

# QUFA VOICES

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### PRESIDENT'S VOICE

## Gearing Up for Bargaining

QUFA Members are invited to attend Member consultation meetings as we prepare for collective bargaining in December

By Diane Beauchemin  
President, QUFA



Welcome to the 2014-2015 academic year, which will be a very active one for QUFA. Our collective agreement expires on 30 April 2015, and we

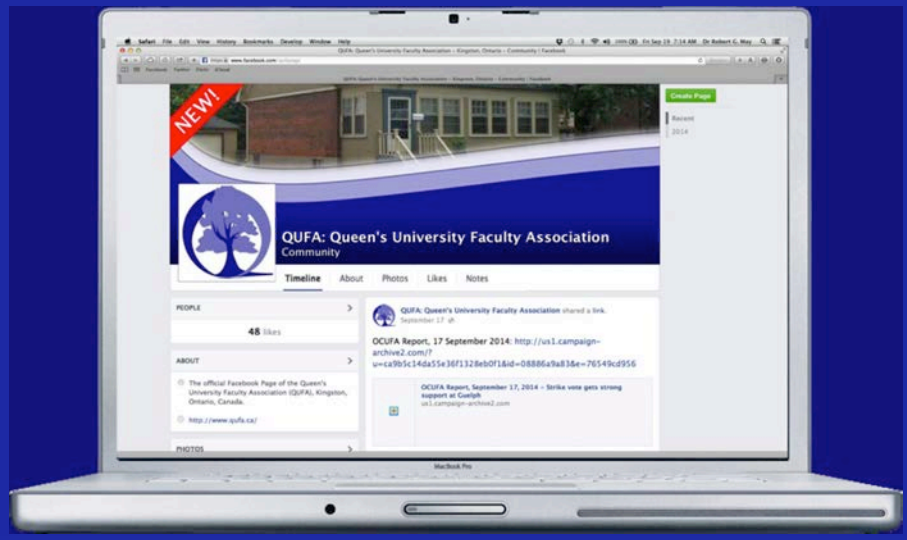
will thus be bargaining again, likely starting in December 2014.

In preparation for bargaining, I will continue to visit units where invited, this time accompanied by Chief Negotiator Elizabeth Hanson in addition to QUFA

### QUFA IMAGES

## Find us on Facebook

QUFA has a new page on Facebook! Check it out at [www.facebook.com/qufapage](http://www.facebook.com/qufapage).



Executive Director Leslie Jermyn. Anyone can arrange these visits. We have no agenda other than to listen to you and answer your questions. We would be happy to go back to units that Leslie and

I visited last year, and to visit new ones. Surveys will also be conducted and monthly membership meetings will be held (the first one being on compensation and salary on 1 October

2014), as it is very important to hear from as many people as possible to determine what we should bargain for.

### Developments Over the Summer

If what happened this summer is a prelude for what is to come during bargaining, then hang on tight! Money-saving measures were imposed across campus this summer, such as cutting off air conditioning during peak hours on the hottest days, being asked to carry out our own garbage, and reductions in daycare service.

With respect to air conditioning, the measure was applied differentially. Richardson Hall was not on the list of buildings affected by this cost-saving measure, while buildings housing very expensive and very sensitive equipment were. This equipment, which must operate at constant cool temperatures, risked being strained and undergoing premature breakdowns. This appears to be irrelevant to upper management, as departments and researchers have to pay for any repairs. Given that it is increasingly difficult to get research funding, this will translate into more time devoted to writing grant applications (i.e., a further increase in workload for researchers in those buildings).

Do you remember the request (read decree) that faculty, librarians, and archivists take out their own garbage to centralized bins, supposedly to make the campus greener? QUFA contested this directive, but I have yet to receive a reply to the letter that I sent to the Principal back in July, other than a note saying that he was on vacation until 18 August 2014. The reality is that this request by management is violating the collective agreement with CUPE Local 229, which clearly states in Article 10.01.13:

No staff or salaried employee will ever replace an employee in the Bargaining Unit, as defined in Article 13, Wages,



Robert G. May

### QUFA believes that the Administration's recent directive that faculty take out their own garbage is a violation of its collective agreement with CUPE Local 229.

nor will a salaried employee be assigned on a regular basis to perform work normally performed by members of the bargaining unit or work that would cause employees under this agreement to be displaced.

