

BOARD MANUAL

Faculty Association
of the University of Calgary

November 22, 2024

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PART A: OVERVIEW

1. The Faculty Association: An Overview

The Faculty Association of the University of Calgary is established under the Post-Secondary Learning Act and is a trade union for the purposes of bargaining. Therefore, it is subject to the province's Labour Relations Code, as well as the *Post-secondary Learning Act*. The Faculty Association's primary functions are to negotiate the terms of employment for its members, to protect the interests of academic staff through the filing of grievances where appropriate, and to represent the academic staff.

Academic staff express their collective interests in the University through the Faculty Association under joint agreements arranged through negotiations with the Board of Governors. This role was formalized in 1981 through amendments to the Universities Act, which granted the Association responsibility for negotiating collective agreements with the Board of Governors on behalf of the academic staff. The role was confirmed in the Post-secondary Learning Act in 2004. In 2017, Faculty Associations were brought under the province's Labour Relations Code, which also established the Faculty Association as a trade union for the purposes of bargaining.

Being an academic in a university setting means taking some responsibility for the University as a whole, and particularly defending the rights of colleagues for the academic freedoms and processes that are unique to our environment. This is necessary because as scholars, we understand what a university should be and why society needs good universities. The traditions of good universities must be protected, and this protection must come from the academics who make up universities. It is the role of the Faculty Association to do just that: to ensure individual faculty members have equal access to justice, and that proper policies and procedures are in place to ensure that this goal is achieved. A "fair environment" that discourages favouritism and protects faculty members from arbitrary decisions is the essential foundation of an intellectually independent and open university.

2. What the Association Does

2.1 Negotiates the *Collective Agreement* with the Board of Governors

Under procedures established in the Collective Agreement, an Association committee negotiates the Collective Agreement whenever it comes up for renewal. The Board of Directors is kept fully informed during negotiations and ultimately decides on any tentative settlements that will be taken to the membership for ratification. Furthermore, if a tentative agreement cannot be reached or is not accepted, under the Labour Relations Code, both Parties can agree to voluntary arbitration, the Association membership can vote to go on strike, or the Board of Governors can decide to lock out academic staff.

Members of the Association have the opportunity to participate in the consultative process that guides the Association's bargaining endeavours, are kept informed during negotiations, and participate in the ratification process. Within the limits of confidentiality inherent in the negotiating process, Department Representatives are briefed on the status of negotiations and act as a two-way conduit to gather feedback from the membership during negotiations.

2.2 Protects Academic Staff Interests (Grievances)

The Faculty Association works to resolve conflicts between members and the administration. Whenever possible, the Association strives to resolve conflicts informally. Where appropriate, the Association works formally through the filing of grievances. The Faculty Association maintains control or carriage of all grievances and brings them forward on behalf of an individual academic staff member as per the process in the Collective Agreement.

When an academic staff member contacts the Faculty Association office, they will reach a Faculty Association staff member who treats the call or email with the utmost confidentiality. Faculty Association staff are not employees of the University of Calgary. Any confidential personal information is withheld from elected officers of the Faculty Association unless the member gives consent.

2.3 Promotes Academic Staff Interests

The Association names representatives to serve as non-voting members on faculty and university-wide committees which deliberate on important matters such as tenure and promotion, and the assessment of performance and award of merit increments. This watchdog role helps to ensure fairness in these proceedings and establish equity in the treatment of academic staff in the various disciplines. The Association also jointly appoints representatives with the University to various committees involved in assessment, and tenure and promotion, including the Faculty Assessment Committees, Tenure Appeal Committee (TAC) and the Promotion Review Committee (PRC).

2.4 Represents Academic Staff in the Councils of the University

Association representatives sit on the General Faculties Council (the principal forum for formulating academic policy), on the Board of Governors' Budget Committee, the Academic Planning and Priorities Committee, and several other committees established to govern the University, such as the Research and Scholarship Committee and the Teaching and Learning Committee.

The Association relies on our representatives on academic committees to ensure due process and to speak for the academic interests of all academic staff. The importance of this activity cannot be minimized. The Association also submits briefs and makes oral submissions to University committees as they affect our membership.

2.5 Speaks for the Academic Staff in the Public Forum

The Faculty Association participates in public discussion of issues affecting post-secondary education and research and attempts to ensure that the provincial and federal governments address the interests of academic staff. As much as possible, the Association tries to cooperate with the other parts of the campus community for effective public and government relations. The Faculty Association is non-partisan and works to maintain active communication with government ministers and MLAs, opposition MLAs, and key civil servants to advocate for the interests of academic staff and the broader mission of the University.

