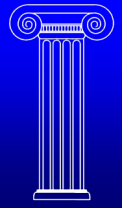


WLUFA advocate



Building community through dialogue, discussion and debate

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Enrolment Woes: Attracting Students in Tough Times

David Monod, History

WLU is in trouble. For two years the university has not met its admission targets. In 2013, admissions at the Waterloo campus declined slightly, pulled down by a 12 percent drop in the Faculty of Arts. This year's numbers are more dramatic and pervasive. According to Ontario University Application Centre July admission figures, Laurier was down 14 percent from 2013 levels, with the second worst application and admission record in the province. By August, recruiting had minimized the decline, but the University was still six percent below admission targets, with Arts 14 percent off-target.

It is tempting to see this as a provincial trend, but that's too simple. Laurier draws roughly 4,000 undergraduate applications a year, placing it in a similar league with Western, Queen's and Carleton, all of which saw applications rise in 2014. More worrying, Laurier's first choice applications fell a staggering 17 percent – the worst record in the province.

The Faculty of Arts suffered the largest drop, estimated at around 20 percent over 2013-14. Overall applications to the Arts in Ontario dropped by around 10 percent in 2014, making our decline part of a broader trend. But large numbers of students – more than 23,000 – still applied to Arts programs, and it remains by far the largest single program category. Those students still choosing an Arts degree – and there are many thousands of them – are simply choosing to do it elsewhere.

Why isn't Laurier more attractive to students? Perhaps because the institution has moved in the wrong direction in terms of its development (many point to the problem of being in the “comprehensive university” category in *Maclean's*), or perhaps it no longer offers an adequate choice of programs or an inviting physical space, or because it has marketed itself poorly (we sell ourselves as a university with a strong “community spirit”, sometimes interpreted by students as a “party school”). Alternately, the problem may be specific to Arts, a faculty sufficiently important to the university's image that its troubles have a ripple effect through the system.

Either the university needs to rethink its strategic plan or attend more closely to the one sick element. Given its repeated insistence on the importance of Liberal Arts to the institution, the recruiting office's urgings for new up-to-the-minute Arts programs and the changes that have taken place this summer in personnel, the institution seems to be leaning moderately towards the latter position while tinkering with its marketing. (*cont'd on p.2*)

Send submissions to the Advocate via email to wlufa@wlu.ca

Design and layout by Larissa Brocklebank

(cont'd from pg 1) No matter its cause, declining enrolment will have a powerful impact on faculty and students. The institution and faculty will need to devote more attention to ensuring students feel they are valued and supported. Because the university has recruited students with lower averages in an attempt to meet targets, more effort will have to be made to support students academically.

Such efforts cost money, at a time when budget cuts are being imposed. Because cuts can affect student and faculty morale, the university will need to be extraordinarily careful that it does not enter a spiral of decline. Admissions in 2015 will be lower if the institution looks like it is cutting courses, services, or if it engages in public battles with faculty or staff. Somehow, the institution will need to stretch existing resources while projecting a positive image to current students and potential applicants.

So far, the administration has taken the high-road. It has suggested cuts will be equitable and across the board: in effect, we will all hang together. This policy is a stay of execution for those faculties in the most trouble, particularly Arts, and should be treated as such. The relative gains enjoyed by those hardest hit by falling enrolment will need to be productively used to turn those faculties around before the axe falls in earnest.

But the administration's commitment to equitable cuts may not last. Launching the program prioritization process (IPRM), it has declared its interest in having faculty, staff and students make the critical decisions themselves about how cuts should be distributed. That undertaking has not been well received. The vast majority of faculty who responded to WLUFAs's polling clearly have no confidence in the process or its numbers. Moreover, program prioritization risks undermining the authority of program and faculty administrators (we've all heard the line: "we need to wait for the IPRM result before making a decision") at a time when innovative leadership and collegiality is critical.

Finally, the university administration has gambled on shifting the radical changes off-site, to Milton. Instead of a disruptive overhaul of education in Waterloo or Brantford, it hopes to lift its profile by expansion. Milton has the added benefit of providing jobs for faculty in programs on the other two campuses hit by declining numbers. Many faculty members see these various strategies as misguided, or worse.