CUPE has a number of grievances slated for arbitration dealing with these issues, several of their members having been laid off. Furthermore, while it may only take minutes to perform this task each day, if one multiplies the minutes by the number of working days in a year, then hours would be wasted (I could not help the pun!) doing something that is not in our job description. Faculty members are already overloaded with continuous changes being made to the operational infrastructure that require time to learn (the new Moodle user interface, the move from monthly research statements to the FAST system, etc.).

To truly make the campus greener, green bins as well as bins allowing the collection of all plastic food packaging and plastic bags should be placed in all buildings, at the very least, in all kitchens and lounge areas for eating. Instead, in order to save through job-cutting, the safety of everybody is being compromised through changes in cleaning frequency (once a month in individual offices<sup>1</sup>). Will this not increase

the liability (a fire would spread faster with more combustible material) and thus insurance premiums? Not to mention that organic waste accumulating in garbage baskets will lend a certain fragrance to offices, which is unlikely to be welcome by students, collaborators, industrial sponsors, etc. who use those offices, and will attract pests. Also, what an enticing invitation this will send to potential new faculty!

Upper management also could not afford to renovate the Queen's Daycare for the preschool kids. Yet, there were sufficient funds to hire an Associate Vice-Provost of Teaching and Learning to implement the Action Plan of the Provost's Task Force on Teaching and Learning, despite the fact that the latter has neither been mandated nor approved by Senate, which has jurisdiction over all academic matters. I cannot help but wonder: if hiring this person had been deferred for a year or two, would this have been sufficient to fund the renovations to the Queen's Daycare?

According to Queen's Strategic Mandate Agreement, 49% of Queen's senior-year students, who have not really experienced blended learning, found their entire educational experience excellent. Given this impressive satisfaction, why the push for online and

blended learning, if not to save money? This push was very clear during the Teaching Development Day organized by the Centre for Teaching and Learning, where the keynote session, "Are Your Students Engaged?", was devoted entirely to blended learning. Furthermore, upper management did not systematically ask permission of faculty members offering online courses before proposing these courses to the online institute. This clearly indicates that, in their view, only the number of students taking the course and the resulting revenue matter. So, issues with online and blended learning will be the subject of another membership meeting.

### Get Involved!

I sincerely hope that many of you will attend the monthly membership meetings, take the surveys, and get in touch with me, Leslie, and Elizabeth to share your concerns or invite us to meet with a group. Although bargaining is a give and take process, if we are not aware of your concerns, then there is no way that they can be addressed. I look forward to hearing from you!

### Note

<sup>1</sup>[http://www.queensu.ca/pps/resource/Custodial\\_Care\\_Program\\_Overview.pdf](http://www.queensu.ca/pps/resource/Custodial_Care_Program_Overview.pdf)

***Diane Beauchemin can be reached at [qufapres@queensu.ca](mailto:qufapres@queensu.ca).***

## COLLECTIVE BARGAINING

# Member Consultation Meetings

**As we prepare for another round of collective bargaining, QUFA invites all Members to participate in Member consultation meetings to voice your concerns**

**By Leslie Jermyn  
Executive Director, QUFA**



In preparation for negotiating a new collective agreement with Queen's University, all Members of the bargaining unit represented by QUFA are invited to participate in monthly Member consultation meetings.

Each meeting will be devoted to a specific collective bargaining issue. Members will have the opportunity to express their concerns about those issues to the chief negotiator and bargaining team.

Here is a schedule for the meetings that will take place this term. We hope you'll join us!

### Meeting 1: Compensation and Salary

**Date:** Wednesday 1 October 2014  
**Time:** 3.00 p.m. – 4.30 p.m.  
**Location:** Room 101, Kinesiology and Health Studies Building

**Details:** The first of three fall meetings will address compensation and salary issues.

### Meeting 2: Online Teaching

**Date:** Thursday 30 October 2014  
**Time:** 3.00 p.m. – 4.30 p.m.  
**Location:** Room B147, Botterell Hall

**Details:** The second meeting will address the very complex issues around online teaching.

### Meeting 3: Pension Options

**Date:** Monday 24 November 2014  
**Time:** 3.00 p.m. – 4.30 p.m.  
**Location:** Room 14, Dunning Hall

**Details:** The last meeting will address pension plan options.

***Leslie Jermyn can be reached at [jermynl@queensu.ca](mailto:jermynl@queensu.ca).***

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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 at [robert.may@qufa.ca](mailto:robert.may@qufa.ca).