The Faculty Association is an organizational member of the **Canadian Association of University Teachers (CAUT)**, the national organization of academics. Our membership in CAUT allows us to lobby nationally on issues of importance to our members, such as transfer payments, academic freedom, casualization of the academic workforce (the misuse of sessional

instructors), corporatization of universities, equity issues, and copyright issues. CAUT provides information and interpretation of academic traditions such as academic freedom and tenure and formulates positions and guidelines on new developments as they affect academic institutions. CAUT publishes the CAUT Bulletin, which includes policy statements, commentary and news of academic interest and includes announcements and advertisements of academic positions. CAUT services include assisting with pre-bargaining as well as implementation of the Collective Agreement, Collective Agreement research, organizing assistance, summary legal advice and assistance with larger grievances of national significance.

2.6 Provides Information to Members

The Faculty Association routinely provides members with information on Association matters and topics of professional interest through a variety of platforms, including:

- Email
- The Academic Views newsletter
- Department Representative Bulletin
- Bargaining Bulletins
- Workshops
- Town Halls
- Surveys

General information is also available on the Faculty Association website, www.tucfa.com. Specific information pertaining to an individual's unique situation is best acquired by contacting the Association directly.

3. The Organization of the Faculty Association

The Association is governed in accordance with the by-laws of the Association. Association policy is set by the elected members of the Board of Directors. Day-to-day management of the affairs of the Association is overseen by the Executive Committee. This committee operates under the policy directions and delegated authority of the elected members of the Board, with the assistance of Association staff members. Board members are unsalaried volunteers.

Members of the Association in each department (or, in the case of non-departmentalized Faculties, each Faculty, or in the case of units composed of administration and professional Board appointees, each unit) are empowered to annually elect one member of the Department as Department Representative. Department Representatives are responsible for advising the Association on behalf of the members of the Department and maintaining liaison between the Department and the Association. Meetings of Department Representatives are held regularly throughout the year.

4. Guiding Documents

- [Faculty Association By-Laws \(link to the Faculty Association web page\)](#)
- [Collective Agreement \(link to the Faculty Association web page\)](#)

- [Post-Secondary Learning Act \(link to the Government of Alberta web page\)](#)
- [Labour Relations Code \(link to the Government of Alberta web page\)](#)

PART B:

BOARD GOVERNANCE

1. Approval Authority

Approved: September 23, 2008
Amended: March 20, 2018
Amended: November 22, 2024

Policy

The Board of Directors recognizes the importance of delegating authority for efficient and effective decision making within the Association. On that basis, the Board delegates authority as follows:

1.1 Memoranda of Agreement (MOA)

- i. In any case where the matter is related to an individual or a confidential matter, the President or Grievance Advisor may sign any MOA, as appropriate given their roles.
- ii. Subject to Article 1.3, in any case where the matter in the MOA interprets an existing provision in the Collective Agreement, adds to or otherwise changes the *Collective Agreement*, or deals with matters related to the *GFC Academic Staff Criteria & Processes Handbook*, the President, Grievance Advisor, or Principal Negotiator may sign any Memoranda, as appropriate given their roles, following agreement with the Executive Director. Should the two not agree, or where they believe further discussion would be beneficial, the MOA shall be referred to the Executive Committee for discussion on how to proceed. At any time, the Executive Committee or Board of Directors may be consulted prior to signing such MOAs. Such MOAs shall be reported to the Executive Committee and Board of Directors.
- iii. If, in the view of the Officer and/or Executive Director, the matter is a significant addition or change to the *Collective Agreement*, the MOA shall be discussed or approved by the Executive Committee or Board of Directors before being signed. Whether the MOA is reviewed by the Executive Committee or Board of Directors shall depend on the nature of the issue, timing, and other circumstances.

1.2 Lesser Agreements

- i. The Association routinely makes agreements with the Administration or other individuals in the form of conversations, emails, memos, letters and other correspondence. These agreements establish shared understandings with the Administration on the interpretation and implementation of provisions in the *Collective Agreement*, *GFC Academic Staff Criteria & Processes Handbook*, and other University documents. Such agreements do not change the documents under discussion and therefore do not require the creation of a Memorandum of Agreement.
- ii. Similarly, the Association may make agreements to deviate from the terms of the *Collective Agreement*, *GFC Academic Staff Criteria & Processes Handbook*, or other University documents for specific individuals, or in specific cases. Such agreements may relate to unique circumstances, accommodation issues, pre-grievance problem solving, and so on.
- iii. Some provisions in the *Collective Agreement*, *GFC Academic Staff Criteria &*

Processes Handbook, or other University documents require prior consultation with or agreement by the Association. (For example, Article 23.2(k) refers to circumstances agreed by the Governors and the Association.)

