



# QUFA VOICES

Your Queen's University Faculty Association Newsletter

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### PRESIDENT'S VOICE

## The Ontario Government's "Consultations"

The Ministry of Training, Colleges and Universities, claims to be "consulting" on faculty renewal, but is their real agenda to impose mandatory retirement?

By Kayll Lake  
President, QUFA

On 7 February 2019, I received an invitation from Nancy Mudrinic, assistant deputy minister (postsecondary education division), to participate in a videoconference on 12 February 2019. I was asked to identify, by 8 February 2019, QUFA Members (three at most) who would participate. Elizabeth Hanson (vice-president), Leslie Jermyn (executive director), and I participated, along with executives from the Ontario Confederation of University Faculty Associations (OCUFA) and many faculty associations across Ontario. In total, over fifty people participated. Because of technical difficulties, it turned out not to be a videoconference, but rather Internet access to a PowerPoint presentation with voice over a phone line.

Ostensibly, the topic for discussion was "renewal within the postsecondary education sector." I

### BY THE NUMBERS

## Results of the Ratification Vote

Members of:	Ballots (#)	Voters (#)	Turnout (%)	Voted Yes (#)	Voted Yes (%)
QUFA+QPP	871	682	78%	657	96.3%
QUFA Only	450	160	35%	153	95.6%
<b>TOTAL</b>	<b>1321</b>	<b>842</b>	<b>64%</b>	<b>810</b>	<b>96.2%</b>

Please note that only some Members of the QUFA bargaining unit are also contributing Members of the Queen's Pension Plan (QPP). Those who were contributing to the pension as at 30 September 2018 were asked to vote on both questions, ratification and conversion.

Based on this result, QUFA has granted consent on behalf of the 871 QUFA Members of the QPP to convert to the University Pension Plan (UPP).

Thank you to all Members for taking time to ratify the new collective agreement (CA) and to convert to the UPP. We will keep you posted on developments on both fronts.

Let us also extend our congratulations to our tremendous negotiating team, our dedicated and knowledgeable QUFA staff, and all those who helped QUFA attain a 96% "yes" vote to convert the pension and renew the CA!

expected the discourse to mimic the language of the Higher Education Quality Council of Ontario (HEQCO) on sustainability. In the end, HEQCO's view boils down to "too many expensive tenured faculty." There is little to no real concern regarding faculty renewal in material emanating

from HEQCO.<sup>1</sup> My expectation on the discourse was correct.

The real agenda of the "consultation" turned out not to be "renewal within the postsecondary education sector" at all. Rather, it turned out to be a narrow focus on "double dipping."

This allows people over age 65 and up to age 71 to collect their pension and continue to work. The very term “double dipping” is a falsehood. People at age 65 who choose to take their own money are not “double dipping.” They are collecting their own savings and at the same time saving the system money. Once activated, universities no longer contribute to pension funds. It is a matter of record that few people choose to “double dip.” The continuation of pension contributions and tax implications make it a rare first choice. This choice is, moreover, transient. The overwhelming choice of QUFA Members to move to the University Pension Plan (UPP) means that this option will disappear at Queen’s very soon.

In view of the fact that the removal “double dipping” will produce no money in the postsecondary sector, but be of great appeal to “Ford Nation,” one has to wonder what the current intentions of the Ford government, by way of HEQCO, are.

In my opinion, the argument about “double dipping” is but a smoke screen. In my opinion, a careful reading the ministry’s “discussion paper” leads you to the inevitable conclusion that *Ford’s government intends to mandate imposed retirement for tenured university faculty at age 65*. That way, the entire sector can become cheap, since replacements will be underfunded temporary workers. There is nothing

from HEQCO to dispute this. That is the plan as I see it.

This will destroy the postsecondary system in Ontario as set up by previous Conservative Premiers Robarts and Davis. Postsecondary institutions must fight for their very survival. Ford could care less. He has no postsecondary education and, like former Premier Harris, finds educated people impedimenta to his agenda.