**QUFA Voices** is edited by Robert G. May (English). He can be reached at [robert.may@qufa.ca](mailto:robert.may@qufa.ca).

FYI

## QUFA Budget Analysis Review 2014-2015

The QUFA Budget Analysis Review Subcommittee has identified a number of areas of concern in Queen's 2014-2015 Budget Report

By Diane Beauchemin  
President, QUFA



The budget is an internal document written by the Administration, using assumptions and definitions of the

Administration, to direct the use of resources within the University. Within the constraint of budget approval being required from the Board of Trustees, the Administration has complete control of the content, which may change from year to year.

While the budget does not provide an accurate financial picture, it does reflect the goals of the Administration. So, you may find it informative to scrutinize the 2014-2015 Budget Report,<sup>1</sup> which was approved by the Board of Trustees at its May meeting.

For example, we noticed several perplexing items:

- The Executive summary says that “Queen’s reputation for high quality has been maintained throughout this period of financial challenge” (2). Even if it is true that “reputation” has been maintained, this does not mean that “high quality” was maintained. With ever-increasing class size and a low level of faculty replacement (particularly in Arts and Science), how could the same “high quality” of education really be maintained?

- There is mention of using the University Fund to support the “Toronto location” (8). What is this?
- One notes declining provincial government grants (a \$3.3 million permanent base reduction for Queen’s in 2014-2015, plus reductions in grants for undergraduate and Master’s international students, as well as in the municipal tax grant for those students) (11). Meanwhile, the cost per student is continuing to rise. While this may be fine for disciplines with higher tuition fees, for the Faculty of Arts and Science, if money is not transferred from other disciplines, it means a higher student/faculty ratio, reduced resources available for courses, and more teaching being shifted to cheaper alternatives (even onto undergraduate students). How does the Administration plan to prevent a decline in the quality of a Queen’s education under these conditions?
- The document states, “If the University were to begin making pension solvency payments in the 2015-2016 fiscal year, the August 2013 calculations imply solvency payments of \$16 million annually” (16). (The Human Resources (HR) Web site,<sup>2</sup> and the 24 June 2014 issue of the *Queen’s Journal* reporting on an interview with Vice-Principal Davies and Provost Harrison, indicate that the number is now \$22 million.) While this is factually correct, the Administration in fact has the option of waiting another three years before starting to make such payments. This would give time for financial recovery and for any new provincial government pension regulations to be studied. It would also allow more opportunity to explore other options than the CAAT jointly sponsored pension plan that the Administration is pushing

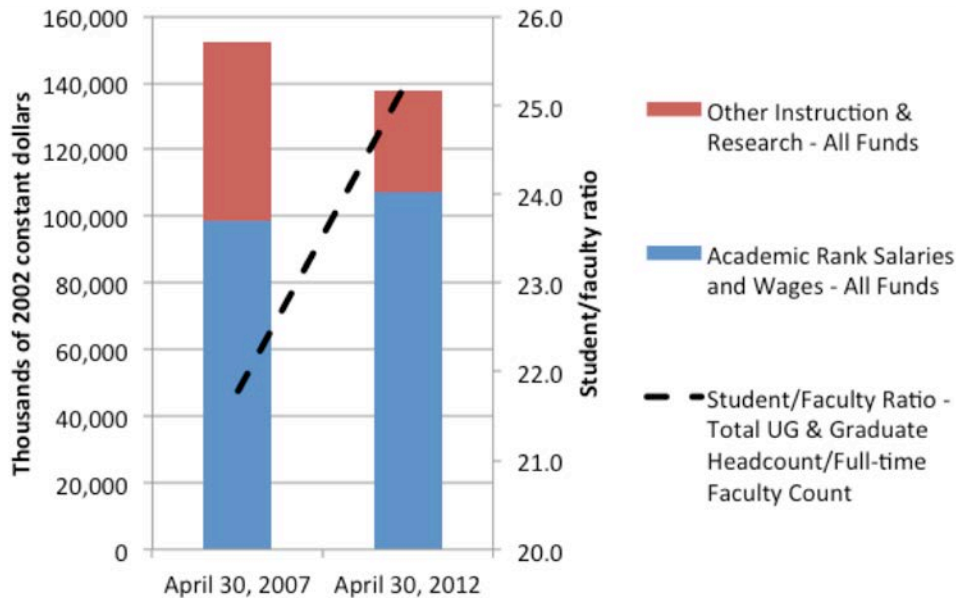
for at a time when legislation does not yet exist to allow this with a guarantee of solvency relief.