But the university's approach is right in at least one respect: all of its strategies project strength not weakness, and this is vital in a period of crisis. The university community can't appear to be unravelling, shrinking, slashing, or fighting internally, or things will get much worse from a recruiting perspective.

Meanwhile, cuts are coming, and they will fall first on the most vulnerable: Contract Academic Faculty and part-time staff.

Already, Departments have been asked to plan for cuts of

either five or seven percent, and to consider eliminating all courses with small enrolments. Ute Lischke, the Chair of the English Department on the Waterloo campus notes that, "CAS are at tremendous risk. There is a much greater likelihood that they will not have teaching in the future – not only due to course cuts but also due to the possible need to shift Full-time Faculty into 'other' courses if their own cannot sustain enrolment."

Shrinking the Faculty of Arts is one solution to the problem and it goes hand-in-hand with a tendency, especially favored by those not in that Faculty, to see the large number of Arts programs as a problem. This may create pressure for a "unified degree" in Arts followed at some American colleges. In this model every department becomes an elective department, making it no longer necessary to offer specific courses deemed essential in a discipline. Such a unified degree is currently being proposed for a new "cost-effective" university in Brampton.

Giving up on a traditional Arts degree shouldn't be necessary. Although Arts enrolments are falling across Ontario, Laurier could work to secure a larger share of the tens of thousands of students who continue to want Arts degrees. WLU only needs to recruit five to 10 percent of all these students. In fact, for students drawn to the Arts, the prospect of studying at a smaller school that caters to their needs and aspirations should be attractive. Certainly, it used to be.

Renewing the appeal of our traditional, if damaged, core may seem to some like flushing good money after bad. Expansion looks like the easiest solution: start fresh in Milton with resources shifted out of the declining and intractable Waterloo campus. In all likelihood, administrators will try to mix together all these solutions which, given the institution's prudence when it comes to spending money, might mean a little bit of everything adding up to a lot of nothing.

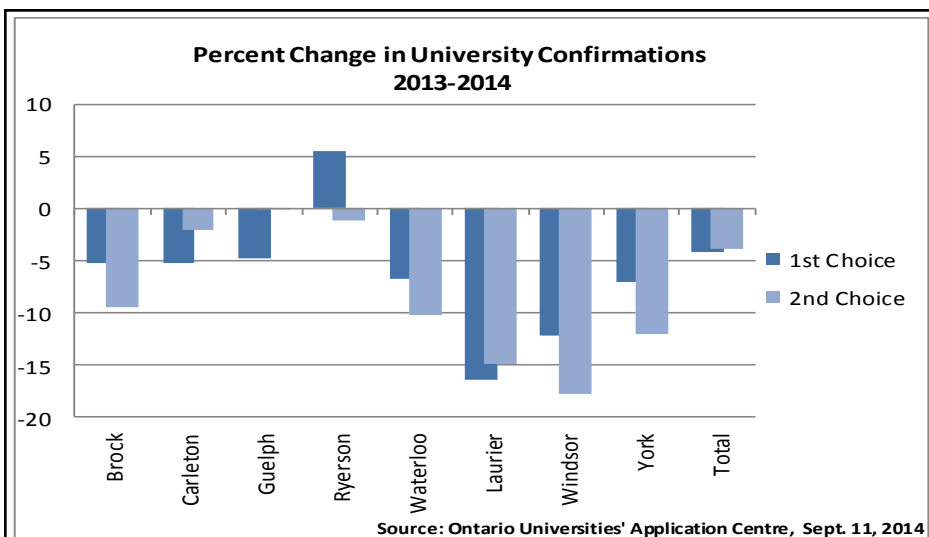
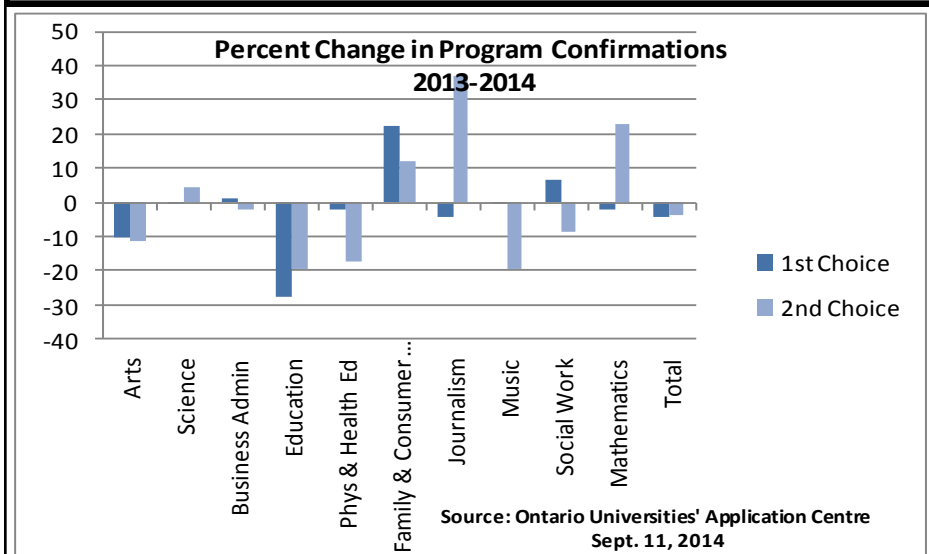
*The Communications Committee would
like to thank
Herbert Pimlott
for all his work in helping to
establish the inaugural
Communications Committee in 2012, and
overseeing the past two years' editions of
the Advocate.*

