

# QUFA VOICES

## OUR 50th ISSUE!

- PRESIDENT'S VOICE: Faculty Renewal and Fair Employment, by Diane Beauchemin . . . 1-3**  
**FAIR EMPLOYMENT WEEK 2014: "Rebundling" the Academic Job, by Cathy Christie . . . 3-4**  
**FAIR EMPLOYMENT WEEK 2014: Lunch and Learn, by PACC . . . 4**  
**FAIR EMPLOYMENT WEEK 2014: The Pro-Rata Compensation Model for Adjuncts, by CAUT . . . 5-6**  
**FYI: QUFA Seeking Fair Solution to Garbage Collection Issue, by PACC . . . 7**  
**LETTER TO THE EDITOR: Some University Policies Are Worthy of *The Onion*, by Emily Hill . . . 8**  
**INTERVIEW: Conflict Resolution for QUFA Members, by Leslie Jermyn with Meaghan Welfare . . . 8-9**  
**GRIEVANCE CORNER: Grade Appeals, Plus AST and RTP, by Ramneek Pooni . . . 10-11**  
**ANNOUNCEMENTS . . . 11-12**

### PRESIDENT'S VOICE

## Faculty Renewal and Fair Employment

In recognition of Fair Employment Week 2014, QUFA Members are invited to our lunch-and-learn event to discuss working conditions for Term Adjuncts at Queen's

By Diane Beauchemin  
 President, QUFA



### Faculty Renewal

The issue of faculty renewal has been on our collective minds for quite some time, particularly in Arts and

Science, as we wonder whether faculty renewal will ever happen in a meaningful way. There now may be signs of movement on this issue. Recently, in an initial report to the Board of Trustees on

the Strategic Framework 2014-2019, the Principal said that internationalization was a high priority, along with improving the student learning experience by favouring active learning and increasing student-faculty interaction (adding that blended learning increased interaction with faculty). He mentioned that there would be an increased focus on people, including faculty renewal. However, when I asked about a faculty renewal plan in Senate, he replied that, while he recognized this as a very critical issue, it now depended on the activity-based budget and that discussion was ongoing between the Provost and the Deans to decide on the number of new faculty positions in each faculty. So, keep your fingers crossed!

In the meantime, to cope with increasing enrolments without a commensurate increase in faculty complement, either Term Adjuncts are hired or courses are added to the normal teaching loads of Continuing

*Fair Employment Week*

# LUNCH & LEARN

## Drop-in event for Term Adjuncts and their allies

West Lake View Room, University Club  
 Lunch and refreshments provided

Tuesday, October 28, 2014  
 11:00am – 1:00pm

Fair for all!  
[FairEmploymentWeek.ca](http://FairEmploymentWeek.ca)



Adjuncts as a short-term solution to a long-term problem (unless tenured or tenure-track faculty members volunteer to teach on overload for the minimum stipend). Many of these Contract Academics also perform research and scholarly activity and provide service for free because they hope that this work will help them secure a tenured position in the future.

#### Fair Employment Week 2014

In all these cases, it is clearly not equal work for equal pay, which is one of the unfair issues highlighted by Fair Employment Week. This year, Fair Employment Week will be the last week of October. QUFA is organizing a lunch-and-learn event at the University Club on Tuesday 28 October 2014 from 11.00 a.m. to 1.00 p.m. for Term Adjuncts and their allies to help everyone understand what protection Term Adjuncts have under the current Collective Agreement. We hope to have a good turn-out at this event.

#### Microsoft Office 365

While there may be hope on the faculty renewal front, movement on other issues on campus continues in less favourable directions. For instance, the Chief Information Officer's Faculty Advisory Committee decided to "support the University moving to the O365 environment for all faculty and staff, with opt out for faculty." There are

significant, complex issues with this move, such as the automatic uploading of files to U.S.-based cloud servers when using Office 365 software, thereby potentially allowing access by U.S. agencies. QUFA will organize an event to explore the implications of this decision in early 2015, perhaps as part of the Academic Freedom Lecture.

#### Senate

The role of Senate appears to be undermined. For example, at the Joint Board-Senate Retreat in September, Jill Scott (VP of Teaching and Learning) said that institutional learning outcomes were being developed following the Provost's Teaching and Learning Action Plan, which is very troubling because this plan has not been approved by Senate, despite the fact that any decision related to academic matters is under the Senate's jurisdiction.