- Three million dollars is committed annually to QUASR for the foreseeable future (22). Yet, PeopleSoft continues to be a source of exasperation both in its cost and in the fact that it is labour-intensive and user-unfriendly.
- It is mentioned that success in getting research grants exerts pressure on operating and capital budgets because such grants cover the direct cost of research, but only provide 10%-15% of research funding for indirect costs (financial management, health and safety, physical infrastructure requirements, etc.) instead of the 40%-60% actually needed (27-28). With the new activity-based budget, this discrepancy will have to be covered by departments where the researchers are located. The pressure will thus be on researchers to focus on getting research contracts that include 40% overhead.
- There is a \$1.3 million decrease in expenditures for Arts and Science, whereas expenditures for Business are increasing by \$5.5 million (32). As Arts and Science has been subsidizing Health Sciences and Business for years, shouldn’t some of this money be refunded to Arts and Science to be fair?

### Voice your Views!

Do you have an opinion about anything you have read in *QUFA Voices*? If so, send a letter to the editor:

robert.may@qufa.ca



Salaries and wages for academic ranks and other instruction/research positions and student/faculty ratio in 2007 and 2012 (Source: CUDO<sup>3</sup> data for Queen's University)

Aside from the Budget, there are some other disturbing trends:

- Some 100% full-time equivalent (FTE) faculty members are being paid an overload stipend equivalent to the minimum stipend for Adjunct faculty. This is cheaper than including these courses in the faculty members' regular workload or giving them to a Term Adjunct with Years of Experience increments over zero. Continuing Adjuncts with and without teaching equivalent to 100% of an FTE are also being compensated in this way. Furthermore, a regular faculty member who agrees to develop and teach a course for a number of years gets the course delivery stipend only after the first year. Yet, even if they are not modifying the online course, faculty members should be paid something if they are teaching it on overload. Just replying to queries from students indeed takes a huge amount of time.
- With the current administration,

most grievances are going to arbitration, including some situations that could be corrected with no-cost solutions. This involves high-cost lawyers on both sides and also leads to the hiring of more HR professionals with high salaries.

- As they are few and far between, faculty positions are filled with mostly mid-career and senior appointments. This often involves CRC or other externally funded resources. However, mid-career appointees will never have sufficient time in the pension system for the investment returns to fully fund their pensions. They will retire with a defined benefit pension. Compound interest takes time. All defined benefit pensions are basically subsidized by the plan on into the future. The required number of years to retire on the money purchase form of the pension at this point is probably in the upper 20 years or so (it was lower in the past). Hiring younger people generally means a lower cost per person and likely more time to

accumulate pension credits.

- From the tables posted following distribution of the salary letters, it appears that almost no one is getting a junior increment, but many people are incurring the senior abatement. Yet, the abatement was historically instituted to feed the junior increment.
- Will Queen's continue to grow indefinitely? Will the student/faculty ratio continue to deteriorate, as shown in the figure at left (for which the full-time faculty count was 840 in 2007 and 838 in 2012)? At the current tuition rate, how many students are needed to sustain all academic programs?

The QUFA Budget Analysis Review Subcommittee consists of Diane Beauchemin (Chair, Chemistry), Susan Fitzgibbon (QUFA Staff), Darko Matovic (Mechanical Engineering), James Mingo (Mathematics and Statistics), Jordan Morelli (Physics), Christine Overall (Philosophy), and Paul Young (Biology).

If you have an opinion on the budget or have noticed other things that you would like to share, please do not hesitate to contact any of us.

#### Notes

<sup>1</sup>[http://www.queensu.ca/financialservice/s/reports/budget/Budget\\_Report\\_2014-15.pdf](http://www.queensu.ca/financialservice/s/reports/budget/Budget_Report_2014-15.pdf)

<sup>2</sup><http://www.queensu.ca/humanresources/totalcomp/pensions/solvencydeficit.html>

<sup>3</sup>Common University Data Ontario (<http://www.cou.on.ca/statistics/cudo.aspx>)

**Diane Beauchemin can be reached at [qufapres@queensu.ca](mailto:qufapres@queensu.ca).**

IN SOLIDARITY

## QUFA in Solidarity with WUFA

QUFA sends letter of support to Windsor University Faculty Association

By Diane Beauchemin  
President, QUFA



As you probably know, the University of Windsor Faculty Association (WUFA) is currently in negotiations with their

Administration for a new collective agreement.

