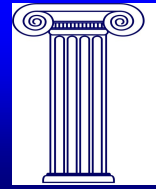


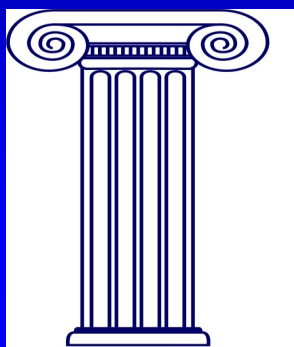
advocate



Building community through dialogue, discussion and debate

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What's in a Name? What's in a Newsletter?

In developing a name for the newsletter, we thought about 'advocate', and discussed having the word, without the article (definite or indefinite), because it means that 'advocate' can be read as both a noun and a verb, and that it can be referred to as what our union's role is and what it does, especially when it has the name of our union in front of it: [the] WLUF *advocate*. It also can be understood as an imperative to others, to 'advocate', to support the work of others. The lower case 'a' in front is, in part, a symbolic gesture to emphasize that in any democratic organization, like a union, all are considered equal, no one is or should be considered above or better than any other.

Our newsletter is about building community and that means providing the means of communication to enable dialogue, discussion and debate between the members of our union.

We are looking to you to make this newsletter the best advocate for faculty and academic librarians that we can make it, recognizing the contributions that we make to the success of each other, and in solidarity with each other. We should not forget that the success of any student and the success of any academic program – from Arabic to Women's Studies – is dependent upon what each one of us does in teaching and research in our own particular disciplines which in turn facilitates and helps Laurier, not just as a university but also as a community, to grow and develop.

Our Executive needs a means to communicate to the membership on a regular basis (outside of bargaining unit emails and the newsletters sent, usually, during negotiations), while our members need a means to engage with each other in a medium where our voices are privileged, our concerns are raised and

(Continued on page 2)

From the President: Provincial Proposals Looming

Here is the first in our new series of newsletters which we hope you will find informative and an enjoyable read. Much of this first newsletter will be devoted to addressing issues around the Integrated Planning and Resource Management (IPRM) initiative. There are several contributors working on that issue so I will leave it up to them to fill you in on the recent developments on that issue. For this issue, my role is to tell you about the proposals that are

coming down from McGuinty's Provincial Liberal government. These proposals are very far-reaching and could potentially change the nature of our universities in the future.

Wage Constraint Proposal

The first proposal is facetiously entitled 'Respecting Collective Bargaining Act (Public Sector), 2012 and is Section 2 of

(Continued on page 2)

The WLUFU Communications Committee was established this year and its remit is to develop WLUFU's communications between its different constituencies, and between WLUFU members and their Executive. There are two representatives for each constituency: regular academic faculty and academic librarians (tenure-track, tenured and full-time, limited-term); contract academic faculty and academic librarians (a.k.a. contract academic staff); Brantford campus faculty and academic librarians.

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What's in a Name (cont'd)

we are welcomed to debate and discuss the challenges we face. We need a means to ensure that all voices are being heard as opposed to just a privileged few: one builds community through full and frank dialogue.

It's your union, your newsletter, your voice!

Provincial Proposals (cont'd)

the draft 'Protecting Public Services Act, 2012'. If enacted, Section 2 of the Act would apply to university employers and all bargaining units on campus, including those that represent academic and non-academic staff. In total 2,295 collective agreements representing 480,000 workers would be affected. The Act would apply to the first collective agreement reached following its enactment and before its termination. The termination of the legislation is proposed as the date on which the Ontario government determines that the deficit has been eliminated, which could be in 2018.