Mark your Calendars!

Kids' Christmas Party: December 6 @ 10:30 am to 1:00 pm Major Ballachey School in Brantford

End of Fall Term Dinner & Dance: December 4,
Drinks - 6:00 pm, Dinner - 6:30 pm in the Turret

Who's Going Where? A Snapshot of University Acceptances in Ontario



According to statistics published by the Ontario University Application Centre (OUAC), Agriculture and Landscape Architecture programs – areas outside of Laurier's purview – saw the greatest jump in confirmations. Of those programs Laurier specializes in, a number saw a drop in applications compared to last year. Meanwhile, nearly all universities in the "Comprehensive" category saw fewer confirmations from first and second choice students this year.

Confirmations indicate acceptances of offers by full-time first year undergraduates beginning study this term. Students can apply to at least three programs and/or universities, and can accept only one university's offer. Both of the charts shown here indicate the percentage change over last year's confirmations, broken down by students' first and second choices. For example, the number of acceptances from students who indicated Family and Consumer Studies programs as their second choice grew by 12 percent over last year. The OUAC site warns that "annual fluctuations in application volumes are a product of a number factors and they should be interpreted with caution."

Full data is available at:

<http://www.ouac.on.ca/statistics/ugrad-con-stats/>.

Transparency and the IPRM

Kari Brozowski, Health Studies

You asked us for more frequent updates on the IPRM process in the April 17 survey we sent you. A lack of transparency in the process – minutes of meetings are not posted – means that members often rely on rumours and hearsay. We do know that the IPRM committee co-chairs told Senate this month that the teams were finalizing their reports with a target date of October 15. A final report to Senate will probably be presented at the November 26 meeting. The University President has said that there would likely be a special Senate meeting in December to include a full discussion of the IPRM report. He affirmed, however, that the report would be immutable, and that Senate could only make comments on the report, which would then be forwarded to the Board for a final decision. This process is not what was outlined at the October 16, 2012, Senate meeting, at which the University President made a presentation stating: "The complete constituting document and full report of the Planning Task Force as envisioned in the IPRM process must be open to Senate discussion, referral, *amendment and approval* as is normal in matters of academic programming and evaluation" (emphasis added, see [Integrated Planning & Resource Management Presentation to Senate, October 16, 2012](#)). Notwithstanding the hard work and long hours our colleagues have put into the IPRM committees in good faith, the contradictions emphasize the ongoing lack of transparency and violation of the WLU Act in the IPRM process.

Transparency issues were also highlighted at the September 17 Senate meeting, with a proposal to place program development proposals and cyclical reviews "in camera." A number of Senators spoke eloquently against the proposal, resulting in a decision to table the motion and examine an alternative method to maintain secrecy within the university walls. However, any (*cont'd on pg 5*)

The Slow Burn of Faculty Negotiations

Sue Ferguson, Digital Media and Journalism

While the weather was cooler than usual this summer, negotiations between administrators and faculty associations have been anything but.