QUFA stands in solidarity with our colleagues at Windsor. On 4 July 2014, I wrote to WUFA President Brian E. Brown to express our solidarity and to provide him with some information about our recent collective bargaining process.

When the Windsor Administration threatened to impose terms and conditions on WUFA, I wrote to Windsor's president and vice-chancellor, Alan Wildeman, to express QUFA's concern. Here is an excerpt:

I'm writing on behalf of the Queen's University Faculty Association to express our extreme dismay that you are, again, resorting to heavy-handed tactics in negotiations with the Windsor University Faculty Association by threatening to impose terms and conditions. Your decision is illustrative of disregard for the principles of collective bargaining and is clearly designed to divide WUFA Members. We urge you to return to the table to negotiate in good faith and assure you that we will stand by our colleagues in WUFA in the days ahead.

QUFA continues to monitor the situation.

*Diane Beauchemin can be reached at [qufapres@queensu.ca](mailto:qufapres@queensu.ca).*

FYI

## Accommodations for Students with Disabilities

More than 1,000 students at Queen's identify as having a recognized disability

By Steve Iscoe  
School of Medicine



In QUFA's recent workload survey, faculty identified accommodations of students with disabilities

as a concern. Queen's now has, according to Jeanette Parsons of Disability Services, just over 1,000 students with recognized disabilities, all of whom must be accommodated according to provincial legislation.

However, accommodation is, according to Parsons, a two-way street. Faculty are *not* required to accommodate a student with a disability if that student fails to identify himself or herself as having a disability, acknowledged by Disability Services, until immediately before an event (e.g., a test).

QUFA suggests—and this process has been deemed acceptable by Disability Services—that faculty announce in the first class and include in posted course guidelines that students with disabilities *must* identify themselves at least two weeks before any event requiring accommodation, and that failure to do so could result in the students not receiving the desired accommodation. Because students could appeal this decision to the unit or department head, QUFA advises faculty to inform the head of this policy at the beginning of the course. It would be even better if all units adopted this as a general policy.

*Steve Iscoe can be reached at [iscoes@queensu.ca](mailto:iscoes@queensu.ca)*

ADJUNCT CORNER

## Connecting with Contract Academic Faculty

Download QUFA's "Know Your Rights as an Adjunct" to apprise yourself of the rights that have been negotiated for faculty who are on contractually limited appointments

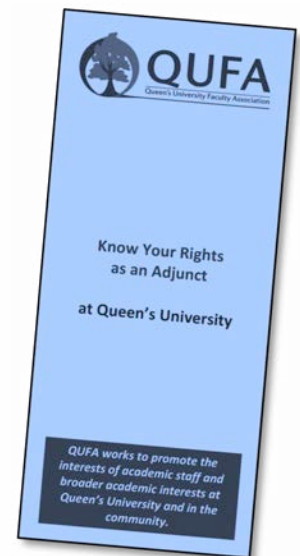
By the Political Action and Communications Committee (PACC), QUFA



QUFA has created a pamphlet called "Know Your Rights as an Adjunct"<sup>1</sup> to help all faculty understand what

was negotiated for faculty who are on contractually limited appointments (i.e., Term Adjuncts) in the current collective agreement.

Did you know that all faculty, whether they are on contractually limited



**QUFA Members are invited to download QUFA's pamphlet, "Know Your Rights as an Adjunct"**

appointments or regular appointments (i.e., tenure-track or tenured), have the following rights:

- **Academic Freedom:** Members are protected from discipline when exercising their rights to critique (Article 14).
- **Intellectual Property:** Members own what they create (Article 16).
- **Grievance Rights:** Members have a process for dealing with violations of their rights (Article 19).
- **Free Third-Party Conflict Resolution Service:** A confidential service to help Members in conflict with other Members.<sup>2</sup>
- **Professional Expenses:** (Article 36.3).
- **Teaching Support:** Adjuncts receive the same teaching assistance as regular faculty (Article 36.5).
- **Leaves and Benefits:** Some of these are restricted to those with longer contracts, but see the collective agreement for details (Articles 33 and 42).