I end with more diplomatic words from OCUFA:<sup>2</sup>

OCUFA recommends that the Ministry of Training, Colleges and Universities:

- Work with the Council of Ontario Universities (COU) to ensure timely data on hiring trends in the postsecondary sector is available and widely shared with other stakeholders, including full-time tenured faculty and contract faculty, to allow for data-driven discussion and policy on faculty renewal and other issues in the postsecondary sector.
- Commit to adopting policy and providing adequate funding levels to encourage universities to invest in hiring more full-time tenure-track faculty and replace retiring faculty members with full-time tenure-stream faculty.
- Conduct meaningful consultations with sector stakeholders on the key

challenges facing the postsecondary sector in Ontario, which include the chronic lack of funding, an alarming shift towards precarious contract academic positions, and faculty renewal (replacing retiring faculty members with full-time tenure-track faculty).

- Ensure that any policy implementation respects existing collective agreements and ongoing collective bargaining between faculty associations and university employers.

### Notes

<sup>1</sup>Important documents are “The Sustainability of the Ontario Public Postsecondary System: Putting Together the Pieces of the Puzzle” and “University Sustainability: Expenditures,” both available at <http://www.heqco.ca/en-ca/Research/ResPub/Pages/default.aspx>. A much older document, “The ‘Other’ University Teachers: Non-Full-Time Instructors at Ontario Universities,” is available at <http://www.heqco.ca/en-ca/Research/ResPub/Pages/The-Other-University-Teachers-Non-Full-Time-Instructors-at-Ontario-Universities.aspx>

<sup>2</sup>All associated documents will be posted on the QUFA Web site.

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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](mailto:mayr@queensu.ca).

## PENSION NEWS

### Next Steps

Following the results of the ratification vote, what are the next steps in the process to convert to the new pension plan?

**By Leslie Jermyn**  
**Executive Director, QUFA**

All six employee groups that comprise the labour-side founders of the University Pension Plan (UPP) have overwhelmingly voted “yes” to convert their pension plans to the UPP. They are the three faculty associations and the three USW (United Steelworkers) locals at the University of Toronto, the University of Guelph, and Queen’s University. Please see “By the Numbers” in this issue of *QUFA Voices* (p. 1) for a full breakdown of the QUFA vote results.

For Queen’s to move the existing pension plan to the UPP, at least two thirds of currently contributing plan members have to grant their consent. QUFA and USW constitute just under fifty percent of plan members, and both have granted consent. CUPE and other unions on campus represent about ten percent of plan members, and may opt to consent on behalf of their members in the coming weeks. Non-unionized plan members consent individually in a provincially mandated process. Queen’s will move forward with this process in the spring (April-June 2019) by sending a detailed information package to all plan members.

While QUFA Members have consented, by virtue of the ratification vote that concluded on 15 February 2019, they will also receive the information package in the spring. Part of this information is a summary of pension changes, and you can see a version of this on the QUFA Web site.<sup>1</sup>

Please note that retirees and those in receipt of a pension at Queen’s (considered retired in this process)

## QUFA VOICES

### Voice Your Views!

If you have an opinion about anything you read in *QUFA Voices*, send us a letter to the editor!

[mayr@queensu.ca](mailto:mayr@queensu.ca)

will receive different packages from those that active employees will receive. Retirees and those in receipt of a pension have the opportunity only to object, that is, to vote “no.” If fully one-third of retirees, those in receipt of a pension, and the deferred vested (people who are not currently contributing but have in the past) vote “no,” then the new plan will not move forward. They will be canvassed during the same period (April-June 2019).

Once that consent or object process is completed (at the end of June 2019), we will know for sure whether we will have a new pension plan. If all goes well, the new plan should be up and running by 1 July 2021.

In the meantime, we will continue to work with the other labour-side founders and with the three university administrations to design the structures and create the policy framework that the UPP needs to begin operations.

