

WELCOME BACK ISSUE!

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PRESIDENT'S VOICE

QUFA: What We Are and What We Are Not

QUFA has the power to negotiate a new Collective Agreement, but it's QUFA Members who have the collective power to effect change

By Karen Rudie
President, QUFA

Welcome to the new academic year at Queen's! I'm the new QUFA President, and a Professor in Electrical and Computer Engineering, a Member of Ingenuity Labs Research Institute, and a cross-appointee to the School of Computing. When I arrived at Queen's decades ago, after having been an active member of my TA Union, I gravitated to QUFA, which was then a non-unionized faculty association. I was one of the team who worked to certify QUFA (i.e., to make us a recognized labour union). In those early years at Queen's, I was active in QUFA and a member of Executive; in my mid-career, I played a more distant role, serving only occasionally on QUFA committees. Becoming Vice-President two years ago was a decision to take on a much larger role. What spawned my interest was partly that I started seeing a lessening of the previous harmonious relationship between Administration and QUFA, and partly my sense of diminishing

QUFA IMAGES

Welcome Back BBQ!



Mary C. (Cella) Olmstead

The Annual QUFA Welcome Back BBQ was held this past month, and it provided an ideal opportunity to collect signature on a petition calling on the Ontario government "To invest in Ontario's future by boosting Ontario's universities' base operating funds by 11.75% annually for a five-year period to bring Ontario close to the Canadian average." The petition was initiated by Diane Orihel and Paul Grogan, faculty members in Biology, who are working closely with Kingston's MPP, Ted Hsu. If you would like to add your name to the petition or gather signatures on a petition page, please contact Diane directly (diane.orihel@queensu.ca). For more information, please see p. 7 of this issue of QUFA Voices.

agency in my own department and faculty, and in my job more generally. Being in the QUFA leadership for the past two years has given me renewed belief in our collective agency. It has

also given me a clearer picture of what the union is and what it is not.

The role of QUFA is to uphold and protect the rights and responsibilities



supplied

Karen Rudie (Electrical and Computer Engineering) is just beginning her term as QUFA President, but she has been involved in various capacities in QUFA for many years (since before QUFA's certification, in fact!). QUFA looks forward to benefiting from her extensive institutional knowledge and expertise. A warm welcome to Karen as she takes on her new role as QUFA President!

of our Members as enshrined in the Collective Agreement (CA).¹ The CA is a legal document that captures aspects of our working conditions that the Queen's Administration is required to follow (such as procedures around tenure and promotion, academic leave policies, and workplace safety). While the CA is in effect, if the Administration strays from or misinterprets a clause of the CA, QUFA's role is to bring the Administration back to the correct interpretation. We do this informally at first through meetings and/or letters, and if a disagreement continues, we sometimes proceed to Grievance—a formal process that invokes legal steps to resolve disputes between parties—usually starting with formal but unmediated conversation, sometimes leading to mediation or arbitration, and sometimes leading to a legal hearing.

I specify “while the CA is in effect” because a CA has a prescribed duration, typically three to four years. Our current CA expires on 30 June 2026. Prior to expiry, QUFA and the Administration usually enter into collective bargaining. This is the process by which the terms of the next CA are circumscribed. Typically, there will be many articles in the current CA that both parties will agree should continue into the next CA. Then, the parties bargain the changes they want to see in the remaining articles. It is important to note that the CA limits management rights to control the workplace as they see fit (within the bounds of employment and labour law). As such, the union generally seeks to expand the CA to create rules and limitations on management and to increase our rights as employees. The Administration generally seeks to limit the rules they have to follow and/or

to create new rules, limitations, and expectations for employees. These divergent interests mean that bargaining is rarely smooth or speedy. QUFA can only be successful in these negotiations to the extent that the Administration knows that Members support their union. Our CA is as strong as it is because Member support has been unwavering in past rounds of negotiations; this is our greatest power as a union.