Faculty on contractually limited appointments (Term Adjuncts) have the following rights:

- **Funds for Adjunct Scholarly Work and Professional Development:** (Article 36.2).
- **Travel Expenses:** (Article 36.4).

Please visit the QUFA Web site to download this brochure.

Please contact QUFA staff if you have any questions or concerns.

#### Notes

<sup>1</sup><http://www.qufa.ca/members/>

<sup>2</sup>[http://www.qufa.ca/members/grievance/qq\\_conflict\\_resolution\\_brochure.pdf](http://www.qufa.ca/members/grievance/qq_conflict_resolution_brochure.pdf)

*PACC can be reached via the Co-Chair, Cathy Christie, at [christie@queensu.ca](mailto:christie@queensu.ca).*

#### GRIEVANCE CORNER

## Voice Your Concerns to QUFA

Do you have questions about grievance issues? Contact Grievance Corner!

By Ramneek Pooni  
Grievance Officer, QUFA



Welcome to the fall term! While bargaining may be the focus of many QUFA conversations over the next while, we continue to help Members with their questions and concerns about all aspects of the collective agreement. For example, RTP committees are now getting down to the work of reviewing files, and every year we get questions about how to interpret some provision or whether the process is on track. People still go on leave, so they want to know how such requests are made. Online and blended courses are a big source of concern these days. Questions about academic freedom and intellectual property always seem to come up at some point during the year. Please get in touch with your questions sooner rather than later, as it is usually easier to avert problems than to remedy them.

Grievance work makes up a large chunk of what your faculty association does for you. The purpose of the Grievance Corner is to make you aware of processes, issues, trends, and anything else that might be helpful or interesting. To that end, please feel free to send in topic ideas and feedback. Remember that the grievance process is a confidential one, so that the content of the Grievance Corner will have to take that confidentiality into account. You will find archived Grievance Corners and other information on our Web site ([www.qufa.ca/members/grievance/](http://www.qufa.ca/members/grievance/)).

*Ramneek Pooni can be reached at [poonir@queensu.ca](mailto:poonir@queensu.ca).*

#### FYI

## Report on the People's Social Forum

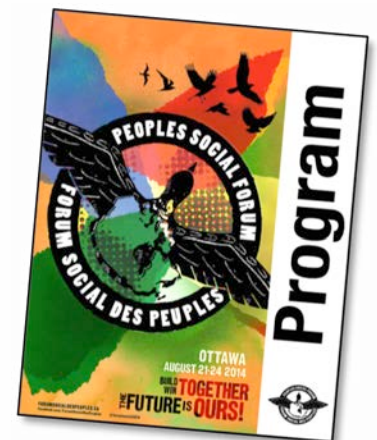
QUFA Member Jordan Morelli attended the People's Social Forum this past summer in Ottawa

by Jordan Morelli  
Department of Physics



The People's Social Forum (PSF) was held in Ottawa from 21-24 August 2014. It brought together thousands of participants from across Canada, with a large majority from Ontario. The PSF was billed as

a critical public space aimed at fostering activist involvement of individuals and civil society organizations that want to transform Canada as it exists today. It is a space for social movements to meet and converge, for the free expression of alternative ideas and grassroots exchanges. It seeks to inspire practical involvement in social movements and



The PSF held a number of events that were relevant for those in the postsecondary sector.

develop networked action strategies aimed at fostering the convergence of struggles, toward building a broad strategic alliance against neo-liberal and neo-conservative policies in Canada. Social justice, Original Peoples rights, sustainable development, international solidarity and participatory democracy at the centre of its concerns. The PSF is an inclusive space that must be occupied by all people and activist organizations convinced that another Canada is not only possible, but above all, necessary.<sup>1</sup>

The Forum provided a host of activities and workshops that were relevant for those of us in the postsecondary sector. There were workshops on pension reform, “current issues in post-secondary education” organized by the Canadian Federation of Students, childcare, and the emergence of the so-called “men’s rights” groups on University campuses. The Canadian Labour Congress hosted a half-day assembly that explored strategies for challenging neoliberalism and the austerity agenda.

For me, the highlight of the event was participating in the March on Parliament Hill. The March and the ensuing rally brought together more than two thousand people from the labour movement, the environmental movement, and First Nations communities. With the recent tragic death of Tina Fontaine, there was a strong emphasis on the call for a national inquiry into Canada’s missing and murdered Aboriginal women and girls. There was also a strong and clear message that it was a time for a change in government during the next federal election.