- iv. The Executive Committee shall establish protocols for such agreements, including approval authority and maintenance of a system for collecting and preserving such agreements.
- v. Notwithstanding the provisions above, any issue which, in the view of the approving individual, is of a potentially controversial nature and is not confidential, shall be referred to the Executive Committee or Board of Directors.

1.3 Labour Relations Board Processes

- i. If the Association initiates Labour Relations Board actions it shall be on the basis of approval by the Executive Committee. In all cases, the action shall be reported to the Board of Directors at their next regular meeting.
- ii. The Association may intervene in matters before the Labour Relations Board. Because of the short timelines involved, such matters will normally be approved by the Executive Director and an applicable Officer. In all cases, the action shall be reported to the Board of Directors at their next regular meeting.
- iii. Where the Association is the respondent on matters submitted to the Labour Relations Board, approval to respond will be automatically granted to the Executive Director who will inform the applicable Officer. In all cases this shall be reported to the Board of Directors at their next regular meeting.
- iv. In all matters before the Labour Relations Board, any expenditures will be from the General Reserve Fund.

1.4 Lawsuits, Human Rights Applications, and Similar Processes

- i. The Association will only initiate lawsuits or similar processes following approval by the Board of Directors. Where timing precludes this, the Executive Committee may take interim action, subject to retroactive approval by the Board of Directors.
- ii. The Association may be the respondent on lawsuits, human rights applications, or similar processes, which require decisive and timely action. Depending on the nature of the case, the President or Grievance Advisor shall be responsible for taking the lead in dealing with the matter, along with the Executive Director.
- iii. The President or Grievance Advisor, along with the Executive Director, shall have authority to make any agreements required, or to take other action as may be necessary, to settle the case. If the Officer and Executive Director do not agree, or if they believe that further discussion would be beneficial, the matter shall be referred to the Executive Committee and/or the Board of Directors as appropriate.
- iv. The President or Grievance Advisor, along with the Executive Director shall have the authority to make expenditures in defending the Association in the case, or settling the matter. Funds shall come from the General Reserve Fund. [See also the Budget Policy.]
- v. If appropriate, the President or Grievance Advisor, along with the Executive Director, shall regularly report on any pending actions to the Board of Directors, on an in-camera basis. However, the details may not always be provided due to the confidentiality of grievance matters.

1.5 Grievance or Interest Arbitrations Initiated by the Governors

- i. The provisions of section 1.4 shall also apply in the case of grievances or interest arbitrations initiated by the Governors.

1.6 Alternative Dispute Resolutions

- i. In grievance or bargaining matters, or other aspects of the Association's business, it may be appropriate to engage in forms of alternative dispute resolution, rather than the traditional grievance or legal processes.
- ii. The Executive Director and an Officer (normally the President or Grievance Advisor) as appropriate in the situation, may approve the establishment of alternative dispute resolution processes. Should the two not agree, or where they believe further discussion would be beneficial, the matter shall be referred to the Executive Committee for discussion on how to proceed. Expenditures shall come from the General Reserve Fund. Where the matter is not confidential, such approvals shall be reported to the Board of Directors, along with regular updates regarding progress.

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2. Association Appointment Procedures

Approved:	April 13, 1989
Amended:	December 5, 1991
Amended:	November 29, 1994
Amended:	April 29, 1997
Amended:	September 28, 1999
Amended:	September 30, 2003
Amended:	September 23, 2008
Amended:	June 10, 2014
Amended:	October 4, 2016
Amended:	November 22, 2024

Preamble

The Association serves many roles within the University and exercises these roles through appointments and nominations of Association representatives to various internal (university) committees and bodies as well as to external (non-university) committees and bodies. The role of the appointee is, in some circumstances, that of a representative of the Association's views and positions on the issues being debated; in other circumstances, the appointee is a monitor of the Association's interest in procedural fairness and equity; in still other circumstances, the appointment is by way of a nomination by the Association with the appointment actually being made by another office or body. In the latter case, the individual may still be viewed as the agent of the Association's views and opinions.