Before joining the QUFA leadership team, I did not have a good understanding of what QUFA can do and what QUFA cannot do. Because we represent professors, librarians, and archivists at Queen's, you might think that QUFA has the power to help you with any issue that relates to your job. In fact, we are limited to those aspects covered by the CA. While you might sigh in disbelief and disgust at this point, here is the beauty of the arrangement: you benefit from the *collective* power of what we *can* do, but you also have the freedom to explore, speak out, and fight for aspects of your work life that lie outside of the CA. In particular, you can and should participate in all the collegial governance opportunities provided to you. This means attending departmental meetings and faculty boards, and volunteering to serve on committees such as Senate. It means that when your feedback is sought by your Unit Heads or Deans for proposed policies and strategic directions, you provide that feedback. We each have a voice in collegial governance, and the combination of that with our united voice in bargaining means we have so much more power than we may imagine!

Note

¹<https://qufa.ca/collective-agreement/>

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EXECUTIVE DIRECTOR'S VOICE

Why Dalhousie Matters

The recent lockout at Dalhousie University was not business as usual, and it has important bargaining implications for our entire sector

By Leslie Jermyn
Executive Director, QUFA

The Dalhousie Faculty Association (DFA), representing 1,000 faculty, librarians, and counsellors, came to a tentative agreement on 16 September 2025 after nearly four weeks of strike/lockout. What is significant about this job action is that Dalhousie University chose to lock out DFA members on 20 August 2025. The DFA declared a strike on 22 August 2025. This is not the usual order of things in our sector.

Strike vs Lockout Basics

Strikes and lockouts are types of job action available to the union or the employer (respectively) to try to pressure their counterparts to accept their terms in negotiations. Both become legally available as tools of negotiation after the parties have engaged in some meaningful bargaining and have reached impasse. The parties must have worked with a provincial conciliator and have asked and been granted a "no-board" report. Then, after seventeen days of "cooling off," either or both parties can legally engage in job action.

Strikes are the withdrawal of labour by workers to try to force the

QUFA PEOPLE

QUFA Executive Committee 2025-2026

Here is your QUFA Executive Committee for the coming academic year

Karen Rudie	President
Melissa Houghtaling	Vice President
Mary C. (Cella) Olmstead	Past President
Valerie Bartlett	Treasurer
Chantal Brunette	Secretary
Margaret Pappano	Council Chair
Lynne Hanson	Grievance Chair
James Stotz	JCAA Co-Chair
Vanessa Thompson	PACC Chair
Courtney Svab	Library and Archives Representative
Debra Haak	Term Adjunct Representative
Megan Edgelow	Continuing Adjunct Representative
Ayca Tomac	Equity Representative
Lorena Jessop	Health and Safety Representative
Gema Olivo	Member at Large
Michael Greenspan	Member at Large

QUFA sincerely thanks these QUFA Members for serving on the QUFA Executive Committee this academic year.

employer to agree with union demands or remove employer concessionary demands. They are a last resort for unions, and are generally only used when the stakes and member support are both high.

Lockouts happen when the employer declares the place of work closed to the workforce represented by the union in bargaining. Employers don't always counter strike action with lockout because if they think union support is weak, they can further weaken union resolve by allowing

workers to keep working, which thins the picket lines and sends a signal to union leadership. When employers use lockout as a response to strike, it is usually to ensure that striking workers experience the full withdrawal of employer support. In the academic setting, for example, the employer might lock out striking workers in order to shut down their access to taken-for-granted services such as e-mail, or valued resources such as labs and equipment. Lockout also means that even workers who don't support the union or who can't

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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.

GET INVOLVED

Artificial Intelligence

What Matters to QUFA Members?

Artificial Intelligence (AI) is here to stay and is becoming an integral aspect of living in a digitally mediated world. It is particularly imbricated in the kind of work QUFA Members engage in, including data generation and analysis, communications, teaching and learning, and assessment of others' knowledge production and communications. QUFA leadership and bargaining team need to be informed about what is happening with AI in order to bargain provisions and guardrails to protect the value and quality of our Members' work.

If you have expertise in AI with a focus on how its use might impact work in the "knowledge economy" or the postsecondary education sector more specifically, please consider joining QUFA's AI Task Force (QAIF). The mission of the QAIF will be to report back to QUFA leaders, negotiators, and Members by Spring 2026 on key opportunities and threats posed by AI in the university context, and to make recommendations for changes to the Queen's-QUFA Collective Agreement in the 2026 round of bargaining.

To learn more or to volunteer, please contact QUFA Executive Director Leslie Jermyn (qufaed@queensu.ca) by 17 October 2025.