Please watch QUFA communications for updates, and please take a moment to sign up to the UPP Web site for further updates.<sup>2</sup>

#### Notes

<sup>1</sup><https://www.qufa.ca/wp-content/uploads/2019/01/QUFA-Queens-Summary-Schedule-1-and-2-FINAL-Jan-21-2019.pdf>

<sup>2</sup><http://www.universitypension.ca/>

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**[jermynl@queensu.ca](mailto:jermynl@queensu.ca)**

## CALL FOR NOMINATIONS

### Get Involved and Help QUFA Make a Difference!

Nominations are now open for positions on Queen’s University Faculty Association (QUFA) committees. Please consider getting involved. A full list of QUFA committees, joint committees, and internal and external positions can be found on our Web site, under Contact Us:

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

QUFA works to protect and advance the working conditions of regular and contract faculty, and librarian and archivist Members. Contributions of any scope, large or small, and a diversity of viewpoints, interests, and experience are welcome at QUFA.

This year, the following executive committee positions are open for nomination:

- Vice-President;
- President;
- Chair, Political Action and Communications Committee;
- Chair, QUFA Council;
- Member at Large;
- Term Adjunct Representative

If you would like more information about the commitment involved or the nominations process, please contact us. If you know a colleague who may be interested, please share this invitation with them.

QUFA Past President and Chair of Nominations Lynne Hanson can be reached at [lh2@queensu.ca](mailto:lh2@queensu.ca). QUFA Executive Director Leslie Jermyn can be reached at [jermynl@queensu.ca](mailto:jermynl@queensu.ca).

FYI

## Equity, Diversity, and Inclusion 101

Equity, Diversity, and Inclusion improve the financial performance of companies and organizations, including the university sector

By Diane Beauchemin  
Equity Representative, QUFA

I recently attended a departmental seminar on EDI given by Dr Lisa Willis, a new assistant professor at the University of Alberta, because granting agencies now require a discussion of EDI in grant proposals. Most of what follows is an excerpt from her presentation. EDI stands for:

- **Equity** (providing people what they need to succeed),
- **Diversity** (recognizing people who are different), and
- **Inclusion** (making sure everyone is included).

Why does EDI matter? Increasing diversity has been reported to improve the financial performance of companies because groups of diverse people focus on facts, process those facts more carefully, and are more innovative (see Figure 1).

Ethnic diversity is similarly important for science. A study<sup>1</sup> that looked at 2.5 million research papers published in the U.S. between 1985 and 2008 in 11 scientific fields (including biomedicine, physics, and geosciences) revealed that papers with 4 or 5 authors of different ethnicities had 10 to 15% more citations on average than papers from authors of all the same ethnicity.

The same applies to business. Price bubbles emerge when traders err collectively in pricing, causing a persistent misfit between the market price and the true value (also known as “intrinsic” or “fundamental” value) of an asset, such as a stock:

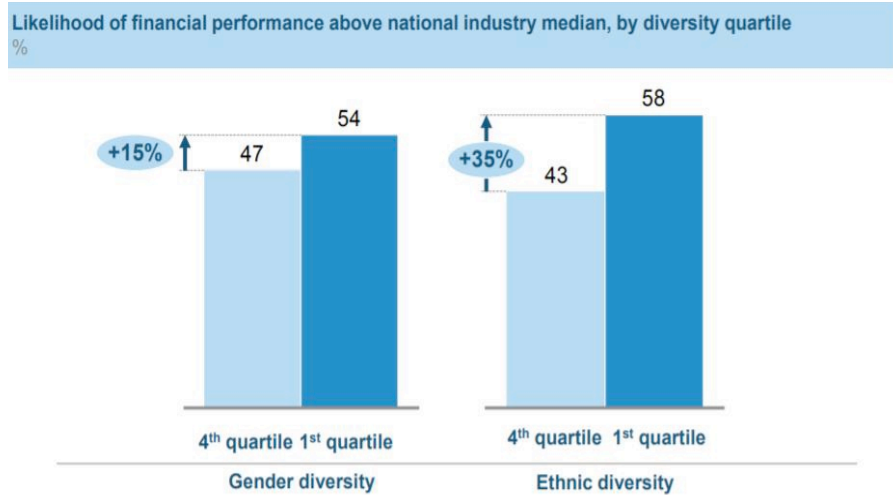


Figure 1: How diversity correlates with better financial performance

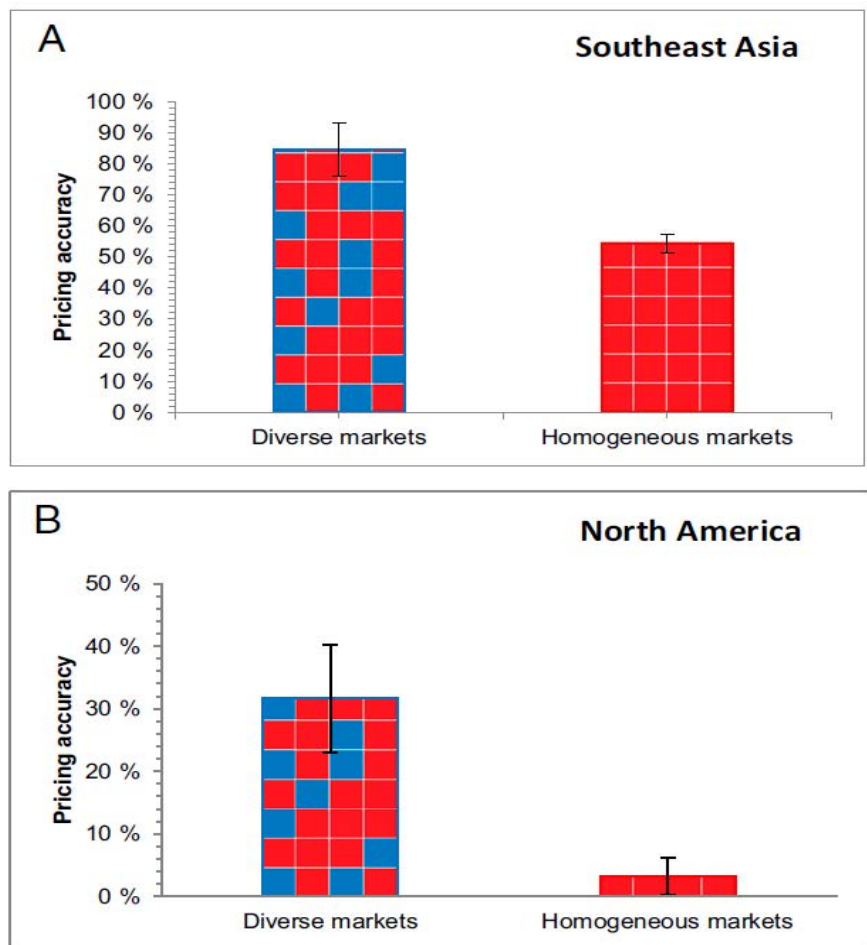


Figure 2: Diverse markets vs homogeneous markets, Southeast Asia and North America

We find that price bubbles are fuelled by the ethnic homogeneity of traders. Homogeneity, we

suggest, imbues people with false confidence in the judgement of coethnics, discouraging them from

scrutinizing behaviour.<sup>2</sup> (See Figure 2)

Unconscious bias (a behaviour that is shaped by implicit or unintended biases that stem from repeated exposure to pervasive cultural stereotypes) is present in natural sciences and engineering (NSE) because people who value their objectivity and fairness are paradoxically particularly likely to fall prey to biases, in part because they are not on guard against subtle bias. This was demonstrated in a double-blind study<sup>3</sup> where 127 biology, physics, and chemistry professors in the U.S. were sent the same résumé of an undergraduate student who intends to go to graduate school and has recently applied for a laboratory manager position. For half of the group, the first name of the student was “John,” whereas it was “Jennifer” for the other half. They had to rank the perceived student competence, salary offers, and the extent to which the student deserved faculty mentoring, and they systematically ranked “Jennifer” lower than “John.” For example, “Jennifer” was offered a salary of \$26,508, versus \$30,238 for “John.” Moreover, faculty members’ bias was independent of their gender, scientific discipline, age, and tenure status.