#### Waste Collection

The announced changes to waste collection this summer created a number of concerns, including the issue of replacing the work of CUPE Local 229 Members by asking other union Members to volunteer to do waste management, even though the Employer is obligated "to provide adequate facilities and support to enable Members to fulfil their academic responsibilities" (Article 35). In fact, a 1992 Senate policy titled "The University Appointment:

Freedom and Responsibility" clearly states:

The University is committed to use its resources so as to optimize the quality of work done by all of its faculty members. It undertakes to develop, with thorough consultation and careful planning, those facilities, services, and procedures which are conducive to excellence in the activities undertaken. (4.1)

I do not recall ever being consulted about the changes to waste collection. And how are they conducive to "excellence" in research and teaching?

I have heard from many of you about your concerns about these changes. I agree that this is the work of CUPE Local 229 and that taking out the trash is not in our job description (Article 15). That is why I sent a letter to Principal Woolf in July. Not only did it take over two months to get a reply,<sup>1</sup> but many of the points that I had raised were not addressed. How does having QUFA Members take out their trash make Queen's "greener"? It does not change the amount of waste, only how it is moved. In fact, it has resulted in about 27 positions being lost by CUPE Local 229 (according to that union's President). In his reply, the Principal says that any unit can request a green bin; what he does not say is that volunteers then have to empty and clean them, as if we did not have enough to do!

### QUFA VOICES ■ OCTOBER 2014 ■ VOLUME 10, NUMBER 2, ISSUE 50

*QUFA Voices* is published by the Queen's University Faculty Association (QUFA), 9 St Lawrence Avenue, Kingston, Ontario, K7L 3N6, Canada (qufa@queensu.ca). It is distributed electronically to all QUFA Members via the QUFA-NEWSLETTER-L listserv. Past issues are archived on the QUFA Web site at <http://www.qufa.ca/publications/>.

*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).



You can read QUFA's letter to Principal Woolf about waste collection, and Woolf's reply, on the QUFA Web site, under "Announcements."

The recent decree that departments will now pay for their garbage bags is adding insult to injury. Several Members indeed feel that, by asking us to take out the trash, the employer is demonstrating a total lack of respect for QUFA Members. Not to mention that, with the new activity-based budget, units are paying for space: a cost that includes cleaning and maintenance by CUPE Local 229 Members!

As a result of these ridiculous measures, everyone's workload has increased, including that of custodians who used to pick up garbage in offices and empty common waste locations once a day, but who now have to do it two or three times a day because people take out their waste at different times to a greater number of central locations.

The reduction in the number of custodians and in cleaning frequency also means that buildings are now dirty most of the time (which will only get worse in winter). In fact, it is becoming a safety issue. Trash in an office, which is

easy to forget with the many other things to do, can affect surrounding spaces: in addition to a proliferation of fruit flies, more rodents are attracted. Some buildings already have bad air quality, dust, mould, and mouse problems, which have been reported by Joint Health and Safety committees, but have so far been mostly ignored by management. I encourage QUFA Members to contact Dan Langham (dan.langham@queensu.ca) if they suspect their workplaces are unsafe.

This situation also leads to a misuse of research funds, as tri-council money can only be used to pay students, research associates, and postdoctoral fellows to do research, not to take out trash. Although this may be perceived by some as being picky, if you feel strongly about this, then please report this appalling situation to your funding agency (and feel free to copy the Principal and QUFA). QUFA is in the process of devising the best course of action hopefully to end this nonsense.

#### Unit Visits

Let me conclude by pointing out that our unit visits are continuing this term. If you would like me, Leslie Jermyn (QUFA Executive Director), and Elizabeth Hanson (Chief Negotiator) to visit (either for the first time or to follow up), please contact Elizabeth Polnicky (ep43@queensu.ca) to make arrangements. We look forward to hearing from you!

#### Note

<sup>1</sup>Our letter and the Principal's reply are posted in the "Announcements" section of the QUFA Web site (www.qufa.ca).

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

#### FAIR EMPLOYMENT WEEK 2014

## "Rebundling" the Academic Job

An argument for pro-rata compensation for Term Adjuncts

By Cathy Christie,  
Co-Chair, Political Action and  
Communications Committee (PACC),  
QUFA



Term Adjuncts, our Contract Academic Staff (CAS) at Queen's University, are often front-line casualties in the ongoing war on the integrity of the academic

job. These fully qualified academics are hired to teach a course for a stipend that is often less than what their tenure-track or tenured colleagues would receive to teach the same course as part of their salary. This is possible because Term Adjuncts are paid only for teaching, with research and service stripped away. This is a problem for them, as it results in a precarious and unsustainable future in academia, and for tenured and tenure-track colleagues who bear the burden of additional service obligations. It is a problem for everyone who values the integrity of the academic job.