Strong-arm tactics by some administrations – such as Brock's proposal to rewrite 47 of 49 Articles in its Collective Agreement, or Windsor's threat to stop paying benefits and pension contributions – lit the flame. And a slow burn built from there as faculty at Guelph and Laurentian were met with administrative intransigence, leading to overwhelming strike mandates in both cases (89 and 90 percent respectively). Meanwhile, at Windsor, where the administration took the unprecedented step in July of imposing the terms and conditions of employment, faculty are scheduled to walk out on October 1.

Labour strife can be expected as universities ramp up efforts to restructure in response to neoliberal education ministries. Faculty across the country are subject to demands for leaner course delivery, over-crowded classrooms, and intensified competition for research grants – all of which chip away at the very meaning of a university education, and put us on the defensive, desperate to safeguard past gains and daring to push for only modest improvements.

Such restructuring depends upon administrators' capacity to devalue the work that we do. And the cutting edge of that devaluation is to transform fulltime, secure positions into "flexible," more poorly paid, short term contracts. The process is well underway, with the numbers and workload of contract faculty swelling at Laurier and elsewhere.

It often appears as though the interests of contract and permanent faculty run in opposite directions – as though the latter need to protect their jobs against incursions by the former. But it's not so

simple. We all benefit from being part of a group whose work is highly valued and appropriately compensated. The better off contract faculty are, the better off we all are. For starters, no one is in the next classroom doing similar work for less pay, thus contributing to a generalized devaluation of our work. And greater security and fulltime conversion opportunities for contract faculty means more warm bodies to take on committee work and contribute to a pension fund. It also means more colleagues with whom to collaborate.

It's too early in Laurier's permanent faculty bargaining season to predict its outcome. But as we go forward, it's important to keep the causes of the slow burn in mind. Keep in mind too that the Collective Agreement not only sets the terms of fulltime faculty working conditions, but also, at least in part, those of contract faculty. Clauses being negotiated around governance, professional teaching positions, pensions (page 6) and even the definition of what constitutes a course can and do directly affect contract faculty.

The WLUFA Executive has committed itself to building an inclusive union (page 7). Let's put some meat on those bones. Better working conditions and a stand against the worst effects of restructuring will only come about if we look out for – and figure out how to work with, rather than against – each other.

The next issue of the Advocate will raise some of the tough questions about how permanent and contract faculty are, and are not, in the same boat. Please send your own tough questions and ideas to the Communications Committee (page 8), and to our negotiating team (page 5).

You can help continue this conversation and others **by requesting print copies of the Advocate, and posting it** – on a Department or Program bulletin board or on your own office door. The web is great for saving trees (and money), but it's often a poor substitute for personal interaction. Making the *Advocate* and WLUFA newsletters visible and tangible will, we hope, spur us on to talk about the issues we're facing with colleagues. Print copies can be requested by emailing Larissa Brocklebank at:

lbrocklebank@wlu.ca.

Marking a little scary?
Take a well-deserved break...

And Join Us For A Mid-Term
Wine & Cheese Party

Date: Thursday, October 30th

Time: 4:00 – 6:00 p.m.

Place: Williams Fresh Café

(1 Market Square - Brantford)

Drink Tickets (Wine/Beer) and snack are provided



Network with Contract Faculty at these Coffeehouses:

October 22: In Kitchener @ Matter of Taste from 1:00 -2:30 pm

October 24: In Waterloo @ Veritas from 12:00 -1:30 pm

October 27: In Brantford @ Williams from 2:30 - 4:00 pm

Bargaining 101: Early Days in Full-time Contract Negotiations

Negotiations for Full-time Faculty and Librarians are under way. The teams exchanged proposals on September 11 and are slated to meet on Tuesdays and Thursdays thru December. Your negotiating team consists of:



Bill Salatka
Accounting – Chief Negotiator



Azim Essaji
Economics



Sheila McKee-Protopapas
Executive Director, WLUFA



Judy Bates
Geography



Patricia McLaren
Business and Technology Management
Brantford



Joanne Oud
Library

The main issues for this round of negotiations are:

- Protecting Association and Member rights in light of current and proposed multi-campus structuring
- Addressing Member needs and protecting Member rights due to changes in WLU's growth, its operations, and its reclassification as a "Comprehensive University"
- Protection and fair compensation for Members who take on additional supervisory duties in their departments and programs
- Modifying language in order to address operations in the Library
- Clarifying language for the Professional Teaching Positions in order to ensure that these positions are used fairly, equitably, and appropriately
- Protecting Member Benefits and negotiating fair Compensation such that WLU remains competitive with other universities in its sector and its category

As always, your team will keep you up to date with regular newsletters, announcements in the *Advocate* and email notifications. Please watch for these and, of course, direct your questions or concerns to the team via Bill at wsalatka@wlu.ca.