Appointment Procedure

2.1 External Bodies and Board of Governors

- i. The appointment of Association representatives or nominees to external bodies (including CAUT, CAFA, the Board of Governors, and the UAPP Board of Trustees and Sponsor Representative), shall be by motion of the Board of Directors on recommendation of the Personnel Committee. Representatives or nominees are expected to remain in active contact with the Association and, in particular, to represent the interests of the Association.
- ii. Appointments and Nominations – CAUT Delegate and CAFA Officer
The CAUT Council delegate and the CAFA Officer is normally the Association President. A motion to the Board of Directors appointing the CAUT Delegate or CAFA Officer shall only be required if the President declines to take these positions.
- iii. It is recognized that there may be meetings that CAFA Delegates or the CAFA Officer or CAUT Council Delegate cannot attend. However, given the importance of these bodies, the infrequency of their meetings, and the fact that absences may not be known until the last moment, alternates may be required who must be available at the time of the meetings. Therefore, the appointment of alternates to any of these positions shall be delegated to the President and Executive Director. Should the President and Executive Director disagree, or be unavailable, the appointment of alternates shall be made by the Personnel Committee.
- iv. Nomination – University of Calgary Board of Governors

In accordance with Alberta's *Post-Secondary Learning Act*, the Board of Directors will forward the name of its nominee for appointment as member of the University of Calgary Board of Governors to the appropriate Minister.

- v. Universities Academic Pension Plan (UAPP) The Board of Directors shall appoint:
 - a) a Sponsor Representative;
 - b) a Board of Trustees representative;
- vi. The appointees to these bodies may be the same person, if permitted under the rules of those bodies.
- vii. Once appointed by the Board to any of the bodies listed above, the various representatives may be appointed to any committee established by those bodies, where the appointment is made by those bodies (for example the UAPP Trustees establishing committees of the Trustees). However, if those bodies establish a committee with representatives to be appointed directly by the Association, the regular Association appointment process shall apply (for example, CAFA establishing a pension committee).
- viii. Members elected to a CAUT Officer or Committee position directly by the CAUT shall not require approval by the Association. However, where such members are also members of the Association Board, there is a potential for conflict of commitment. Member serving with both organizations should make it clear when they are or are not speaking on behalf of the Association.

2.2 Internal Bodies

- i. University and Association Committee
Candidates for University or internal Association Committees shall be appointed or nominated by the Personnel Committee. Representatives or nominees are expected to remain in active contact with the Association and, in particular, to represent the interests of the Association.
- ii. Term and Recall
 - a) Appointees, serve "at the pleasure of the Board." Appointees may be recalled upon a resolution of the Board, passed by a two-thirds vote of those present. The appointee and all other Board members shall be advised, in writing, at least seven calendar days prior to the presentation of such a motion, and the appointee shall be permitted to speak to the Board prior to the vote being taken.
 - b) Incumbents shall serve for their term of office, or until their resignation or recall, whichever comes first. No person shall be reappointed "automatically," but they may be re-nominated through the regular procedures outlined above.
- iii. Association Officers
 - a) The Officers of the Association other than the President are normally elected for a two year term by the Joint Board from among the members in office as of July 1, in accordance with Article 5.2 of the By-laws. However, as provided for in the By- laws, should the Board of Directors be unable to find a suitable candidate from among their membership for any officer position, the Board may, by a two-thirds vote of those present, designate any member of the Association to such an office.
 - b) Informal Board Nominations Committee
 - 1. Once the President (Elect) has been determined, he or she will consult with the Vice President and Executive Director to review and propose to the

Personnel Committee nominations for the remaining officer positions and the Standing Committee Chairs.

2. This procedure is in recognition of the need of the incoming President to actively participate in the creation of a "team approach" to governing the Association and to ensure adequate advice in making such recommendations.
3. The Personnel committee shall prepare a slate of candidates for Officers to be presented to a meeting of the Joint Board.

iv. Administratively Handled Committee Appointments

a) The following appointments are administratively handled by the Executive Director, who may consult with the President and Grievance Advisor:

1. Assessment, Promotion and Tenure Committees

The Association regularly appoints members to serve as non-voting members on Faculty Assessment Committees, PTR Tribunals, OAA Appeal Committees, Faculty Tenure and Promotion Committees, Tenure Appeal Committees, Promotion Review Committee, and Dual Career Hiring Committees.

2. Jointly appointed Committees

The *Collective Agreement* establishes committees with jointly appointed members (e.g. Faculty Tenure and Promotion Committees, Tenure Appeal Committees)

3. Committees of Inquiry/Investigation and the like

The Association appoints, when necessary, members to serve as non-voting members of committees of inquiry/investigation and the like.