#### Note

<sup>1</sup><http://www.peoplessocialforum.org/>

**Jordan Morelli can be reached at [morelli@physics.queensu.ca](mailto:morelli@physics.queensu.ca).**

#### EDITOR’S VOICE

## QUFA Voices Is For You!

Submit your ideas, opinions, or letters to *QUFA Voices*

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 year at Queen’s!

I would also like to let you know that *QUFA Voices* is your 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.

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

I look forward to hearing from you!

**Robert G. May can be reached at [robert.may@qufa.ca](mailto:robert.may@qufa.ca).**

#### ANNOUNCEMENT

## QUFA: The First 20 Years

Dr Nancy Butler will lead QUFA’s History Project

QUFA is pleased to announce that Dr Nancy Butler (Gender Studies) will be leading our QUFA History Project.

For new QUFA Members, it isn’t always obvious why Queen’s Faculty, Librarians, and Archivists decided to certify 20 years ago. Nancy is collecting stories about what motivated that decision and how things have changed since that time.

Please contact Nancy if you’ve got a story to tell! ([nancybutler@kos.net](mailto:nancybutler@kos.net))

#### ANNOUNCEMENT

## From Talk to Action

CAUT Librarians and Archivists Conference, Ottawa, 31 October 2014 – 1 November 2014



The purpose of this conference is to boost our collective ability to defend and advance the interests of academic librarians and archivists. Through presentations and hands-on practice, the event will explore how to conceptualize a campaign, effectively incorporate visual design and communication elements, and build alliances to move issues forward. Join with colleagues from across the country and CAUT staff to hone the campaign skills necessary to confront the challenges our community faces.

For more information, please see the CAUT Web site: <http://events.caut.ca/librarians-archivists-2014/>.



FYI

## Your QUFA Executive 2014-2015

President	<b>Diane Beauchemin</b>	Chemistry
Vice-President	<b>Lynne Hanson</b>	Law
Past President /	<b>Paul Young</b>	Biology
OCUFA Director		
Treasurer	<b>Ken Ko</b>	Biology
Secretary	<b>Donal Macartney</b>	Chemistry
JCAA Co-Chair	<b>Constance Adamson</b>	Library
Grievance Chair	<b>Virginia Walker</b>	Biology
PACC Co-Chair	<b>Cathy Christie</b>	Education
PACC Co-Chair	<b>(vacant)</b>	
Council Chair	<b>Allan Manson</b>	Law
Library/Archivist Rep	<b>Gillian Akenson</b>	Library
Member at Large	<b>Christine Overall</b>	Philosophy
Member at Large	<b>Kayll Lake</b>	Physics
Term Adjunct Rep	<b>Anya Hageman</b>	Economics
Continuing Adjunct Rep	<b>John Curran</b>	Chemistry
Equity Rep	<b>Mary Louise Adams</b>	Kinesiology and Health Studies

FYI

## QUFA Meeting Schedule 2014-2015

### Council of Representatives Meetings (Room 415, Chernoff Hall, 3.00 p.m. – 5.00 p.m.)

- Thurs 18 Sept 2014
- Mon 20 Oct 2014
- Wed 19 Nov 2014
- Mon 8 Dec 2014
- Tues 20 Jan 2015
- Wed 25 Feb 2015
- Thurs 19 Mar 2015
- Mon 13 Apr 2015
- Tues 12 May 2015

### Member Consultation Meetings (All welcome, 3.00 p.m. – 4.30 p.m.)

- 1 Oct 2014: Compensation and Salary (Room 101, Kinesiology and Hlth. Studies Bldg.)
- 30 Oct 2014: Online Teaching (Room B147, Botterell Hall)
- 24 Nov. 2014: Pension Options (Room 14, Dunning Hall)

### General Meetings (The Auditorium, Ellis Hall, 1.15 p.m. – 3.00 p.m.)

- Mon 15 Dec 2014
- Mon 20 Apr 2015

ON THE WEB

## QUFA Online

Members can interact online with QUFA in many different ways!

### 1. QUFA Web Site



[www.queensu.ca](http://www.queensu.ca)

### 2. QUFA Forum



[qufa.wordpress.com](http://qufa.wordpress.com)

### 3. NEW! QUFA on Facebook



[facebook.com/qufapage](https://facebook.com/qufapage)

### 4. QUFA on Twitter



[@QUFAtweet](https://twitter.com/QUFAtweet)