In principle and in reality, research and teaching cannot and should not be separated. It is our research and scholarly activity that give us the authority to teach. All academic staff should engage in these activities and be compensated accordingly. When teaching and research are separated, it is our students who suffer. They also suffer when their teachers are not fully engaged in the academic governance of their institutions. Excluding Term Adjuncts from committees that decide curriculum, learning outcomes, and other aspects of undergraduate programming means a loss of important voices at those tables and a

disconnection between at least some of those in the classroom and those formulating pedagogical policy. These divisions are particularly troubling since “Enhancing the Student Learning Experience” is the first strategic driver described in the most recent Strategic Framework<sup>1</sup> developed by Queen’s Administration, and neither contributes positively to the student experience.

Practically, separating teaching from research is the first step in the “unbundling” and commodification of the academic job. Since compensation for research is not paid as part of the stipend for Term Adjuncts, it appears as if tenure-track and tenured faculty are “paid too much to teach too little” in comparison, an erroneous claim that was made in a recent documentary about CAS issues on CBC.<sup>2</sup> In reality, it is our Term Adjuncts who are not paid enough. Many Term Adjuncts complete research and scholarly activity Queen’s for free because they understand the inextricable link between this work and their teaching. It is a shame that compensation for their research and scholarly activity is not automatically included in their stipend, especially since Queen’s Administration has identified “Strengthening our Research Prominence” as the second driver in their Strategic Framework.

Separating teaching from service leaves tenured and tenure-track colleagues to share out a growing burden of service obligations, leaving them less time for teaching and research. This is not a tenable or sustainable model for the future.

This situation could be improved for all academic staff if the workload of a Term Adjunct hired to teach on a per-course basis were described as a percentage of the total workload of a tenure-track or tenured faculty member including teaching, research, scholarly activity, and service, and compensated accordingly. This is the “pro-rata” model that is

endorsed by the Canadian Association of University Teachers.

“Pro-rata” means that there is no financial incentive to parcel out teaching duties to a multi-tiered labour force: all academic staff cost roughly the same for doing the work and are expected to perform the same proportion of research and service. Pro-rata acknowledges the key connection between research and teaching, and the importance of participating in institutional governance. Pro-rata holds the line against unsustainable workloads for tenured and tenure-track faculty and gives Adjuncts the possibility of a decent living and a sustainable future in academia.

Let’s “rebundle” the academic job for everyone’s benefit.

#### Notes

<sup>1</sup>Office of the Principal. 2014. *Strategic Framework 2014-2019*  
[http://queensu.ca/mc\\_administrator/sites/default/files/assets/pages/strategicframework/Queen%27s%20University%20Strategic%20Framework%202014-2019\\_0.pdf](http://queensu.ca/mc_administrator/sites/default/files/assets/pages/strategicframework/Queen%27s%20University%20Strategic%20Framework%202014-2019_0.pdf)

<sup>2</sup>Basen, I. 2014. *Class Struggle*.  
<http://www.cbc.ca/thesundayedition/documentaries/2014/09/07/class-struggle/> (14 minutes).

***Cathy Christie can be reached at [christie@queensu.ca](mailto:christie@queensu.ca).***

## Spread the Word!

QUFA encourages you to print out and post a copy of this issue of *QUFA Voices* in a visible place in your department or unit.

Thanks!

#### FAIR EMPLOYMENT WEEK 2014

## Lunch and Learn

for Term Adjuncts and Their Allies

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



QUFA has negotiated some of the best language in Canada to protect and enhance the rights of Term Adjuncts employed at Queen’s. We know that it can be

challenging to navigate the Collective Agreement, especially if you are juggling your teaching responsibilities with the rest of your life, so we are here to help!

#### Lunch and Learn

Tuesday 28 October 2014

11.00 a.m. - 1.00 p.m.

West Lake View Room, University Club

Please join us to learn about your rights under the current Collective Agreement. We can provide you with information regarding your rights as a Term Adjunct, job security and the path to a continuing appointment, and any other questions or concerns you might have.

This event is co-sponsored with the Canadian Association of University Teachers (CAUT) as part of Fair Employment Week 2014.

Lunch and refreshments will be provided. Please RSVP to Elizabeth Polnicky ([ep43@queensu.ca](mailto:ep43@queensu.ca)) by 21 October 2014, and let her know about any food restrictions or requirements. If you have any questions or concerns about this event, please contact Cathy Christie ([christie@queensu.ca](mailto:christie@queensu.ca)).

We look forward to seeing you there!