When 6,500 professors at major U.S. universities were sent an e-mail requesting a 10-minute meeting to discuss potential Ph.D. studies, professors ignored requests from underrepresented people at a higher rate than requests from white men.<sup>4</sup> Data from 50 top universities in the U.S. revealed that women were less invited to speak than men.<sup>5</sup> In fact, when the organizing committees had female chairs, 49% of colloquium speakers were women, which dropped to 30% when the committees had male chairs.

According to NSERC, women are less likely to be hired as professors than men. Yet, it is possible to prevent bias

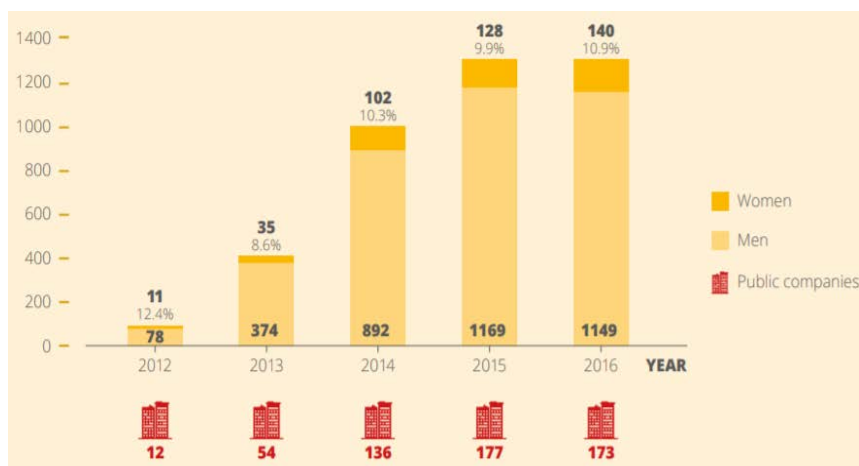


Figure 3: Number of board directors in new public listed biotechs.

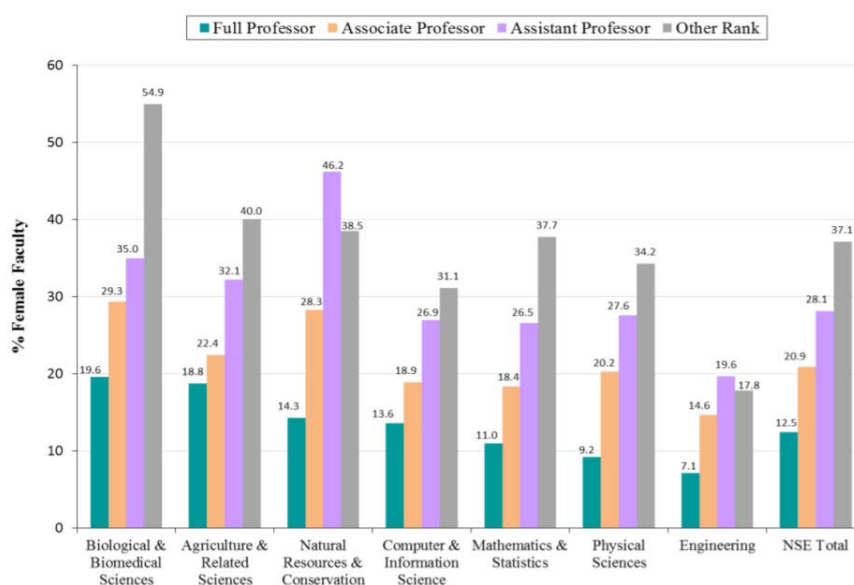


Figure 4: Full-time female faculty in the NSE as a percentage of total NSE faculty by discipline and rank, 2010-2011

in hiring. At Montana State University,<sup>6</sup> where 81% of the 235 NSE faculty are male, and 23 faculty searches took place in one academic year, search committee chairs were asked if their committee would participate in extra training by a faculty peer, in addition to the required anti-discrimination training. The extra training included a short presentation about overcoming the influence of unintentional bias during the review process, a guidebook on tactics for recruiting diverse candidates, and access to a faculty

family advocate who was unaffiliated with the search to discuss confidentially any work-life integration issues deemed appropriate by the candidates. The committees that received the extra training were 6.3 times more likely to offer the position to a woman. All faculty searches have since received the extra training and hiring has been 50% female for the last two years.