ANNOUNCEMENT

New Course Outline Policy Open for Comment

The University Secretariat has posted a new policy covering rules around course outlines and how they may be altered. It will be open for comment from the Queen's community until 10 October 2025.

We urge you to review the policy and submit your comments to the Secretariat. You can find all links here:

<https://www.queensu.ca/secretariat/policies/policy-consultations-and-approvals>

materially sustain a loss of salary are shut out of work and salary. They can be a powerful cohort pressuring the union to settle.

Lockout Without Strike as a Tactic

To initiate lockout, before a strike is declared, an employer signals a pure power-play against the union—the message is, "We think you don't have your members' support, and they will mutiny once we withdraw employment benefits and resources." The other message is, "We are finished talking to you, so take the deal or suffer the consequences." The first message usually backfires as members rally to the union because the employer's actions are viewed as disrespectful and hostile. The second message has long-lasting consequences for labour relations at that institution. Following the job action, it will be hard to rebuild trust, which is essential to labour relations. Mostly, employers are not willing to throw that grenade with faculty unions because good labour relations are very valuable in a collegial-governance environment.

CAUT data suggests that the lockout at Dalhousie is the first ever at a research intensive university.¹ In the last few years, there have only been two other lockouts: one at Lethbridge in 2022 and a second at ... wait for it ... Dalhousie in 2022 when they locked out their CUPE sessional instructors.² We should all be very alive to any trend among academic employers to use this tactic more widely: it signals the erosion of respect of faculty and faculty associations.

Personal Consequences of Bargaining Tactics

As a final sobering note, Queen's researchers have found that while any job action has negative mental-health consequences for impacted workers because of the uncertainty it creates, workers who are locked out experience even greater levels of anxiety, depression, and irritation than those who were on strike because of the increased sense of helplessness and loss of control. The study also showed, interestingly, that striking workers who participated in

picketing and other collective actions fared better than those who were on strike but isolated.³

If both parties ratify the new agreement, DFA members will return to work on 23 September 2025. If you know people at Dal, reach out and offer them some support—they've had a tough time. And please stay tuned to QUFA channels as we prepare to bargain a new Collective Agreement in 2026; hopefully in a better labour-relations climate than prevails at Dalhousie!

Notes

¹<https://www.caut.ca/bulletin/dalhousie-faculty-association-locked-out/>

²<https://www.caut.ca/bulletin/academic-staff-association-strikes-and-lockouts-over-the-last-decade/>

³<https://smith.queensu.ca/insight/content/why-lockouts-are-tough-on-mental-health.php>

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SOLIDARITY EVENT

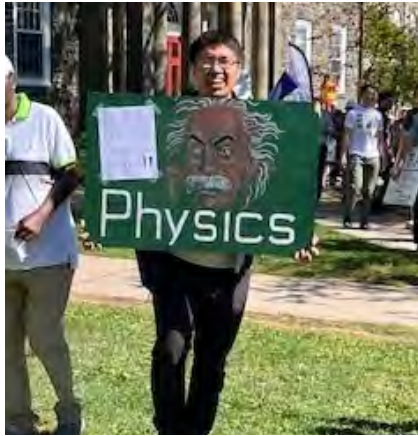
Standing—and Walking—with Dalhousie

Amanda Ross-White participated in a flying picket at Dalhousie in support of locked out workers, sponsored by the CAUT Defence Fund

By Amanda Ross-White
Health Sciences Librarian

On 20 August 2025, the Board of Governors at Dalhousie University locked out their faculty members. While we may be more familiar with strike action on the part of a union, lockouts are the opposite side of the coin, where management does not allow union members to work (or get paid). Dalhousie's lockout is a rarity in university circles, but from the perspective on the ground, the results are similar. Classes are suspended. Access to resources from the library or IT, including e-mail, is denied. That is why we at Queen's prefer to talk about *job action* rather than strikes. We need to prepare for both possibilities whenever our Collective Agreement expires. In fact, if we don't have a successful strike vote before a lockout happens, the university administration can impose new terms unilaterally.

Fortunately, our colleagues at Dalhousie have held strong, and it appears a tentative agreement has been reached. But one of the reasons they were able to hold the line for so long is because of the value of the CAUT Defence Fund.¹ The CAUT Defence Fund aids Canadian academic member staff unions dealing with strikes or lockouts. Both QUFA and the Dalhousie Faculty Association (DFA) are part of the CAUT Defence Fund, along with sixty-four other member unions representing over 37,000 academic staff.