***PACC can be reached through its co-chair, Cathy Christie, at [christie@queensu.ca](mailto:christie@queensu.ca).***

FAIR EMPLOYMENT WEEK 2014

## The Pro-Rata Compensation Model for Adjuncts

The Canadian Association of University Teachers (CAUT) advocates a pro-rata model of compensation rather than a per-course stipend for Contract Academic Staff (CAS)

By the Canadian Association of University Teachers (CAUT)



Universities need to shift from a per-course stipend to the pro-rata system endorsed by the Canadian Association of University Teachers.

### What Is the Pro-Rata Model?

Regular tenure-track appointments include teaching, research, and service. The pro-rata model defines and compensates part-time work as a percentage of full-time work. This is the best way to restore the essential integrity of scholarly work as including both the pursuit of new knowledge and its dissemination through teaching, publication, professional practice, and other creative endeavours.

Pro-rata appointments:

- provide part-time staff access to a full career and full participation in our institutions;
- make it impossible to exploit full- and part-time “teaching-only” positions;
- undermine the financial incentive to use less than full-time appointments;
- provide better job security, academic freedom, and an opportunity to perform research, creative activity, and service;

- respond more appropriately to governments and administrators who demand “world-class, research-intensive” institutions that promote the “integration of teaching and research”;
- are fairer for individuals because everyone’s talents can be fully developed;
- are fairer for students who pay the same fees regardless of the nature of the instructor’s contract, and who should be taught by academic staff who have equal access to facilities,

professional development, and fair compensation for their work;

- will help Contract Academic Staff compete for regular tenure-track positions; and
- will address concerns about a shortage of academic labour.

### Why Should Universities Implement the Pro-Rata System?

The work of an academic staff member involves both the pursuit and the dissemination of knowledge

# ALL PROFESSORS DESERVE A FAIR WAGE

## Did you know?

Many professors at Queen’s earn less than \$10,000 per course. They are not paid for their research or scholarly work or service and have no job security.

Fair For All!!

Fair Employment Week 27-31 Oct 2014

Visit FairEmploymentWeek.ca and  
<http://www.qufa.ca> for more information



through teaching, public lectures, conference communications, publications, the building of library collections, the provision of critically mediated access to information, artistic production, and other similar activities. Such activities are closely related and involve different aspects of a single job. Yet thousands of Contract Academic Staff at Canada's universities and colleges have been denied an opportunity to participate fully in all aspects of academic work.

CAUT believes that all academics should have a job that:

- recognizes academic freedom,
- provides an opportunity for research,
- provides a voice in academic governance,
- provides fair compensation, and
- provides benefits.

Postsecondary administrators are increasingly relying upon poorly paid Contract Academic Staff to meet the

teaching needs of their institutions. Persons holding such appointments typically:

- are paid a disproportionately small stipend for teaching a course;
- have no benefits;
- are denied traditional academic rank;
- have limited job security;
- are expected to maintain professional standards, but are given little opportunity to do so;
- are not expected to be involved in ongoing research activities except on a voluntary and unremunerated basis;
- have inadequate academic support, such as offices, photocopying, telephone, voicemail, and e-mail;
- have no access to research or travel funds;
- have no opportunity to contribute to academic governance; and
- have no opportunity to transfer to more secure positions within the academy.

The situation must be corrected. Regular (tenured and tenure-track) academic staff face a stark choice: to help win salary, working conditions, and other rights comparable to their own for Contract Academic Staff, or to watch their own situation gradually decline to that suffered by their contract colleagues. The best way to move forward is to include all academics in academic staff associations and to recognize that the continued exploitation of some will eventually lead to the exploitation of all.

*This article is adapted from CAUT's "Stronger Together: The Pro-Rata Model," and also appeared in QUFA Voices 30.*

**CAUT can be accessed at [www.caut.ca](http://www.caut.ca).**

# PROFESSORS SHOULD NOT HAVE TO APPLY FOR EI

## Did you know?

Many professors at Queen's have to apply for employment insurance every year because they don't have job security.

**Fair For All!!**

**Fair Employment Week 27-31 Oct 2014**

Visit [Fair EmploymentWeek.ca](http://www.fairemploymentweek.ca) and  
<http://www.qufa.ca> for more information



FYI

## QUFA Seeking Fair Solution to Garbage Collection Issue

**The reassignment of trash collection work from CUPE Members to QUFA Members contravenes the University's legal obligations to CUPE cleaning staff**

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



This fall, QUFA Members are adjusting to changes in how Queen's is managing the collection of waste on campus.

Trash and recycling are no longer collected from individual offices by custodians. Instead, we are required to carry our refuse to new receptacles that have appeared in various central locations in units and buildings around campus.

