for many years. We are always asked questions about this review and merit, so I provide a general overview about our system, slanted towards answering the questions we most often receive.

The Queen's-QUFA performance review is based on academic decision-making by peers rather than it being a labour-relations exercise. There are no strict rules about what would garner a particular merit score. Such certainty and predictability would likely require a grid scheme, checklist, or some such system. I have heard arguments that such systems could give quantity more importance than quality in research, service, or professional practice, or equate student popularity with outstanding teaching. And that such a system would not necessarily require any real judgement, indeed, could be done by a person or a computer totting up entries. It would be akin to bean counting. The system we now have relies on judgement that is nuanced and specific enough to take these details into account, but which is often questioned because it is not as predictable or transparent.

The default score in our faculty merit exercise is 10 and for librarians and

archivists is 2, meaning that you are doing your job well: you are meeting the high expectations that you have set yourselves as dedicated, first-rate academic staff. You are progressing through the ranks (PTR) and have earned the career development increment (CDI) that was bargained for if you do your job as expected. In other words, you are average within your exceptionally accomplished and industrious peer group. Keep in mind that expectations and averages shift over time; for instance, and for a stark comparison, what is expected and average now is very different from what was it was fifty years ago.

Anything less than a 10 or 2 requires a written explanation from the dean or university librarian about where the deficiencies lie in the performance of assigned duties. Merit, strictly speaking, is defined as getting anything over 10 or over 2. I quote from the Collective Agreement 2015-2019, first for faculty and next for librarians and archivists:

[Faculty:] 42.2.2.10 Very good or excellent performance in any or all of teaching, research, and service may result in a merit score above ten (10). To receive a merit score of greater than ten (10), a Member's

performance in all three areas (research, assigned teaching, and service) must be at least satisfactory. The Parties intend that performance in teaching or research would carry more weight than would service, so that a score of fifteen (15) or twenty (20) would normally reflect excellence in either teaching or research, or both, even if service was also a factor. A score of twelve (12) means a significantly better than average performance in at least two of the three areas, though an exceptional performance in one area may suffice.

[Librarians and archivists:] 43.5.3.4 [sic] Very good or excellent performance in any or all assigned duties may result in a merit score of three (3) or four (4). To receive a merit score above two (2), a Member's performance of all assigned duties must be at least satisfactory. A score of three (3) means significantly better than average performance in one or more assigned duties. A score of four (4) means excellent performance in several assigned duties.

Additional merit points are available from the provost and vice-principal

ANNOUNCEMENT

Preparing for Bargaining in 2019

QUFA will bargain a new collective agreement in 2019. The QUFA executive committee invites Members who are interested in getting involved in any aspect of bargaining to get in touch. Please contact Executive Director Leslie Jermyn (jermynl@queensu.ca) if you wish to volunteer or if you have questions.

QUFA thanks its Members for volunteering for this important function of the Association.

ANNOUNCEMENT

CAUT Get Science Right Petition

We need to make sure the government acts on the recommendations of the Advisory Panel on Federal Support for Fundamental Science.

It's important the government hear from Canada's academic research community. Please take a moment to sign the CAUT petition to Get Science Right:

<http://www.science.caut.ca/petition>

(academic) “to ensure that meritorious Members can be appropriately recognized without producing inappropriate pressures to give low scores to others.” Continuing adjunct Members may also receive points for unassigned duties if these are considered to be outstanding contributions (Article 42.2.2.11).

We are regularly asked about the fairness and consistency of application, both within an academic unit as well as across departments and faculties. To compare productivity among faculties and departments would be quite difficult, as the norms vary among, say, Math and History and Archives. This issue is addressed at Queen’s by placing trust in academic unit heads to do the best they can in a system based on judgement rather than certainty, and then making fair and consistent recommendations to the provost, who provides campus-wide quality control.

These are academic decisions, and the union cannot opine; all it can do is explore whether they were properly made. Practically speaking, that means that QUFA doesn’t grieve a merit score of 10 and 2 or higher unless it can be clearly demonstrated that an egregious error has been made, and this is extremely difficult to do.

The biennial review does not change any of this, but it seems to have caused some confusion because the expectation of what someone might get in an annual review still carries weight with Members. Please see Elizabeth Hanson’s comments on the current system;¹ she was the chief negotiator last bargaining round.

There will likely be a review of the biennial system in preparation for the next round of bargaining. I urge you to provide positive and negative input, now or later, to inform the bargaining team of any weaknesses and strengths.

Contribute to Grievance Corner

The Grievance Corner in *QUFA Voices* makes you aware of processes, issues, trends, and anything else that might be helpful or interesting. To that end, please feel free to send in topic ideas and feedback. Remember that the grievance process is confidential, so that the content of the Grievance Corner will have to take that into account. You will find archived Grievance Corner articles and other grievance information on the QUFA Web site, under Member Services.

Note

¹<http://www.qufa.ca/announcements/qufa-comment-on-biennial-merit/>

Ramneek Pooni can be reached at poonir@queensu.ca.

QUFA EVENTS

QUFA Report on Queen’s New Budget Model

In response to Member concerns about the workings and ramifications of the “New” or “Activity-Based” budget model recently implemented at Queen’s, QUFA commissioned Professor Emeritus John Holmes to prepare a review and critique of it. That report is available on the QUFA Web site:

<http://www.qufa.ca/announcements/qufa-new-budget-model-report-2017/>

Professor Holmes will be joining QUFA’s Council on 19 October 2017 at 1.00 p.m. in Room 213, Chernoff Hall, to talk to us about his findings and their implications.

All are welcome to attend the public portion of the meeting.

EDITOR’S VOICE

QUFA Voices Is For You!

Submit your ideas, opinions, or letters to your monthly faculty association newsletter

By Robert G. May
Editor, *QUFA Voices*



Because this is the first issue of *QUFA Voices* for the new academic year, I would like to offer a warm welcome to QUFA Members both new and

returning. I hope you’re all looking forward to another enjoyable and productive year!

I would also like to let you know that *QUFA Voices* is your official faculty association newsletter. *QUFA Voices* is so named because an important part of its mandate is to provide a forum for QUFA Members to express their opinions, to share their views, and to let their voices be heard. If you have an idea for a story or profile, if you have an opinion you wish to express, or if you have an announcement you think will be of interest to other QUFA Members, please send it to me. *QUFA Voices* appears once a month during the academic year.

I would also like to encourage you to print out and post a copy of *QUFA Voices* in a visible place in your department or unit. This will enable *QUFA Voices* to reach even more Members than the e-version alone. If you have missed an issue of *QUFA Voices*, don’t worry: you can always find back issues of the newsletter on the QUFA Web site (at <http://www.qufa.ca/publications/>). I invite you to go back and see what we’ve been up to for the past few years. I look forward to hearing from you!

Robert G. May can be reached at mayer@queensu.ca.