Each new collective agreement must be at least two years in length, and each would be subject to the scrutiny of the Management Board of Cabinet which would issue 'mandates' that set out criteria by which employers and bargaining units would be required to negotiate a new collective agreement. The goal of the mandates is to ensure that any new collective agreement 'is consistent with the Province's goals to eliminate the deficit and protect the delivery of public service' [Section 5(1)]. The criteria would address compensation and service delivery and any other matters the Management Board of Cabinet considers appropriate. In other words, the mandates may address both monetary and non-monetary provisions. It is expected that

Contact us.
Let us know what you think.
Write a letter.
Get involved.

the mandates will require 0% wage settlements for at least two years and, likely, any movement through the salary grid (CDIs) and performance-based compensation (merit pay) would not meet the provincial criteria. Unbelievably, it would also prohibit the \$120 seniority increment for any CAS members who achieve seniority for the first time after the legislation comes into effect. The draft legislation would also prohibit catch-up provisions (e.g. 0 for two years followed by an increase of some percentage).

Once a collective agreement has been reached, the employer would be required to submit a copy of the agreement to the Minister for review. Failure to meet the criteria would result in the collective agreement being referred back to the parties for amendment. If no agreement can be reached that fulfills the criteria set out in the mandate, the Minister, following consultations with the employer (*not* the employee group) may impose a collective agreement on the parties.

Depending on the specific criteria set out in the mandate, the extent to which articles could be changed through negotiations would be limited and, moreover, although strikes have not been directly

(Continued on page 3)

banned under the proposed legislation, as a practical matter the Minister's powers to impose a collective agreement would have the effect of rendering strike action illusory and, once imposed, would render any further strike activity unlawful.

In order to pass, the Act requires the support of either the NDP's under Andrea Horwath or the Conservatives under Tim Hudak. The NDP are unlikely to support the legislation, and Hudak has already indicated that he considers the proposed legislation to be "toothless" and so is seeking amendments that would break existing collective agreements and impose the wage constraint immediately, something that the Liberals are avoiding so as to reduce the risk of costly court challenges from unions that would result in a threat to public services.

You will be kept informed regarding possible responses to these proposals.

Proposed Changes to University Pensions:

A second piece of legislation that directly affects university academic and non-academic staff concerns our pensions. The government is proposing legislation to create a province-wide Jointly Sponsored Pension Plan (JSPP) for the university sector. The purpose of the JSPP is to pool the assets of existing pension plans as a way of exploiting efficiencies and economies of scale, so as to reduce the management costs associated with administering individual pension plans. The suggested advantages include gaining access to more sophisticated investment skills and instruments in light of the much larger pool of investment funds.

Under our existing plan, the Administration must bear the costs associated with our pension plan

but under the JSPP proposals, members would be required to share the costs on a 50/50 basis with the pension sponsor. This could have the effect of raising members' contributions above the existing rate.

OCUFA has retained Eckler Ltd (Consultants and Actuaries) to provide detailed information on the possible changes to our pension scheme and their impacts on our members during two live webinars later in October. Each webinar will have an interactive portion during which members may ask questions, and each webinar will be repeated on the day following the first webinar.

We will advise you of the times and dates of these webinars.

Transformational Change:

The third challenge we are facing relates to the government's "transformational change" agenda promoted by the Minister of Training Colleges and Universities, Glen Murray. His proposals do not identify the challenges the proposed reforms are meant to address, but it became apparent during summer workshops that the goal of the discussion paper is cost containment. The government is attempting to accommodate rising enrollments and preserve educational quality without investing additional funds, which it claims will be achieved by increasing efficiency mechanisms and the 'redeployment of resources'.

The government document suggests that proposals may include a more labour-market ready three-year degree program for students; funding based on learning outcomes rather than the current system of funding per student based on the nature of the program in which they are enrolled; and an expansion of online education across the entire univer-

sity sector, even in the face of evidence which suggests that while students find online courses useful they are a poor substitute for in-class face-to-face learning.

The Minister argues that Ontario universities are not innovative and that they are insufficiently productive. In reality, faculty are demonstrating a high degree of pedagogical innovation every day and the sector has made remarkable gains in productivity over the past decade. On average, we teach 22% more students than we did in 2000, Ontario university operating costs are 13% lower than the Canadian average, and faculty salaries per student are 18% below the rest of Canada (OCUFA, 2012). We also have the highest student-to-faculty ratio (28:1). Ontario's professors are educating more students than anywhere else in the country with fewer resources – clearly a textbook example of enhanced productivity.