Amanda Ross-White

Amanda Ross-White (top left) travelled to Dalhousie University in Halifax this past month to march with faculty members locked out by the administration.

But the CAUT Defence Fund also provides support through flying or driving pickets. As part of this, I went to walk the line with our DFA colleagues representing QUFA. On Friday 12 September 2025, I spent the day marching in front of the administrative offices, chatting with faculty and supportive students about the challenges brought by the near month-long lockout, and providing support. As a librarian, I was particularly interested in letting my archivist and librarian colleagues know that we support them. Many of the struggles faced by DFA are similar to what we are seeing here in Ontario, and in fact, globally, as an assault on expertise, knowledge, and higher education seem universal. It can be a relief to know we are not alone and that faculty from coast to coast are facing similar issues.

Flying or driving pickets usually take place every Friday of job action, and while fortunately Dalhousie appears to have reached an agreement, the French-language Université de St Boniface in Manitoba is now on strike.² They are seeking comparable pay to their colleagues at other universities in the province. The CAUT Defence Fund will be there to walk the line with them this Friday.

Note

¹<https://defencefund.caut.ca>

²<https://www.mgeu.ca/members/bar-gaining/at-the-bargaining-table/309>

Amanda Ross-White can be reached at amanda.ross-white@queensu.ca.

FINANCES

A University Fund by Another Name

Transparency, Leadership, and the Deficit Mitigation Fund

By the Finance and Budget Review Committee (FBRC), QUFA

As the senior administration continues its attempts to manage Queen's financial pressures, the stress of uncertainty on faculty, staff, and students has grown apace. In this article, we outline how a lack of financial transparency and the administration's decision making have pitted faculties against each other and contributed to this sense of unease. Specifically, we discuss the politics of the Deficit Management Fund and place the fund within the context of longer-running discussions of Queen's budget model.

Indeed, since Queen's announced a hiring freeze in May 2023, the QUFA Finance and Budget Review Committee (FBRC) has consistently commented on opaque decision making and a failure to take faculty concerns seriously. For example, in the January 2024 issue of *QUFA Voices*, the FBRC argued that an increased use of Pooled Investment Fund (PIF) income could help manage the university's financial pressures and prolong the runway for administrative action.¹ In responses at town halls and via press releases and FAQs, senior management instead argued, "it would not be responsible to use such a volatile source of income to fund base operating expenses,"² and dismissed our arguments. Yet in May 2025 the Board of Trustees finished a review of how best to use PIF income for operations and increased its budgeted allocation from \$5.2 million per year to \$10 million—a process that was described to alumni as the result of "feedback and engagement from the campus community."³

As we will explore below in our examination of the politics of the Deficit Mitigation Fund (DMF), the administration's strong negative reaction to a policy change that it ultimately chose to adopt is indicative of a divisive approach to budgeting and finances that continues to permeate the relationship between the administration and systems of collegial governance.

The Politics of the Deficit Mitigation Fund and the Erosion of Faculty Solidarity

With members across multiple faculties, the FBRC is keenly aware of how the DMF has pitted faculties against each other. In public forums such as the Senate, the fund is described as a temporary bailout needed to save the Faculty of Arts and Science (FAS), with the FAS depicted as not having its financial house in order. Other faculties, understandably, then blame the FAS for their own financial troubles as they are made to pay into the DMF. Thus, unceasing pressure to administer cuts is placed upon the FAS while other faculties direct their ire to their colleagues rather than central administration.