4. In addition, in career-threatening situations, the Association may appoint advisors to work with individuals in the processes listed in 1 and 2.

3. Election Committee – Mandate

Approved: November 29, 1994

Amended: October 8, 2019

The Elections Committee, established by Articles 7.6 and 12.1.3 of the By-laws, shall be responsible for running the elections for President and Chair of the Board, Board Members, and Sessional Member, administering ratification votes and other votes or elections, as required.

The Election Committee shall preside over any forum for Presidential candidates as required by Article 7.6 of the By-Laws.

Elections Committee Membership

- Chair of the Elections Committee. In accordance with By-Laws Article 7.6.5, the Chair of the Elections Committee shall not be running for office in the Faculty Association. In practice, this means the Chair shall not be a Board member whose term of office is up for renewal during the period of appointment as Chair.
- Two members who are not members of the Board of Directors

4. Executive Committee – Mandate

Approved: September 28, 1999
Amended: January 23, 2002
Amended: September 23, 2008
Amended: November 22, 2024

An Executive Committee is established by Article 12.1.1 of the By-laws. The membership of the Executive Committee shall include all the Officers, as required by Article 11.4 of the By-Laws. The President and Chair of the Board of Directors shall chair the Executive Committee. The President and the Board shall each have the authority to appoint Board members to the Executive Committee for stipulated periods of time and/or to participate in stipulated policy discussions.

The Executive Committee may be used as an advisory body, a sounding board for ideas, and for advice as required by any of the Association Officers. In addition, the Executive Committee shall be responsible for the ongoing management of issues, and such duties as the initial review of drafts of policy statements and for their submission to the Board for discussion and further direction. The Board shall provide input and may delegate authority for final drafting and submission of the position statement to the relevant recipient.

The Executive Committee shall meet regularly between meetings of the Board. The President shall retain the authority to call meetings, as required, and to cancel any meeting by reason of lack of business or because of scheduling difficulties.

The quorum for the Executive Committee shall be three Officers.

5. Governance

Approved: March 23, 1992
Amended: November 29, 1994
Amended: April 29, 1997
Amended: September 28, 1999
Amended: January 29, 2002
Amended: November 22, 2024

5.1 Board of Directors

- i. This policy is adopted pursuant to Article 5 of the by-laws of the Faculty Association. The officers of the Association shall be established by the Board of Directors, normally at a Joint Board meeting in the Spring on the recommendation of the Informal Board Nominations Committee. The officers must include the President and Chair of the Board of Directors, Vice-President and Treasurer and normally will also include the Principal Negotiator, Grievance Advisor, and Officers-at-Large.
- ii. The Board of Directors shall have as its primary functions, the following responsibilities:
 - a) to consider new policy;
 - b) to regularly review existing policy;
 - c) to oversee and review the administrative and financial affairs of the Association;
 - d) to represent the Association in external for a (e.g. representing members in grievances and appeals, speaking on behalf of the Association in university councils, representation of the Association in provincial/federal political meetings and at provincial/national organizations such as CAUT);
 - e) to establish and regularly review the goals and objectives of the Board, standing committees and ad hoc committees;
 - f) to approve important policy for the Association; and
 - g) to approve significant bargaining related actions such as the initial position or interests for negotiations, job actions or public activities in support of the Association's bargaining position, recommendations to the membership concerning ratification of any tentative agreements reached through negotiation, or decisions to proceed to binding arbitration, etc.; and
 - h) to approve every recommendation to refer a specific grievance to binding arbitration.
- iii. Board of Directors members are elected at large representing the interests of all academic staff members, not merely the interests of a specific sub-set of the membership. As such, Board members have a further duty to ensure:
 - a) adequate representation of membership perspectives; and
 - b) communication of Association activities and positions through liaison with the Department Representatives.
- iv. Board Meetings and Procedures:
 - a) The Board shall meet regularly, according to the annual schedule of meeting dates established in the spring. This shall include an annual orientation meeting in order to facilitate and integrate the participation of new Board Members. The President has

the authority to call additional meetings, as required, and to cancel any meeting by reason of lack of business.