Ontario's university administrations were required to submit Strategic Mandate Agreements to the MTCU, which will be evaluated (though the criteria have not been made clear) for universities that demonstrate innovative behavior to share in a \$30 million pool of money. WLU's Strategic Mandate Agreement is available at this link:

http://www.wlu.ca/documents/52561/LAURIER_SMA_October5_FINAL_2.pdf

WLUFU will keep you informed regarding all of these proposed changes in future newsletters.

Judy Bates

EYES ON I.P.R.M.

WLUFA Motion Latest Development in Growing Faculty Discontent over IPRM

In response to growing faculty and librarian concerns over the proposed Institutional Planning and Resource Management (IPRM) Initiative, WLUFA members passed a motion calling on Senators to reject the IPRM process as presently constituted. The motion was just the latest development in growing faculty concern over the potential implications and consequences for the quality and integrity of academic programs and pedagogy, including the diversity of curricula and student choice, in the lead up to Senate's meeting on Tuesday 16 October 2012.

Several programs and departments, at both Brantford and Waterloo campuses, have been preparing, discussing and passing motions dealing with the IPRM process and the position of Senate as stated in the WLU Act. The whole process could be deemed a breach of the WLU Act (1973) (i.e. illegal), if the IPRM is challenged by the union and ends up being sent to an arbitrator. An excerpt from an e-mail from WLUFA's law firm, which was read out at the meeting, indicated that, since it appears that the IPRM is a parallel process intended to sideline Senate, so that it becomes merely a "rubber-stamping" rather than a "policy-making" body, it is likely that an arbitrator would side with the union. Several senators at the meeting pointed out that Senate has been told that they can only vote for or against the IPRM; they are not permitted to amend, or in any way alter, it.

Committees established by the administration or the Board of Governors (BoG) are not mandated by Senate and are therefore likely to be challenged as having no actual legal status to affect issues that are deemed to be under the remit of Senate: i.e. academic issues. The IPRM process as presently constituted would lead to non-academics and faculty from different disciplines making decisions about academic programs over which they have no expertise.

As many faculty pointed out, there is already an extensive review process to which all academic programs are subjected and the IPRM would be an additional burden on faculty.

Shifts in justifications for the IPRM, as well as the administration's resistance to making the process democratic, made many faculty suspicious of the real aims behind this process. The administration eventually agreed to allowing only 30% of IPRM committee members to be elected, which means that it will have selected and appointed the other 70%. Faculty concerns have also been raised by the administration's claim that the IPRM is a "bottom up" process, which is an odd claim coming from those at the top of the university bureaucracy.

"The IPRM was initially being sold by the senior administration as a 'bottom up' initiative. Of course it was nothing of the sort. However, it did provoke a *real* 'bottom up' set of initiatives in the form of opposition to the process by faculty members across not only departments and disciplines but campuses; the resistance to the IPRM was a true multi-campus initiative," said Garry Potter, who moved the motion.

Questions were also raised about whether the IPRM had been put out to tender. Penelope Ironstone raised this issue because faculty, such as herself, who have administrative responsibilities as program and department chairs, have to attend workshops where they learn the proper procurement procedures for any purchases over \$5,000 (faculty have been told that the IPRM costs \$30,000).

Other concerns raised included IPRM workshop participants who noted the consultants' lack of awareness of the specificities of Canadian universities, and that the administration doesn't really know what it is doing. "There's no there, there", as an SBE professor put it.

**Senate meets Tuesday, Oct. 16 at 4 pm. in the Senate/ Board Chambers
Please try to attend this very important meeting!**

***Vox Prof* ON I.P.R.M.**

Robin Waugh: Academic Programs & IPRM Re- views

“Two Kinds of Reviews”

I attended an IPRM “workshop” with the consultant in late August, where he dismissed periodic reviews of academic programs as largely matters of accreditation. Not only is such minimization of the large amounts of faculty labour that go into these reviews crass but it is also misleading. Periodic reviews concern resources in exactly the way that any IPRM would concern resources. The dismissive attitude and misrepresentation occurs no doubt because periodic review reports almost inevitably ask for *increased resources* for the programs they examine, and this is not what the administration wants to hear. A reasonable response to a request for an IPRM is that Laurier does not need one. Instead of engaging the faculty in pointless labour, the administration should use the existing resources reports in periodic reviews to lobby the Ontario government for fair and adequate funding for academic programs in the province.