(cont'd from pg 3) alternative that bans the public from Senate meetings and discussions that are not private to the university, including program development and cyclical reviews, is a violation of the Wilfrid Laurier University Act. The WLU Act states: "meetings of Board of Governors and Senate . . . shall be open to public."

Here are the relevant passages:

24(1) Subject to subsection 2, the meetings of the Board of Governors and of the Senate, including committee meetings, shall be open to the public and prior notice of such meetings shall be given to the members and to the public in such manner as the Board of Governors and the Senate by by-law shall respectively determine, and no person shall be excluded therefrom except for improper conduct but, where confidential matters of the University are being considered, that part of the meeting may be held in camera.

Exception

24(2) Where matters of a personal nature concerning an individual may be disclosed at a meeting, the part of the meeting concerning such individual shall be held in camera unless such individual requests that such part of the meeting be open to the public.

One of our responsibilities as faculty is to ensure proper governance, in accordance with a provincially created University Act, is upheld to protect the right of the public to an open and transparent university. If we fail to do so, it is not clear who else will.



Can Contract Faculty Plan for a Future?

CAF and the Pension Conundrum

*Kimberly Ellis-Hale, Sociology
Helen Ramirez, Women & Gender Studies*

A pension? For many Contract Academic Faculty (CAF) it seems like a dream. When immediate concerns like dental care or prescriptions are unaffordable, putting money toward a pension seems virtually impossible. We know that planning for the future is vitally important, but our futures are measured differently – in four month increments. Many of us don't even know we can join a Laurier Plan, and those of us who do contribute, too frequently do so from pay cheques that are already desperately stretched.

It is not that we haven't been teaching at Laurier long enough to qualify for the University's plan because we have – you can find our names on the Long Service Recipients list for 2014. But we are not automatically, as a condition of our employment, signed onto the plan. We need to join it. And CAF have no say over what the pension plan looks like or what happens to it. It is negotiated as part of the permanent faculty Collective Agreement, not ours. We are included simply through a "me too" clause in our own Collective Agreement.

Some CAF – about 140 of us according to the last Association survey – are members of the University's plan. But because our pensions will be calculated as a percentage of how much we earn, matched by the University's contributions, we are likely to be working well into our dotage. Matter of fact, *if* we continue to scrape together the same number of courses we currently teach until age 66 ([average retirement age of regular faculty](#)) and continue contributing to Laurier's Plan, we can look forward to a pension of around \$23,000 per year. Better than nothing, of course, and with government subsidies intended to keep old folk above low income cut-offs – at least for now, that is – we should be fine (ahem – sorry, something caught in our throats there...).

Those of us who work primarily as CAF (about two-thirds of us have no other fulltime employment according to a 2013 Member survey) and who contribute to the pension plan know that our

meagre pensions will continue to put better housing, better food, medication, and dental care out of reach. The more insidious problem of not having benefits and a decent pension, however, is that it confirms that the University considers CAF unworthy of such an investment. We get the message – thanks.

As young academics, did we ever imagine we would be jobless or at best marginally employed in our 50s? Did we ever imagine we might not be able to afford to fill our prescriptions or get our teeth cleaned? No. Yet here we are. A colleague recently remarked, "Why worry about pensions when we'll be dead before it's time to collect." Hyperbolic? Perhaps, but the relationship between income (or in our case, lack of it) and health is well documented, and [Reevey and Deason's findings](#) regarding mental health and non-tenure track faculty seem to be just another nail in the coffins we won't be able to afford (see also [Focus on Contract Faculty Issue 1](#) on the WLUFA web site).