- b) Written reports for information are encouraged and shall be circulated, together with the Board Agenda the week prior to the scheduled meeting, when possible.
- c) The Board Agenda shall conform to the following format
 - 1. Call to Order
 - 2. Announcements
 - 3. Adoption of Agenda
 - 4. Approval of Minutes and E-Mail Votes of the Board
 - 5. Action Items
 - 6. Discussion Items
 - 7. Reports and Information
 - 8. Adjournment
- d) The Association by-laws, Section 17.1, require that Robert's Rules of Order (latest edition) shall be the rules of procedure for the Association.
- e) At meetings of the Board of Directors, all members, as well as the President and Chair of the Board, shall have a single vote on each motion presented before them. In the event of a tie vote the motion shall be deemed lost.
- f) All motions to be decided at meetings of the Board of Directors, including recommendations from committees, shall require a mover and seconder before being debated.
- g) Committees of the Association may establish their own practices and meeting procedures, as allowed for under Robert's Rules of Order.

5.2 Standing Committees

- i. The Standing Committees are: Executive, Joint Liaison, Elections, and Personnel.

5.3 Ad Hoc Committees

- i. The Board or Executive Committee may establish other committees to provide advice on any matter.

6. Grievance Advisor – Guidelines

Approved: November 23, 1993, to take effect July 1, 1994
Amended: October 25, 1994
Amended: April 29, 1997
Amended: September 28, 1999
Amended: September 30, 2003
Amended: April 7, 2009

Authority

The Grievance Advisor is authorized to direct the advocacy function on behalf of the Association and within the limits established within this policy and with regard to the powers of the Board of Directors as set out in Governance Policy, section ii (h).

Responsibilities

The Grievance Advisor shall be responsible for:

1. the effective conduct and management of each formal grievance case, within the limits of the authority delegated by the Board, and in consultation with the Executive Committee. The final decision on formal case management and tactics is delegated to the Grievance Advisor.
2. ensuring membership awareness of grievance matters through the preparation of articles, in conformity with the policy on confidentiality, to be published in the newsletter.
3. the preparation of regular reports to the Executive Committee on the status of formal grievance(s). The Grievance Advisor may seek the Executive Committee's advice concerning strategy and tactics to be followed to bring the case to a successful resolution. The Grievance Advisor shall also prepare a regular report to the Board.
4. remaining aware, and considering the impact of, grievances at other universities and in other jurisdictions, with particular attention to grievance management in higher education in the Province of Alberta.

Other Duties

The Grievance Advisor is a member of the Executive Committee and is therefore expected to attend its regular scheduled meetings for purposes of briefing and consultation.

Acting Grievance Advisor

Acting Grievance Advisors are appointed by the Executive Director on an ad-hoc basis. Such individuals shall have all of the powers of the Grievance Advisor as it pertains to a specific case. Unless otherwise a member, Acting Grievance Advisor status does not confer the individual membership on the Personnel Committee, Executive Committee, or Board of Directors.

7. Joint Committees with the Governors

Approved: November 18, 2014

Replaces the policy "Joint Liaison Committee – Mandate"

To ensure matters on mutual concern are addressed in a timely manner outside of the regular bargaining cycle, the Association shall ensure that joint committees with the Governors remain a feature of the *Collective Agreement*. Such committees are established to maintain a spirit of cooperation and mutual respect between the Parties, facilitate effective working relationships, foster good communication and the exchange of information, and address specific issues in a timely way.

As a minimum, a generic Joint Liaison Committee shall be established. However, there is also value in other joint committees to review agreement provisions generally or specifically. Joint committee might also be created as the result of bargaining, grievances, or other discussions to investigate certain policy matters, resolve conflicts, or determine courses of action.

Appointments by the Association to Joint Committees shall be made in accordance with the Association's Appointment Procedures.

8. Officer-at-Large – Guidelines

Approved: September 28, 1999
Amended: September 30, 2003
Amended: September 25, 2007
Amended: April 7, 2009

In any given year, the Board of Directors may choose to appoint one or more individuals as Officer-at-Large.

Authority

An Officer-at-Large, in consultation with the President, is authorized to take on such duties and special projects as mandated by the President, Executive Committee or Board of Directors.

Process

It is expected that the work of an Officer-at-Large will vary widely from year to year, depending on the priorities of the Association.

Other Duties

An Officer-at-Large is a member of the Executive Committee and is therefore expected to attend its regular scheduled meetings for purposes of briefing and consultation.

9. Personnel Committee – Mandate

Approved:	May 6, 1986
Amended:	November 29, 1994
Amended:	April 29, 1997
Amended:	September 28, 1999
Amended:	January 29, 2002
Amended:	September 23, 2008
Amended:	November 22, 2024

The Personnel Committee, which is established by Article 11.1.4 of the by-laws, shall be concerned with all matters respecting the relationship between the Association and the employees of the Association; and all matters regarding the nomination or appointment of Association members to internal or external councils or committees.