According to Liftstream (Executive Recruitment Services in Life Science),

## ANNOUNCEMENT

## Graduate Student Awards from Our Affiliates

The Ontario Confederation of University Faculty Associations (OCUFA) offers fellowships to doctoral and masters students in the social sciences, humanities, and arts. The deadline this year is **1 March 2019**, and more information can be found on OCUFA's Web site:

<http://ocufa.on.ca/awards/the-henry-mandelbaum-graduate-fellowship/>

The Canadian Association of University Teachers (CAUT) offers one doctoral fellowship to a student in any field at a Canadian institution. More information can be found on CAUT's Web site:

<http://stewartreid.caut.ca/English/default.htm>

women are also less likely to be on biotech boards (see Figure 3).

To find out what are the barriers to gender parity, a private-sector task force called Hidden Brain Drain<sup>7</sup> (comprising 43 global companies) launched a research project (sponsored by Alcoa, Cisco, Johnson and Johnson, Microsoft, and Pfizer) targeting women with degrees in science, engineering, and technology (SET), who have embarked in careers in corporations. The first report was produced in 2008 and a second one in 2014. Although over 50% of junior SET employees are female, 32% say they are likely to quit within a year because of hostile macho cultures, isolation, scarcity of effective sponsors, or difficulty with executive presence.

To improve, each one needs to hold themselves accountable by challenging assumptions, justifying

## ANNOUNCEMENT

## Benefit Deadline Approaching: Tuition Support

The deadline for submitting an application for QUFA Tuition Support is **28 February 2019**. More information and the application form can be found on the Human Resources Web site:

<http://www.queensu.ca/humanresources/wellness-accessibility/employee-benefits/tuition-support-plan>

decisions, changing their language, and being inclusive. Steps that can be taken every day to prevent bias include discussing professionalism and EDI with one's research group, ensuring ideas from underrepresented groups are heard by actively promoting them, writing gender-neutral reference letters, giving helpful feedback, listening, being an ally, etc. We also need to hold others accountable by creating a culture of calling out unconscious bias, making others justify decisions, and making decisions collectively.

According to Statistics Canada, the attrition rate is higher for women than men (particularly in NSE), which translates in female underrepresentation in Ph.D. completions and in advanced academic rank (especially full professor, as can be seen in Figure 4). This then leads to fewer women being in senior academic administration. In 2018, 27% of university presidents were women.<sup>8</sup> In fact, several universities have yet to appoint a female president. There are thus few role models for other women.

This year, in an attempt to remedy a critical need for mentorship, an organization called the Senior Women Academic Administrators of Canada

(SWAAC)<sup>9</sup> is implementing *Women Lead*, the first national mentorship program of its kind, where SWAAC members may confidentially contact volunteer emerita mentors to pick their brains and benefit from their tremendous expertise. There will also be several networking opportunities at the annual SWAAC conference, which will be held at the University of Waterloo in April 2019.<sup>10</sup> Topics will include sexual violence (making safe spaces), diversity, indigenous leadership, media engagement, as well as president and provost panellists describing their leadership journeys.

## Notes

<sup>1</sup>R.B. Freeman and W. Huang, *Nature* 513 (2014) 305.

<sup>2</sup>Levine et al. *PNAS* 2014.

<sup>3</sup>Moss-Racusin et al. *PNAS* 2012.

<sup>4</sup>Milkman et al. *Am. Psych. Assoc.* 2015.

<sup>5</sup>Nittrouer et al. *PNAS* 2018.

<sup>6</sup>Smith et al. *Education* 2016.