Yet, there are many ways to narrate and address the FAS deficit shortfall. At the most basic level, the administration has not adequately addressed the roots of the FAS' financial situation or committed to a path towards its financial sustainability. Specifically, it has never been highlighted (as far as the FBRC is aware) that the FAS already spends less per enrolled student than any other faculty or school on campus.⁴ Rather than simply a spendthrift outlier among faculties, the FAS has been the most impacted by the freezing of tuition (since its tuition was lower than other faculties at the moment it was frozen) and provincial grants, as well as the drop in international students, which has

ANNOUNCEMENT

Funding Deadlines

Tuition Support Plan

The fall submission window for the Tuition Support Plan is 1 September 2025 – 1 November 2025. Please See Appendix N of the Collective Agreement and access the application form here:

<https://queensu.ca.sharepoint.com/sites/HR-employees/SitePages/Tuition-Support-Plan.aspx>

Fund for Scholarly and Creative Work and Professional Development (Adjuncts)

The application deadline for the Fund for Scholarly and Creative Work and Professional Development (Adjuncts) is 6 October 2025. The application and guidelines can be found here:

<https://www.queensu.ca/faculty-relations/qufa/research-fund>

Childcare Support Plan

The application deadline for the Childcare Support Plan is 1 February 2026. Please see Appendix M of the Collective Agreement and access the application form here:

<https://queensu.ca.sharepoint.com/sites/HR-employees/SitePages/Childcare-Support-Plan.aspx>

caused stress to universities all over the province.⁵

Yet, despite characterizing the FAS deficit as something that must be addressed, decisions from central administration have actually *reduced* the ability of the FAS to balance its budget. With 1,200 seats transferred

PENSIONS

Turning 71 in 2025?

If you haven't yet activated all pensions (UPP, CPP, etc), you will need to do so by December 2025. This is not optional.

Please reach out to the University Pension Plan through the secure member portal on their Web site as soon as you can so that they can get you set up:

<https://www.myupp.ca>

For the Canada Pension Plan, you will need to set up a "My Service Canada" account and then follow the links to apply for the CPP:

<https://www.canada.ca/en/employment-social-development/services/my-account.html>

If you have other pensions, please contact your previous employers' pension offices for more information.

PETITION

Call on Ford to Fund Postsecondary Education!

A petition has been initiated by QUFA Members Diane Orihel and Paul Grogan (Biology) calling on the Ontario government:

To invest in Ontario's future by boosting Ontario's universities' base operating funds by 11.75% annually for a five-year period to bring Ontario close to the Canadian average.

Diane and Paul are working closely with Kingston and the Islands MPP Ted Hsu, who has been presenting signed petitions to the Ontario Legislature to pressure the government into adopting the recommendations from their own Blue-Ribbon Panel on Postsecondary Education Financial Sustainability. OCUFA is supporting the petition drive as they build towards a provincial day of lobbying on 5 November 2025.

If you would like to add your name to the petition or gather signatures on a petition page, please contact Diane directly (diane.orihel@queensu.ca). Signatures must be on paper copies that include names, addresses, postal codes, and signatures of all signees. Instructions for completing the petition can be found on OCUFA's Web site, along with relevant facts to support improved funding:

<https://ocufa.on.ca/assets/Fund-Our-Universities-Petition-Instructions.pdf>

A copy of the petition itself can also be found on the OCUFA Web site:

<https://ocufa.on.ca/assets/Fund-Our-Universities-Petition.pdf>

from the FAS to other faculties last year (300 per incoming class), the FAS' revenues from tuition or grants will drop into the future.⁶ This will make the ability of FAS to achieve a balanced budget more difficult and thus enshrine its dependence on the DMF. Of course, the university as a whole will bring in more revenue through shifting seats to higher tuition programs. However, while this helps the university's overall financial picture, it also sets up a situation where FAS will increasingly rely upon other faculties for support, and those faculties will have to transfer resources to FAS.

This situation of cross-faculty transfers is not, in and of itself, a problem. However, it does raise the question of why the DMF model has been chosen to accomplish this task

and about the politics of this choice. Again, missing context matters. Discussions around changing the budget model and inter-faculty transfers have been promised since Principal Deane's arrival on campus. In fact, in an October 2020 report entitled *Components of an Emerging Strategy*,⁷ the Principal wrote about the existing model as a divisive force:

... the budget model is frequently cited as one of these [divisive policies], not because of inherent flaws in the model itself, but because of certain behaviours it encourages. Embracing a fundamentally commercial approach to the distribution of resources (one in which units "earn" their revenues and therefore are assumed in principle to retain the full right to their use), activity-

based budgets make the university a marketplace where competition and the accumulation of capital dictate behaviour. (6)

In the report, the Principal went on to argue that the budget model contributes to "a climate of fear" (7) and stated that to rebuild a notion of community "we will have to make some changes to the budget model and to our processes that counteract the Balkanizing effect of those things as they are at present" (11). We argue that the administration's decisions since this report (most notably the politics of the DMF) have only amplified this climate and inter-university divisions.