9.1 Responsibilities

i. Staff Matters

- 1) To represent the Association in negotiations with the Personnel Committee respecting the renewal of agreements with staff members.
- 2) To review job descriptions, PTR increments and receive annual reports as required.
- 3) To advertise, review, interview and approve the appointment of the Executive Director. All other staff are interviewed by, hired by and report to the Executive Director, subject to the approval of the Personnel Committee. The Executive Director will report to the President, as the Chair of the Personnel Committee as required to assure the Association is staffed appropriately and effectively.

ii. Financial Authority

- 1) In implementing their responsibilities under i above, the Personnel Committee may approve expenditures from the Reserve Fund, or the Operating Budget.

iii. Committee Appointments/Nominations

- 1) To receive reports from Association appointees on all committees (internal and external), and to provide performance evaluations on Association appointees as required.
- 2) To solicit, whenever possible, suggestions from the Board; to review, recommend, and/or approve appointments to internal and external committees or councils, in accordance with the Association's Appointments Procedures.
- 3) To determine whether or not the Association should be represented on a given committee, subject to overrule by the Board of Directors.

9.2 Personnel Committee Members

The Personnel Committee shall include all of the Association Officers, without any additional Board

members. The President and Chair of the Board shall be the Chair of the Personnel Committee. The quorum for the Personnel Committee shall be three Officers.

10. President and Chair of the Board – Guidelines

Approved:	October 25, 1994
Amended:	June 30, 1995
Amended:	April 29, 1997
Amended:	September 30, 2003
Amended:	September 23, 2008
Amended:	April 7, 2009

10.1 Accountability

The President and Chair of the Board of Directors is accountable to the members and the Board for his/her actions, decisions, and activities.

10.2 Functions

- i. To serve as the chief elected officer of the Association, reporting to the Board of Directors and the members.
- ii. To set direction and to provide leadership for achieving the Association's goals and objectives.
- iii. To enable the Board of Directors to fulfil its policy-making and governance function.

10.3 Responsibilities

- i. To take overall responsibility for the affairs of the Association.
- ii. To work with the Executive Committee and/or the Board of Directors to determine the priorities of the Association.
- iii. In consultation with the Executive Director, to co-ordinate the activities of the Faculty Association and consult with Officers and staff as needed.
- iv. To call and chair meetings of the Board of Directors, Executive Committee, Personnel Committee, Department Representatives, and the general membership.
- v. With the Executive Director, to develop agendas for Board, Executive, Personnel, and Department Representatives meetings.
- vi. To keep the Board fully informed of Association activities.
- vii. To serve as principal advocate and spokesperson for the Association mission in University and external fora.
- viii. With the Executive Director, to recruit Association members to serve on Association committees and as Association representatives throughout the University.
- ix. To report to members at General Meetings, and regularly through the Association newsletter.
- x. To designate any member of the Board as Acting President during times of absences for short periods. The Vice-President, if available, is often in the best position to serve in this capacity.

11. Principal Negotiator – Guidelines

Approved: November 23, 1993, to take effect July 1, 1994
Amended: October 25, 1994
Amended: April 29, 1997
Amended: September 28, 1999
Amended: September 30, 2003
Amended: April 7, 2009

11.1 Authority

The Principal Negotiator is authorized to conduct all Collective Agreement and Economic Benefits negotiations on behalf of the Association and within the limits established within this policy.

11.2 Process

- i. The Principal Negotiator will normally consult broadly with the membership prior to preparing the opening bargaining position, approach or interests for approval by the Board. This consultative process shall be as the Principal Negotiator thinks fit, but might include some of the following:
 - a. a survey of the membership.
 - b. discussion with the Department Representatives.
 - c. a discussion at a General Meeting of the membership.
 - d. consultation with a representative panel of the members.
- ii. The Principal Negotiator may propose the creation of a Committee for each negotiation to be composed of both negotiating team members and a more broadly based consultative group. Membership on the committee must be approved by the Personnel Committee.
- iii. The Principal Negotiator shall be responsible for preparing the final set of opening proposals for each negotiation, or establishing a list of interests to be pursued in a collaborative bargaining situation, and seeking the Board's approval prior to their submission to the University.
- iv. During negotiations, the Principal Negotiator shall prepare a regular report to the Executive Committee and a regular report to the Board. The Principal Negotiator shall seek the advice of the Executive Committee concerning strategy and tactics to be followed.
- v. At the conclusion of negotiations, the Principal Negotiator may make any of the following recommendations to the Board of Directors regarding the Agreement as a whole or dealing with individual parts of the Agreement as s/he sees fit:
 - a. that it be sent to the membership with a recommendation to ratify;
 - b. that it be sent to the membership without a recommendation;
 - c. that it be sent to the membership with a recommendation to reject; and/or
 - d. that outstanding matters be referred to arbitration.[Note: These options may be constrained by the *Collective Agreement*].
- vi. Ratification shall be carried out in accordance with the By-laws.