“A Misinformed Consultant”

The consultant at the IPRM would have it that university employees are good at creating programs and not very good at winding them down when this seems necessary. Not true. The Arts Faculty has been proactive about scrutinizing its programs. Several programs have been restructured and some even wound down in the twelve years that I have been at Laurier. Furthermore, we’ve constantly had to re-design, re-structure, and adapt courses, programs, and even whole departments at WLU during this last decade, largely due to massive increases in enrollments without matching increases in resources. Our morale is bad enough without having our abilities mischaracterized by expensive and patronizing consultants who can only push a simplistic agenda that does not in the least suit Laurier’s various missions.

Irene Tencinger: Two Moments of the IPRM Work- shop at Brantford

One of the faculty members asked a question about how the IPRM proc-

ess works in connection with the processes outlined in the Collective Agreement. The point was made that IPRM might go against articles in the collective agreement. The facilitator’s response to this was to suggest eventually those articles will be opened up during negotiations and altered accordingly. Essentially it seemed to me he was telling us what we would be negotiating away and where we would be making concessions.

The second moment that stuck with me was an example the facilitator used to demonstrate the value of the IPRM process in helping us to reassess where we would want to allocate resources. He suggested that when the faculty go through the process they might come to realize the program they are affiliated with is under-performing. He used an example where a faculty member did come to this realization and agreed that his program should be phased out, but then the facilitator went on to say that this particular faculty member was on the verge of retiring.

Motion:

It is WLUFAs position that Senate is the sole decision-making body regarding academic matters at the University. Furthermore, in keeping with the principle governing composition of Senate, it is the position of the Association that committees with input into academic decisions must be comprised of a majority of faculty and academic librarians, freely nominated and freely and democratically elected.

The IPRM process, as currently proposed by the Administration, does not satisfy these conditions.

At present the process has no mandate from Senate; and the voting procedures established by the Administration do not provide for free election of a majority of Members on the related committees.

Therefore:

- 1) WLUFAs urges Senators to vote against giving a mandate to the IPRM process as it is presently constituted.**
- 2) WLUFAs advises its members not to participate in the process, as long as the committee structures and process remain undemocratic and contrary to the spirit of academic governance.**

More... *Vox Prof* ON I.P.R.M.

Kari Brozowski: Concerns for WLUFA Participa- tion in the IPRM Initiative

Fellow members, I would like to address the serious flaws in the IPRM process which was initiated on May 1, 2012, by Wilfrid Laurier University President, Max Blouw.

As members of the Wilfrid Laurier University Senate, we are not responsible to a committee or body that lies outside of the Senate. According to Section 19(k) of the Wilfrid Laurier University Act (1973), the Senate has the power to “create councils and committees to exercise its powers.” These committees and councils must be created according to Senate by-law 5.1, paragraph 2: “All Senate committees, unless otherwise decided by Senate, shall reflect as far as possible the composition of the Senate as established by the Act.” So, according to the WLU Act (1973), 50 percent +1 must be faculty who are elected, and if there are other members on the committee, it must be decided upon by the WLU Senate and not by the University President, as has been the case with the IPRM.

The University President’s unilateral creation of the President’s IPRM Task Force body and membership on such committees deems it as a Board or Administration committee. It follows that it is not a Senate committee, given that it was not created by Senate, nor does it follow Senate by-laws. Consequently, as faculty we are only required to participate on committees that are part of the Senate, not on Board or Administration committees.

It is interesting to note that an article was published in the CAUT bulletin in 2003 by Tim Quigley titled, “A Study in Top-Down Mismanagement,” where the same consultants were used in a similar IPRM plan at the University of Saskatchewan. After seeking a legal opinion, the union found the process designed by the administration to be illegal.