Further, this process of revisiting the budget model appeared to be well under way when the Principal

GET INVOLVED

QUFA Caucuses

We are looking for Members to join our Caregivers Caucus, BIPOC Caucus, and New Faculty Caucus.

- **The Caregivers Caucus** connects Members involved in care responsibilities (e.g., young children, seniors, family members with disabilities) to share experiences and resources.
- **The BIPOC Caucus** supports and advocates for Members who are Black, Indigenous, racialized, and/or visible minorities. It is organized to discuss workplace matters specific to QUFA's BIPOC Members and to work towards racial equity in our workplace.
- **The New Faculty Caucus** connects recently appointed faculty (up to five years) to share pertinent experiences and concerns.

To inquire about joining any of these caucuses, please contact QUFA Political Action and Communications Committee (PACC) Chair Vanessa Thompson (vt25@queensu.ca).

announced a review of the model in an e-mail to faculty and staff in February 2022, as well as the hiring of the Huron Consulting Group to conduct this review. Yet, while Huron completed this review in June 2022, the University did not release its report until June 2024 when QUFA leadership requested it via the Senate and then submitted an FIPPA request for the report. Contained in Huron's work⁸ was clear guidance that the university should be engaging in more redistribution of funds. Huron calculated that the rate of centralized

funds for redistribution at Queen's at the time of their analysis was around 7% and noted that "Industry best practices see modern-day central fund tax rates around 10-20%, suggesting room for Queen's to increase their tax rate" (37). Updating for the current day, with a value of \$14.5 million, the DMF makes up a revenue tax of 2.2%, still leaving Queen's under the 10% that Huron listed as the industry standard. Again, the DMF is never discussed within this context of years of discussion around precisely this sort of action.

Unfortunately, despite beginning the process in October 2020, we have seen no action on the budget model. Instead, we have seen the creation of the DMF as a band-aid solution that acts as a divisive force among faculty. The DMF and the public statements of the administration present the redistribution of funds via the DMF as an extraordinary action rather than, as Huron described, industry best practice. In doing so, it further contributes to the "Balkanizing effect" that the Principal highlighted in 2020 by specifically targeting the FAS as the source of the problem and radically intensifies a system that, as the Principal previously identified, sees faculties as competing for revenues they own rather than contributing to the university as a whole. If the promised budget process from 2020 had been accomplished in line with the Principal's stated goal of "embracing in yet another way the notion of community" (11), or if the DMF had been placed within this wider context, the inter-faculty division and fear that has characterized the past several years of university life may have been mitigated.

Trust, Financial Transparency, and Collegial Governance

In the same report, Principal Deane argued that a university community is held together by "a glue made of three key ingredients:

communication, trust and generosity" (5). In our work tracking the financial transparency of the university, we have often been struck by how the administration has reduced previously available information over the past decade and fostered unclear communications regarding the overall financial picture of the university. The debate over the PIF outlined in the introduction is only one example of this. Below, we also discuss changes to financial reporting at Queen's since 2018-2019 and ways in which capital spending is reported in relation to public discussions of the operating budget.

For the former, until 2018-2019, the university used to publish a *Planning and Budgeting Annual Report*.⁹ This document, which ran 158 pages in 2018-2019, contained extensive details about student enrolment, budgets at both the faculty and unit levels, sources of revenue, and a variety of other information. For instance, the report included the amount spent by each office of the administration and in which budget area (e.g., partnerships or research services). It also included detailed budgets at the level of each faculty or school. This information is now no longer publicly available, as far as the FBRC is aware, and makes understanding how the financial situation is being handled by the university more difficult.

Further, public communications regarding the deficit have often been a source of confusion as attempts to provide a narrative around budget cuts result in misunderstandings. This is because such public reporting is often vastly different than what can be found in audited financial records. Notably, when the administration reports its yearly budget numbers in places like the *Queen's Gazette*¹⁰ or in its reports to the Board of Trustees,¹¹ it does not base these reports on the end-of-year actuals. Instead, such communications highlight a projected deficit figure that removes revenues

such as investment income and one-time grants from the surplus or deficit to create a new (more negative) figure termed an “Operating deficit to be addressed,” which can then be sent to the university community. These are not small-scale changes, as such new categorizations turned a realized surplus of \$20.4 million in 2024 into a reported deficit figure of \$55.7 million.¹² When the administration goes beyond presenting audited figures in public forums and instead creates new accounting categories, this erodes trust in the administration as it seeks to maximize its rhetorical backing for cuts.