<sup>7</sup>S.A. Hewlett, C. Buck Luce, L.J. Servon, L. Sherbin, P. Shiller, E. Sosnovich and K. Sumber, "The Athena factor: reversing the brain drain in science, engineering and technology." *Harvard Business Review*, 2008.

<sup>8</sup><https://www.universityaffairs.ca/magazine/sponsored-content/women-lead-facilitating-mentorship-of-women-academic-leaders/>

<sup>9</sup><http://www.swaac.ca/>

<sup>10</sup><https://uwaterloo.ca/senior-women-academic-administrators-canada/program>

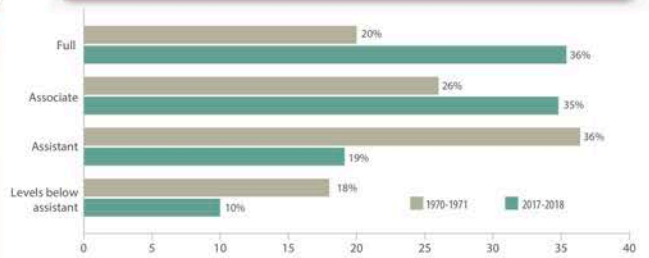
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# Full-time teaching staff at Canadian universities, 2017/2018

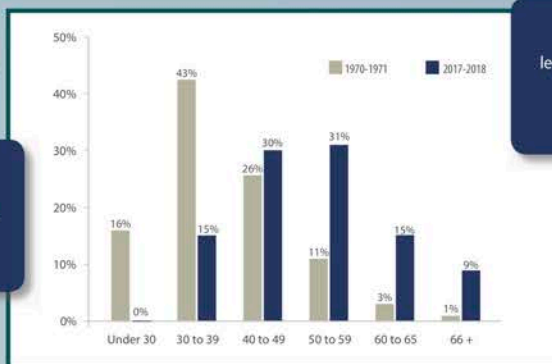
In 2017/2018, full-time faculty at Canada's public universities were older than in 1970 and included a greater number of high-ranked professors and more women in their ranks.



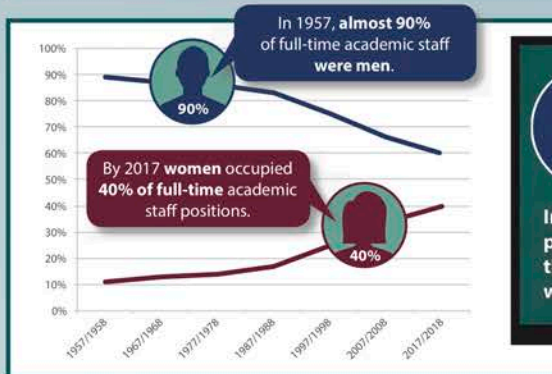
From 1970/1971 to 2017/2018, there was an increase in the share of senior ranked academic teaching staff, while the share of assistant professors shrank.



In 1970, 4% of professors were 60 years or older. By 2017, this share increased to 24%.



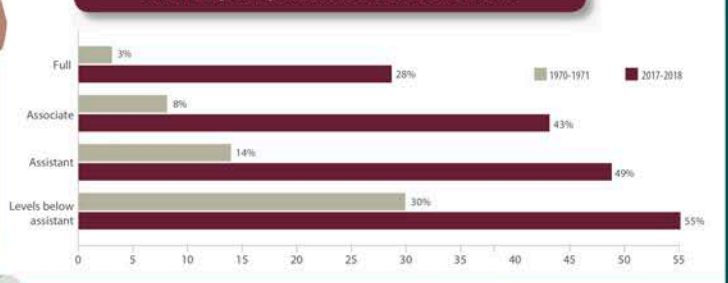
Since the end of mandatory retirement legislation in the mid-2000s, the number of professors over the age of 65 has increased sixfold.



In 2017, 3/4 of professors over the age of 65 were men.



Although men outnumber women at the full professor level, there is equal representation at the lower ranks.



Source: Full-time - University and College Academic Staff System (FT-UCASS).  
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