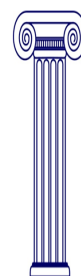
There is already in existence a process for program cuts, known as Financial Exigency or Program Redundancy, and this process is clearly and fairly outlined in the Collective Agreement. This is a careful process, which takes a while to complete. Furthermore, we already have a method of program review which takes place every seven years and is carried out under the authority of the Ontario Ministry of Training, Colleges and Universities. Why would we short cut this process? The IPRM is a duplication of these processes and is using funds that could be applied to support current programs.

The University President has stated that this IPRM plan is about the re-allocation of resources, which can include cutting or “phasing out” programs. This is thinly veiled rhetoric for what amounts to job cuts within the WLU community. As faculty, if we were to participate in the IPRM plan, we would be placing fellow members at risk of losing their jobs. Although promoters of the IPRM are trying to reassure WLUFA members that they are not in danger of losing their jobs, there is no guarantee given the nature of the IPRM plan. We are also putting our fellow Contract Academic Faculty (CAF) (also known as CAS) and other WLU support staff members, including members

of CUPE and OSSTF at risk of losing their jobs. It is well known that the loss of a job can cause major disruption in people’s lives and the lives of their families. This can include loss of a home, divorce, mental health issues, and even possibly suicide. As members of a union, it is our responsibility to help protect the jobs of our fellow members and members of the WLU community, as this is the reciprocal nature – and strength – of a union.

***advocate* Editorial Policy**

The views expressed in *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 *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 libelous or discriminatory. Submissions to the newsletter must include name and contact information, and name(s) may be withheld upon request.



WLUFA

Wilfrid Laurier University
Faculty Association

Fair Employment Week

The annual Fairness in Employment Week highlights the “overuse and exploitation of contract academic staff”.

The CAUT, our national federation of faculty unions and associations, has joined with a coalition of organizations, unions and activists across the US, Canada and Mexico to organize Fair Employment Week, annually. The goals of the Week are:

- to raise contingent academic labour issues nationally and locally in media and policy circles, and
- to stimulate organizing and support local collective bargaining initiatives.

FEW is a highly decentralized and flexible campaign which emphasizes the need for fair employment practices for contract academic faculty.

To recognize Fairness in Employment Week, the Contract Academic Faculty Working Group is inviting all faculty, staff and students to an open discussion forum in the Concourse on October 25th from 10 am to 1pm. This event is about identifying the problems that exist for contract faculty at Laurier and about strategizing how we can build a more equitable institution.

Come and join the conversation!

What is a Grievance?

Sheila McKee-Protopapas, Grievance Co-ordinator

The definition of a grievance is the same in both WLUFA Collective Agreements:

grievance: is any dispute or difference arising out of the application, interpretation, administration, or alleged violation of the provisions of this Agreement.

It is important to note that a grievance can only be filed against your employer. You cannot grieve against other members of your own bargaining unit or against employees in other bargaining units (whether faculty or staff). For faculty, this means that grievances are always filed against either the Dean or the Vice-President: Academic. Grievances can be further broken down into individual or association.

An individual grievance means there was a specific breach of the Collective Agreement involving one person (occasionally more than one person). An association grievance is filed if there is a widespread practice that involves, or could involve, several members or a group of members. All individual grievances start at Step I unless they fall under certain articles that are automatically grieved at Step II. Association grievances are filed at Step II.

A Step I grievance is heard by the

Dean of the relevant Faculty and a Step II grievance is heard by the Vice-President: Academic. The next stage after Step II is arbitration, which is a lengthy and costly process that can only occur after Step II is completed, and it requires permission from the WLUFA Executive Committee.

(to be continued in next issue)

Brantford (cont'd from page 8)

The WLU administration challenged these figures in the last round of collective bargaining, and WLUFA failed to gain any increase in salaries for Brantford faculty.

On the IPRM front, the recent motion passed at the WLUFA General Meeting on Oct. 4, 2012 to advise members to not participate in the IPRM (as long as the process is undemocratic), is most welcome in Brantford. If IPRM proceeds, the Brantford Campus has a number of small and new programs and a sizeable labour force of contract faculty, all of which would be at risk of being cut to satisfy the neo-liberal agenda of the WLU administration.