What to Take Away?

The FBRC in no way diminishes the real financial challenges faced by the university owing to provincial policies. As we have highlighted from the beginning, however, the decisions on how to manage this crisis are real, and they are political choices. As the Principal stated upon taking up his position in 2020, decisions about budgets can lead to division or they can lead to community building. The lack of financial transparency and clear communication about the scale of the problem, and an unwillingness to take on the budget model within a community vision as promised, are decisions that have led to a situation where faculties (and faculty) are pitted against each other. This path was not, and is not, the only option available. More solidarity and collegial governance mechanisms should be respected going forward.

Notes

¹<https://qufa.ca/voices/>

²<https://web.archive.org/web/20231201045630/https://www.queensu.ca/financialservices/publications/detailed-financial-faqs>

³<https://www.queensu.ca/alumni/news/queens-board-of-trustees-approves-2025-26-budget>

⁴Exact figures here are difficult to calculate (see our discussion of transparency below). However, using a combination of presentations to the Board of Trustees and enrolment reports, best estimates are that FAS spends \$10,805 per student, approximately \$1,600 per student less than any other faculty or school, and over \$10,000 less than several other faculties or schools.

⁵<https://thelocal.to/ontario-post-secondary-education-funding-crisis/>

⁶<https://www.queensjournal.ca/senate-calls-for-analysis-on-impacts-of-arts-seat-reallocation/>

⁷https://www.queensu.ca/principal/sites/2pvcwww/files/uploaded_files/ConversationReport.pdf

⁸https://www.queensu.ca/provost/sites/provwww/files/uploaded_files/Budget/Queen's_ModelReviewReport_6.22.22_FINAL.pdf

⁹https://www.queensu.ca/financialservices/sites/finswww/files/uploaded_files/Publications/Annual%20Budget%20Reports/Reports%20on%20AB/Planning%20and%20Budgeting%20Annual%20Report%202018-19%20-%20web.pdf

¹⁰<https://www.queensu.ca/gazette/stories/queen-s-projects-2024-25-operating-budget-deficit>

¹¹[https://queensuniversity.civicweb.net/document/254507/Powerpoint%20and%20Draft%20FS%20\(Sept%2023\).pdf](https://queensuniversity.civicweb.net/document/254507/Powerpoint%20and%20Draft%20FS%20(Sept%2023).pdf)

¹²[https://queensuniversity.civicweb.net/document/254507/Powerpoint%20and%20Draft%20FS%20\(Sept%2023\).pdf](https://queensuniversity.civicweb.net/document/254507/Powerpoint%20and%20Draft%20FS%20(Sept%2023).pdf) (see page 7)

The Finance and Budget Review Committee (FBRC) can be reached at qufa@queensu.ca.

SOCIAL MEDIA

Access QUFA Online

Members can interact with QUFA in many different ways!

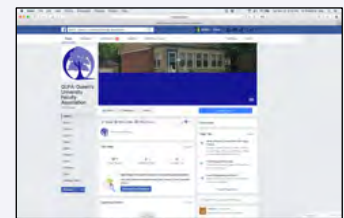
QUFA’s online and social-media resources contain a wealth of information about your faculty association, including upcoming events, information about the collective agreement, news items of interest, and more. Follow us!

QUFA Web Site



www.qufa.ca

QUFA on Facebook



www.facebook.com/qufapage

QUFA on Instagram



www.instagram.com/qufagram

QUFA Podcast



<https://qufa.ca/podcast/>

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 great 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 invite you to print out and post a copy of *QUFA Voices* in a visible place in your unit. This will enable us to reach even more Members than the e-version alone.

If you have missed an issue of *QUFA Voices*, you can always find back issues of the newsletter on the QUFA Web site.

www.qufa.ca/voices

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!

Welcome, New Members!