Already overburdened with additional administrative work associated with our academic duties, many people feel that this is another example of work that has been downloaded to faculty at the expense of another union. In a 17 July 2014 letter to Principal Woolf, QUFA President Diane Beauchemin noted, "Seventeen custodians were recently laid off and six others had their hours nearly halved as a cost-cutting measure in April." Woolf replied to Beauchemin's letter after a delay of over two months, making no mention of the contractual rights of CUPE Members.<sup>1</sup>

It should be noted that the cleaning of offices is part of the defined workload of the Members of Local 229 of the Canadian Union of Public Employees (CUPE) at Queen's. The reassignment of the work of trash collection from CUPE Members to QUFA Members contravenes the University's legal

obligations to CUPE cleaning staff.

QUFA will continue to seek a just resolution of the waste collection problem and provide support to CUPE. In the meantime, QUFA Members are advised to comply with the requirements of the new waste collection system. In particular, the occupants of individual offices should not place waste bins outside their doors. Cleaning staff are not allowed to clear the contents of those bins. They have been instructed to place the unemptied bins back in our offices—a practice that adds to their workload.

In his letter, Woolf indicated that if we face "any barriers with respect to the central waste collection program," we should contact our "head, supervisor, or Physical Plan Services (PPS) directly at ext. 77301 or [fixit@queensu.ca](mailto:fixit@queensu.ca)" so that "PPS can arrange an appropriate accommodation, such as ensuring that a custodian collects garbage and recycling from the individual's workspace."

Woolf responded to Beauchemin's concerns about the need for costly chemical clean-up (pesticides, odour control etc.) if we "forget, neglect, or refuse to take out" our garbage by providing contact information for Dan Langham, Director of Environmental Health and Safety at ext. 74980 or [dan.langham@queensu.ca](mailto:dan.langham@queensu.ca).

Queen's Administration has declared the new trash collection system to be environmentally friendly when clearly it is a cost-saving measure. An announcement that less cleaning would be done on campus referred to "reductions in custodial staff" in association with "financial challenges" at Queen's.<sup>2</sup>

If the Administration were truly committed to greening the campus, organic composting would be available in every building rather than being limited to the "food service outlets and

throughout the John Deutsch University Centre," as Woolf describes in his letter.

Practices at other institutions indicate that the reorganization of waste collection at Queen's has not yet reached a high standard of sustainability. It should be possible to equip individual offices with the necessary containers—including individual green bins with carbon filters and blue boxes for glass, plastic, and metals—that would allow us to sort material from our offices before carrying sorted material to central bins in our buildings. Falling short of best practices, the new system requires QUFA Members to devote time to duties that belong to another union in a manner that does little to "green" Queen's.

QUFA Members are encouraged to express their concerns about these and any other issues to Principal Woolf at extension 33201 or [principal@queensu.ca](mailto:principal@queensu.ca). Please feel free to copy QUFA ([qufa@queensu.ca](mailto:qufa@queensu.ca)) on any correspondence.

### Notes

<sup>1</sup>Beauchemin's letter and Woolf's reply are posted in the "Announcements" section of the QUFA Web site ([www.qufa.ca](http://www.qufa.ca)).

<sup>2</sup>"Cleaning frequencies to be reduced." *Queen's Alumni Review* 29 August 2014.

**PACC can be reached through its co-chair, Cathy Christie, at [christie@queensu.ca](mailto:christie@queensu.ca).**

## 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](mailto:robert.may@qufa.ca)

LETTER TO THE EDITOR

## Some University Policies Are Worthy of *The Onion*

For Emily Hill, the University's policies on waste management and sustainability should be given *The Onion* treatment



**The Editor:**

I propose a column for *QUFA Voices* inspired by *The Onion*, the satirical American digital-media organization.

We have great material, given the numerous university policies and communications that invite ridicule.

For example, recent announcements on waste management, sustainability, and strategic planning could be "Onion-ized" as follows:

University spokespersons have expressed regret regarding the need to lay off custodians while maintaining high standards of hygiene in association with greening the university and the hard choices being made in rebalancing that will enable the university to move forward in embracing enhanced utilization of managerial expertise. They are confident that the measures under implementation will ensure invigorated direction of the strategic mission to maintain and strengthen the health and safety of the twenty-first-century Queen's brand.