Age creeping up, minds and bodies pushed too hard - future looking bleak. Our years of experience work against us, making us less desirable on the circuit as we search for another contract to pay our bills and if we are lucky, contribute to a pension plan.

To those CAF who aren't already members of the Plan, see if you qualify and sign up now. (Go to [WLU Human Resources Pension Plan](#) or call #4368 to join).

And to you, our regular faculty colleagues, please remember that you negotiate our futures as well as your own. Fight to strengthen and protect the pension plan for all of us who work hard at Laurier with the hope that our present contributions will allow us to have a dignified future. As CAF, and as your fellow academics, we do not believe that you have too much -- only that there should be none who have too little.



Have coffee and cookies with your union President, Rob Kristofferson Rob is trying to locate himself in various Faculty "hotspots," but anyone is welcome to drop in at any time. This is where you'll find him in October:

Music: Thursday, October 2 in **A510**, 11:00 am to 1:00 pm

Social Work: Thursday, October 9 in **Room 108**, 11:00 am to 1:00 pm

Human & Social Science and Liberal Arts: Thursday, October 23 in **RCW324**, 11:00 am to 1:00 pm

If you are unable to make any of these times but still want to chat, contact Rob at rkristofferson@wlu.ca

This is Your Union: New Directions for Challenging Times

Rob Kristofferson, WLUFA President

Shock and awe is the modern university. Shock in the form of perpetual (manufactured?) budget crises that have been shown so clearly to enable management-friendly “decisions” in an atmosphere of “crisis capitalism.” Awe at the ever-growing spectrum of off-loaded daily activities we are continually required to keep heaping on to our already full plates of teaching, research and service.

Disorientation is the result. Today’s professor has scant time to get basic tasks done, leaving very little time to contemplate the bigger questions, like “What is a University?” “What is my role in such a place?” or “What is the role and function of a faculty association?”

These factors and others provided the frame for a day-long WLUFA Executive Retreat held on June 9, 2014. This forum provided Executive members with some time and space outside the barrage of daily issues to consider some of the larger questions facing us, including “How has the context within which we operate changed?” and “How do we best position ourselves to strengthen our organization amidst these changes?”

When considering our work environment and the academic complexion of the University, one thing is clear. Over the past decade and a half – and continuing indefinitely into the future – significant organizational growth and structural change marks our daily realities at Laurier. An ever-increasing array of new programs has doubled enrolment since 2000. Permanent faculty numbers have not kept pace with that growth and now our contract faculty (CAS) provide instruction to half of our undergraduates. We work in a decidedly multi-campus environment – Brantford has over 3,000 students, and the University is poised to deliver courses almost immediately if the proposal for a Milton Campus is approved. Overseeing this expansion is an ever-growing administrative apparatus. The list goes on.

Your executive understands WLUFA must take an active approach to how we position our organization in this new context. As one example, both our general membership and the constituencies they form within the University have become more diverse, especially with the growth of the Brantford campus and increasing reliance on CAS instructors. It is, therefore, increasingly important that we continue to forge a consciously inclusive unionism. In order to both reach out to, and hear the concerns of, our Members across academic units I have instituted – as a small step in that direction – “Coffee and Cookies with Kristofferson,” an alliterative practice unashamedly borrowed from our senior administration.

Most importantly, this is *your* union. There is room for us all to play a part and to be heard. The executive seeks to open up to our Members pathways to participation. The contribution of your wide-ranging expertise and your commitment to issues builds capacity, diversifies our institutional knowledge, and creates positive momentum. As such, WLUFA Members have the capacity to continue setting the national standard in transacting the “business” of the union through the negotiation and administration of contracts – but we can also push far beyond these traditional practices.

Speaking of contracts, as this issue goes to press we have just entered into negotiations for a new Full-time Agreement. I am truly impressed by our bargaining team comprised of Chief Negotiator, Bill Salatka, as well as Judy Bates, Azim Essaji, Sheila McKee-Protopapas, Patricia McLaren and Joanne Oud. They have spent hundreds of hours distilling survey results, meeting notes, grievance results, letters of understanding, and much more into a comprehensive set of bargaining proposals. The extremely strong endorsement of the proposals by our Membership is a testament to the combination of expertise, sensitivity and care that went into the formulation of the proposals. I am proud to have them representing our mutual interests at the bargaining table.