If you are a recent hire at Queen's, you can fill out an Association Membership form here:

www.qufa.ca/membership-form

To learn more about being a Member of the union Bargaining Unit and a Member of the Association, go here:

www.qufa.ca/about/#bar

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

QUFA EVENT

Fair Employment Week



QUFA is participating in Fair Employment Week, CAUT's annual campaign to raise awareness about precarious working conditions for contract academic staff, and to mobilize solidarity for better pay, job security, and rights.

Please drop by our information table:

21-22 October 2025
9.00 a.m. - 4.00 p.m.
outside the Cafeteria, Mackintosh-Corry Hall

Please find more information and shareable resources here:

<https://makeitfair.caut.ca/resources>

GRIEVANCE CORNER

Grieving Endpoint

Preparations are now underway for an association grievance arbitration objecting to the new Endpoint Protection software requirements

By Karen Sisson
Grievance Officer, QUFA

Happy fall and a warm welcome to the new academic year!

As many of you know, as of 2 June 2025, all Queen's faculty members are compelled by the Administration to install third-party software on any personal and/or "Queen's-owned" device used to access Queen's systems (e-mail, MS Teams, Peoplesoft, etc.). Faculty members have been advised by Queen's IT Services that any refusal or failure to install the third-party software on such devices will result in an immediate suspension of access to Queen's systems that are essential to the work of all faculty members. QUFA has grieved the new unilateral policy and its implementation as an unreasonable exercise of management rights, the primary concern being that the Endpoint requirements unreasonably infringe on faculty members' privacy rights.

The dispute raises important issues about the privacy rights enshrined in the Collective Agreement (CA), as well as privacy protections established via statute and the common law. Factors specific to the work of university faculty members may also be relevant, such as the degree of privacy protection reasonably required to uphold academic freedom principles, especially in circumstances where personal data collected by the software may be processed outside of Canada.

A university's role in fulfilling important governmental objectives, such as the promulgation of knowledge, may also be important

PROTECT YOURSELF

Signing "Side Agreements"

QUFA Members should protect their Collective Agreement rights by consulting QUFA before signing any kind of "side agreement" proposed by the Administration

At times, QUFA receives enquiries from Members seeking advice about a contract or agreement that has been proposed by the Administration without any involvement of QUFA or the Faculty Relations Office.

Sometimes the proposed contract is outside of the Collective Agreement (CA) because it is about a non-QUFA appointment.

However, there have also been situations where "side agreements" have been proposed that contain terms that fall under the purview of the CA.

If you are asked to sign an agreement that contains terms relevant to your conditions of employment, please seek QUFA's advice before signing as a means of protecting your CA rights.

considerations. While the Charter does not presumptively apply to all actions and decisions taken by a university, guiding jurisprudence suggests that an analysis considering implications of the Endpoint requirements to rights and protections enshrined in the Canadian Charter of Rights and Freedoms may be appropriate in these circumstances.

Given the complexity of some of these considerations, I will continue to consult with people who have expertise relevant to the issues in dispute as part of my preparation for the arbitration hearings. Some of that expertise will come from sources external to Queen's and QUFA, but there is also a significant supply of expertise within the QUFA Membership that may also assist QUFA in making its case.

Typically, when a grievance takes issue with a new rule or policy unilaterally imposed by the employer, the most straightforward claim is that the new rule breaches provisions in the CA. In this case, QUFA has claimed that the policy is in breach of Article 23 (Privacy). In the alternative, QUFA claims that the policy and its

implementation are unreasonable because the policy does not strike a reasonable balance between the employee's privacy rights and the employer's legitimate business needs. As a remedy to the grievance, QUFA has requested an order declaring the policy to be unreasonable and of no force or effect (as well as other remedies).

Members with questions about this or any other grievance matter are welcome to contact me directly. Members who may have pertinent information or insight respecting these disputes, including information about their experience when installing the software, are also invited to reach out.

Karen Sisson can be reached at ks233@queensu.ca.

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



Quaff with QUFA

for New Faculty and Librarian/Archivist Members!



New Faculty and Librarian/Archivist Members are invited to share a drink and socialize to kick off the new academic year!
(Open to new Members hired since 2021)

Tuesday 7 October 2025

1.00 p.m. – 2.30 p.m.

The Grad Club
(162 Barrie Street)

Please RSVP to ep43@queensu.ca by Monday 6 October 2025