**Emily Hill**  
Department of History

INTERVIEW

## Conflict Resolution for QUFA Members

An Interview with Meaghan Welfare

By Leslie Jermyn  
Executive Director, QUFA



*Many of the issues Members bring to our attention involve communications breakdowns and conflicts with other Members—their colleagues. As the union representing all Members of the bargaining unit, we cannot take sides or intervene in these situations.*

*We are, however, very fortunate to have access to the Queen's-QUFA Conflict Resolution Service, which was negotiated as part of the current (2011-2015) Collective Agreement. This is where we send Members with these kinds of concerns.*

*I interviewed Meaghan Welfare, who heads the conflict resolution team, to find out more about what she does at Queen's.*

**Q** What counts as a conflict that you can help resolve?

**A** The Queen's-QUFA Conflict Resolution Service is available to

Faculty, Librarians, and Archivists as well as non-member academic administrators. The types of conflicts that are appropriate for the service include but are not limited to:

- interpersonal or professional disputes with colleagues,
- issues of respect and cooperation,
- differing views and opinions, and
- communication breakdowns.

If you are unsure whether your situation is appropriate for the service, contact us and let us help you determine the best approach. Keep in mind we do not assist with conflicts about promotion and tenure or academic misconduct.

**Q** What sort of training or skills do you have to enable you to help Members with their conflict situations?

**A** I have a degree in Criminology with a minor in Law and a graduate certificate in Dispute Resolution from York University. In addition, I have thousands of professional training hours in areas such as conflict coaching, mediation, facilitation, group interventions, appreciative inquiry, and more. I also have over a decade of experience in the field of conflict management. I have had the fortune to work in a variety of workplaces, including academic, not-for-profit, public and private companies, and government.



supplied

Meaghan Welfare



**Q** If a Member calls you with a problem, what exactly happens? Who else gets involved? Does the head or director have to know? Does QUFA have to know?

**A** When you call the service, you will be immediately advised that the conversation is confidential. We will spend some time doing an initial consultation with you to determine if we can assist, and then we will set up a time to meet. Together, we will decide which of our services is the most appropriate for your situation.

The team providing the service consists of three highly experienced and educated mediators. Depending on the timing and complexities of the situation, we will assign the most appropriate practitioner to assist you, and you will be able to request a specific mediator if you wish.

Neither your head nor the union is informed that you have contacted the service. In fact, the entire service we offer is confidential. Only anonymous and non-attributable statistics are provided to the university and the union for the purposes of invoicing and program evaluation.

**Q** What sorts of conflict resolution methods do you use?

**A** We offer a range of conflict resolution services:

- **Mediation:** a confidential process in which a trained practitioner helps disputing parties resolve their work-related problems or conflicts. It is a non-judgmental and voluntary process that helps parties find mutually satisfactory resolutions to their conflicts.
- **Conflict Coaching:** a confidential process in which a conflict coach

assists an individual to develop proficiency in addressing and resolving specific conflicts, or preparing for an difficult discussion.

- **Group Processes:** members of a working team engage in and resolve conflict situations in a safe, open, and confidential forum. The purpose of the process is to identify and discuss issues that are impacting the group and to work towards a resolution that meets the needs of all parties.

In addition to conflict-resolution processes, we offer training that can be tailored to the needs of your group. Conflict management training provides participants with conflict resolution theory and skills to assist in effectively addressing conflict. All of our training is highly interactive and practice-based, and it can be given for general education purposes or as a result of an identified gap in knowledge and/or skills within a group.

**Q** How long does it take to get results? What if it doesn't work and the conflict persists?

**A** This is a great question, and a tough one to answer. The speed of resolution is dependent on the efforts and availability of the conflicting parties. If parties are motivated and engaged in the process, they can see results in as little as one meeting. However, some situations are highly complex and may in fact be historical. These situations usually take longer to resolve. Our promise to you is to reply to your requests within two business days. This quick response time will allow you to begin working on the problem right away.

If the situation is not resolved using our services, you remain open to using other conflict resolution tools, and I would encourage you to contact QUFA to discuss these options. Keep in mind,

alternative dispute resolution has an average of 85% success rate, so it's worth giving it a try.

**Q** Is there a fee for services? Is there a budget per problem? Who's paying for this anyway?

**A** There is no cost to you or your unit; the services are paid for by the University as part of the Collective Agreement between Queen's and QUFA.

There is no "budget per problem." Each situation is unique and will take different amounts of time to resolve. If you are concerned about how long it will take to resolve an issue, give us a call and we can give you a good idea of the time commitment.

**Q** Can you help a group of Members together?

**A** Absolutely! It is quite common for teams to require assistance in dealing with concerns or issues that arise in the workplace; after all, we spend the majority of our waking time at work. When approached to assist a team, we do an initial assessment to determine the needs of the team and design a process that will then meet those needs. All members of the team are welcome to participate in the process even if they are not Members of QUFA. Team or group processes are inclusive and collaborative, meaning the members are part of the design of the process and are strongly encouraged to participate and be active in resolution. If you think your team could benefit from assistance, contact us for a consultation.