Lastly, multi-campus governance will affect the Brantford Campus directly. Brantford faculty in certain programs (e.g. English, Psychology, History) have serious concerns about their teaching and service, especially if they are required to report to and receive direction from Waterloo Campus departments. At the last Executive Meeting (September 25, 2012), I reminded the WLUFA Executive of the concerns of the Brantford faculty. I will continue to press WLUFA to ensure that Brantford issues are addressed.

DID YOU KNOW?

While the term “CAS” serves its purpose for bargaining, most contract faculty prefer to use the term “contract academic faculty” rather than “contract academic staff”.

Not only does this differentiate contract faculty from the bargaining unit designated as “staff” at WLU, but – more importantly – it also aligns contractually-employed professors with their tenured and tenure-track colleagues with whom they share the professional duties of teaching, research and service at the university.

News From Your Faculty Liaison Officers...

Judith Fletcher

Full-time Faculty Liaison

These are historic times for collective bargaining units in Canada: as resources shrink, unions will have greater challenges to face. My particular concern pertains to the increasingly stressful working conditions that we as academics are confronting in this new reality.

I am committed to bringing attention to the acceleration of professional incivility and bullying on all our campuses. A recent workshop on the issue was held this past spring on the Waterloo campus, and to judge from the attendance and engagement of the participants, bullying is a concern for many constituencies. The problem cuts a wide swath through our workplace: gender is certainly a consideration, but it is not the only contributing factor to the toxicity that now shapes our professional lives. The effects on productivity and morale are easy enough to recognize, but apparently more difficult to address.

Over the next few months I will be reporting on current research concerning dysfunctional academic environments. My aim is to identify the issue more clearly and to work constructively towards finding solutions to this growing problem.

**Senate meets Tuesday,
Oct. 16 at 4 pm. in the
Senate/ Board Cham-
bers
Please try to attend this
very important meeting!**

Helen Ramirez

Contract Faculty Liaison

As the WLUFA liaison for CAS, my role on the Communications Committee is to make sure our voices are heard and that we build solidarity and support across our bargaining and discipline sectors. I view this newsletter as the vehicle to ensure that there is a place to engage in larger conversations with one another and to practice democracy while defending education.

I encourage all contract faculty to read the items in this newsletter related to both the possible provincial legislation regarding bargaining and also to the IPRM process that is planned for this university. Both could have serious repercussions for us, the most "at risk" at WLU.

As we head into another round of bargaining at the end of this academic year, it is imperative that we remain informed and that we do all we can to be sure that our collective voices are heard here at Laurier.

**Fair Employment
Week
Discussion Session
Oct. 25
Concourse
10 am to 1 pm**

**All are welcome to
join the conversation!**

Gary Warrick

Brantford Faculty Liaison

WLUFA members of the Brantford Campus (Laurier Brantford) have designated representation on the WLUFA Executive Committee and on the Communications Committee. It is my job, as Brantford Liaison Officer, to act as a spokesperson and advocate for Brantford faculty and academic librarians, including both regular and contract faculty, in representing their concerns to WLUFA and to membership at large.

There are a unique set of challenges facing faculty at Laurier Brantford and this column in the newsletter will address issues of special concern for Brantford faculty.

Over the last few months, in the hallways and at meetings, there are some key issues that Brantford faculty talk about - a lot. The issues are workload, compensation, IPRM, and multi-campus governance. Workload is perhaps of greatest concern. In April 2011, the final report of the "Bilateral Committee on Brantford Campus Workload" was submitted to the WLU administration. It clearly spells out that Brantford faculty labour under a heavy burden, teaching large classes with no teaching assistants, and performing two to four times more in service commitments and obligations than faculty at the Waterloo campus.

Closely related to excessive workload, Brantford faculty are paid \$3,000 less than faculty in the Faculty of Arts, WLU and \$10,000 less than the average for all faculty at the Waterloo Campus, WLU.

(continued on page 7)