Lastly, I would like to acknowledge the courage and articulate voice of three of our Contract Faculty Members: Kimberly Ellis-Hale, Kane Faucher and Helen Ramirez. They, along with full-timer Herbert Pimlott, made bold steps to further publicize the ever-deepening plight of contract faculty at universities across Canada. If you haven’t heard the CBC Sunday Edition special by Ira Basen entitled *Class Struggle* featuring their stories, I’d urge you to download it (see below).

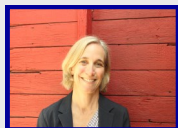
Basen’s documentary takes a small step toward that “consciously inclusive unionism” I mentioned earlier. It is my hope that we will all keep that momentum going.

WLUFA advocate Editorial Policy

The views expressed in WLUFA advocate are those of the individual authors and do not necessarily reflect those of WLUFA, the Communications Committee, and /or the editor, except where such views are clearly indicated. The editor reserves the right to edit and reformat submissions to meet the format and requirements of the newsletter. It is the policy of WLUFA advocate to encourage discussion and debate that is respectful. We do not (re)print or publish *ad hominem* attacks on fellow members, nor any submissions that might be deemed libellous or discriminatory. Submissions to the newsletter must include name and contact information, and name(s) may be withheld upon request.

View the article [Most university undergrads now taught by poorly paid part-timers](#) and listen to the documentary “Class Struggles” by Ira Basen, CBC News





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Your Communications Committee 2014

It takes two to tango. And the dance between union membership and its executive is no exception. The Communications Committee is all about strengthening those ties by ensuring not only that Members are informed of WLUFA news and activities, but that, crucially, members' voices are also heard. WLUFA is, after all, your union.

As permanent faculty enter negotiations this fall for a new contract – a contract that will have a significant impact on all faculty at WLU, no doubt – we are committed to ramping up the conversation, whether in print, online or in person. Why not make some time to tune into our missives, and participate in meetings and the occasional survey? Let us know what you think – about the issues, the union, our publications, the university, the state of post-secondary education.

Feel free to reach us through our regular Laurier email addresses, or you can contact the Communications Committee through the WLUFA office by emailing Larissa Brocklebank at lbrocklebank@wlu.ca.

Your Communications Committee is keeping the conversation going through:

The WLUFA Advocate: published four times a year, the Advocate newsletter is emailed to every Association member, and also available in hard copy upon request. Publication dates for this volume are: Sept. 30, 2014; November 25, 2014; January 27, 2015; and March 31, 2015. You can also find it under the Newsletters link on our home page, <http://www.wlufa.ca/>.

Upcoming issues will feature articles on closed-door decision-making at Laurier, building solidarity between permanent and contract faculty, restructuring the university sector, and more. We'll also continue to keep you updated on IPRM, Full-time Faculty and Librarian negotiations, and University spending. Feel free to send us an email if there is any issue to which you'd like us to give more coverage.

Bargaining updates and other short newsletters: Bill Salatka, the head of our negotiating team, will send regular updates about the bargaining process as negotiations get underway this fall. We will keep you informed of other important issues as they arise with similar short newsletters.

Focus on Contract Faculty: This is a monthly newsletter containing news, views and resources relevant to contract faculty members. It will be emailed to contract faculty only, but is available to all faculty online on the WLUFA website.

Surveys: Please fill out the WLUFA surveys to help us know how we can best serve you.

Our Mandate:

The Members of the WLUFA Communications Committee shall:

1. Facilitate debate and discussion among all (contract and permanent) Members, and between Members and WLUFA Executive in mediated and interpersonal forums;
2. Manage the various WLUFA communication forums, including but not limited to "The Advocate", and social media accounts (on such sites as Facebook, Twitter, Tumblr, etc.);
3. Educate Members on the roles and processes of WLUFA and unions, as well as on Member rights, risks and protections;
4. Provide Members with facts and figures required to make independent and collective judgements about workplace issues;
5. Ensure that the rights and protections of Members are well represented;
6. Be committed to a diverse conversation;
7. Facilitate communication among students and Members; and
8. Develop communications priorities, strategies, and messages in support of the WLUFA Executive Committee.