*Phone or e-mail Meaghan Welfare directly at 613.453.5728 or [mwelfare@cogeco.ca](mailto:mwelfare@cogeco.ca). There is more information on the QUFA Web site, here: [http://www.qufa.ca/members/grievance/qq\\_conflict\\_resolution\\_brochure.pdf](http://www.qufa.ca/members/grievance/qq_conflict_resolution_brochure.pdf).*

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

## GRIEVANCE CORNER

## Grade Appeals, Plus AST and RTP

When QUFA Members face pressure to change grades they have assigned

By Ramneek Pooni  
Grievance Officer, QUFA

### Grade Appeals



We seem to be getting more questions from Members from various faculties and

departments about whether they can be made to change grades they have assigned. While this is an academic question and not a QUFA issue per se, it seems sensible to try to clarify what the proper process should be.<sup>1</sup>

All Faculties should have procedural information about grade appeals posted on their Web sites. I fairly quickly found links for Arts and Science<sup>2</sup> and Law,<sup>3</sup> and some departments that duplicate the effort to make it easier for their academic staff and students. I've heard that in some departments the academic integrity document is stapled to every course syllabus to ensure students have it easily available. What they all say is something like the following.

The student should contact the instructor first to discuss the matter informally. A mistake might have been made or something overlooked—even professors are human. If nothing informal is possible, then the student must take the formal route and follow the process for the faculty. This means the student has to write things out and submit it to the department head or dean for a formal appeal, often to have another faculty member review the work.

Assuming that the faculty member instructing and originally assigning the

grade has taken proper steps to make sure that the grade is appropriate and that it is based on sound and unbiased academic judgment, then he or she need not change the grade. It is possible nevertheless for the grade to be changed, but that is after the instructor's role in the process is over and it becomes someone else's decision what to do with the grade, again following rules and guidelines that have been developed to prevent personal bias and any other undue influence from creeping into the system.

As an example, some faculties have developed a bell-curve grading system that applies to all or certain types of courses, and if a particular class as a whole does objectively very well or very poorly so that the grades assigned do not conform to the curve, they might be changed to fit it. Another example would be if another grader were chosen to satisfy an appeal process and came up with a different grade from the instructor, whether better or worse, and then the grade were changed up or down according to the rules that governed. If a grade is changed, then it is the responsibility of that someone else to justify the changed grade at a later date should it become necessary.

What we are being contacted about increasingly is students going to those higher in the academic hierarchy such as the undergraduate or graduate chair, or head, either straight away or if they have been unsuccessful in their informal attempt to have their grade changed, to ask them to pressure the faculty member into changing the grade informally. It is important in such a situation for the chair or head to explain the proper process and to give the student whatever information might be useful, but it is wrong to succumb to the student's attempt at improper pressure tactics. The reputation of the academy relies on respect for its academic staff and on the integrity and defensibility of its processes, especially those ensuring

## 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))

fairness and conscientiousness in the academic endeavour.

Human-rights-based accommodation (disability, family, religion, etc.) and legitimate extenuating circumstances must be taken into account, this is true. I do not go into these situations here, but they should be dealt with beforehand whenever possible, and always beforehand if possible, using the formal or informal processes put in place specifically for them.

Please feel free to contact QUFA if you find yourself in a situation where you feel pressured to do something that seems or you know to be wrong. We may not be able to take up the issue formally, but we always try to help you figure out what you may or may not be able to do.

### Anomalies Side Table (AST)

The first arbitration hearing date on the Association grievance about the Anomalies Side Table is 13 January 2015. I will inform you of that process when there is something to report. The hearing

itself is open and will take place at the Courtyard Marriott. If you wish to inform yourself about the issues, please refer to the July-August 2013 issue of *QUFA Voices*, found at <http://www.qufa.ca/publications/>.

### Rank, Tenure, and Promotion (RTP)

It is now the season for RTP committees to conduct their reviews. If you are an applicant or a committee member, please remember that you can contact QUFA if you have any concerns or questions during the process. Every year, it seems that there is at least one wrinkle that QUFA and Queen's management must resolve, big or small, so don't hesitate because you think it might be bothersome to us or too minor.

### Notes

<sup>1</sup>It can become a QUFA issue if there is undue pressure that leads to infringement of academic freedom (which includes teaching, Article 14) or to harassment (Article 21).

<sup>2</sup><http://www.queensu.ca/artsci/help/academic-appeals>

<sup>3</sup><http://law.queensu.ca/jd-studies/jd-academic-calendar>

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

## QUFA's on Social Media!



Facebook

[www.facebook.com/qufapage](http://www.facebook.com/qufapage)



Twitter

[www.twitter.com/qufatweet](http://www.twitter.com/qufatweet)

### ANNOUNCEMENT

## 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**



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 Chief Negotiator Elizabeth Hanson and the bargaining team.

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

### Online Teaching

**Date:** Thursday 30 October 2014

**Time:** 3.00 p.m. – 4.30 p.m.

**Location:** Room B147, Botterell Hall

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

### Pension Options

**Date:** Monday 24 November 2014

**Time:** 3.00 p.m. – 4.30 p.m.

**Location:** Room 14, Dunning Hall

**Details:** This meeting will address pension plan options.

### 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/>.



CAUT's "From Talk to Action" conference takes place 31 Oct. 2014 – 1 Nov. 2014.

ANNOUNCEMENT

## Free Workshops for QUFA Members

E-Mail Etiquette and Dealing with Difficult People



The Queen's-QUFA Conflict Resolution Service is presenting two lunchtime workshops for QUFA Members and academic administrators. Bring your lunch, enjoy a beverage, and learn about:

**E-mail Etiquette:** 30 October 2014, 11.45 a.m. – 12.45 p.m., Room 324, Ellis Hall

**Dealing with Difficult People:** 21 November 2014, 11.45 a.m. – 12.45 p.m., Room 202, Robert Sutherland Hall

Please RSVP to [amanda.curran@queensu.ca](mailto:amanda.curran@queensu.ca).

ANNOUNCEMENT

## Help Us Build a Stronger QUFA

Full-day CAUT Workshop to take place on 9 December 2014



The Canadian Association of University Teachers (CAUT) will be on campus on 9 December 2014 for a workshop on how we can build a stronger faculty association.

If you're already involved with QUFA or hoping to get more involved as we gear up to bargain a new Collective Agreement, plan to attend this full-day workshop.

Please indicate your interest to [qufa@queensu.ca](mailto:qufa@queensu.ca).

ANNOUNCEMENT

## New Member Reception

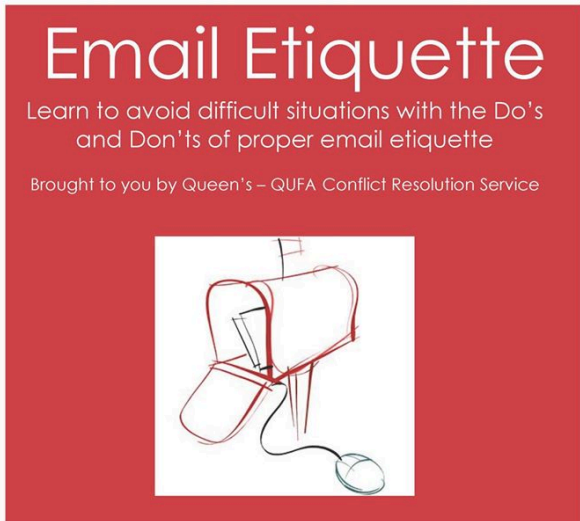
New QUFA Members are invited to meet QUFA volunteers and staff




To welcome new faculty, librarians, and archivists, QUFA is hosting a reception on 13 November 2014, 3.00 p.m. – 5 p.m., at the University Club.

If you know a new tenure-track or Adjunct QUFA Member in your unit, bring them along to meet QUFA volunteers and staff.

Please RSVP to [ep43@queensu.ca](mailto:ep43@queensu.ca) to ensure sufficient refreshments.



**Email Etiquette**  
Learn to avoid difficult situations with the Do's and Don'ts of proper email etiquette  
Brought to you by Queen's – QUFA Conflict Resolution Service



October 30<sup>th</sup>, 2014 11:45 – 12:45  
Ellis Hall Room 324

Bring your lunch and a friend to this FREE one-hour seminar  
Intended for: QUFA members and Non-Member Academic Administrators

Coffee, Tea and Beverages will be provided

To register e-mail: [amanda.curran@queensu.ca](mailto:amanda.curran@queensu.ca)

Please inform us of any special needs that require accommodation

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

613.453.5728



**Dealing with Difficult People**  
Brought to you by: Queen's – QUFA Conflict Resolution Service



Difficult situations and people can cause work to be stressful. This workshop will provide key tips to effectively neutralize those challenging interactions.

November 21<sup>st</sup>, 2014 11:45 – 12:45  
Robert Sutherland Hall Room 202

Bring your lunch and a friend to this FREE one-hour seminar  
Intended for: QUFA members and Non-Member Academic Administrators

Coffee, Tea and Beverages will be provided

To register e-mail: [amanda.curran@queensu.ca](mailto:amanda.curran@queensu.ca)

Please inform us of any special needs that require accommodation

MW Conflict Engagement Inc.

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