11.3 Responsibilities

The Principal Negotiator shall be responsible for the conduct of each set of negotiations, within the limits of the authority delegated by the Board, and in consultation with the Executive Committee. The final decision on table strategy and tactics is delegated to the Principal Negotiator.

11.4 Other Duties

The Principal Negotiator is a member of the Executive Committee and is therefore expected to attend its regular, scheduled meetings for purposes of briefing and consultation.

12. Release Time

Approved: April 7, 2009
Amended: November 22, 2024

Preamble

The *Collective Agreement* grants the Association the authority to provide for release time for Association Officers and other academic staff members.

12.1 Release Time for Officers

Academic staff members who serve as Officers shall normally be provided with release time as follows:

President	100%
Vice-President and Treasurer	25%
Grievance Advisor	50%
Principal Negotiator	25%-50%
Officers at Large	25%

These amounts may be adjusted higher or lower depending on the expected workload in a given year for an Officer. The Executive Director shall have the authority to approve such adjustments, and shall report any such adjustments to the Board of Directors.

12.2 Release Time for CAUT Officers

The Executive Director shall assist the CAUT Executive Director in securing release time for CAUT Officers. Where necessary, the Executive Director has the authority to top up the release time provided or to provide for the release time funds to be given by alternative means.

12.3 Release Time for UAPP Trustee

Where the UAPP Trustee is not an Officer, the Association may provide release time. Such release time will be contingent upon the Trustee signing over the stipends provided by the UAPP Board. The Personnel Committee shall have the authority to make such arrangements.

For UAPP Trustees who are Association Officers, the Personnel Committee shall determine whether additional release time or other indirect compensation is necessary, or if the UAPP work is already covered by the release time provided to that Officer. Where additional release time is provided, the Executive Director shall report this to the Personnel Committee.

12.4 Release Time for Other Academic Staff Members

From time to time it may be desirable to provide release time to academic staff members who provide exceptionally onerous service to the Association. Whether to provide release time and the corresponding amount shall be determined by the Executive Director and reported to the Personnel Committee.

12.5 Negotiations with Departments/Faculties

The dollar amount provided to a Department or Faculty to pay for the release time is established in the *Collective Agreement*. The Personnel Committee is delegated the authority to increase the amount provided to the Department/Faculty where the amount provided would otherwise be inadequate. The Executive Director is also delegated the authority to provide the release time in another indirect form (i.e. not through direct payments to the individual). Where the Executive Director takes such actions, this shall be reported to the Personnel Committee.

12.6 Release Time for Sessional Instructors or Academic Staff members who have less than a full-time appointment

In the case where the academic staff member is not a full-time continuing, contingent term or limited term member, the Personnel Committee has the authority to provide the release time payment directly to the individual, or through a combination of direct and indirect means.

12.7 Reference to the Personnel Committee

The Executive Director may consult on the matters with the President and may refer any of these matters to the Personnel Committee for advice before s/he takes action.

Background

#12.6: Release Time for Sessional Instructors

In 1994, the Faculty Association began representing all sessional instructors. Prior to that we had only represented “full-time” sessionals. In expanding this definition of the membership, we expanded the Board to include a designated sessional seat.

In 1999, the Board recognized that unlike “regular” Board members who conduct Association business during work hours, sessionals are serving on the Association Board in their own time. For that reason the Board approved the creation of an annual stipend of \$1,000 to be provided in two disbursements (half in September; half in January).

In 2002, the Board confirmed this practice and raised the stipend to \$1,200. On October 8, 2019 the board moved to change the stipend amount to \$1,600.00 per year and to increase the stipend each July in accordance with the Alberta Consumer Price Index.

13. Role of Department Representatives

Originally written:	November 1993
Approved:	April 29, 1997
Amended:	September 28, 1999
Amended:	September 30, 2003
Amended:	September 23, 2008
Amended:	February 11, 2020
Amended:	November 22, 2024

The role of the Faculty Association's Department Representatives is established in Article 10 of the by-laws of the Association.

"The members of the Association in each department (or, in the case of non- departmentalized Faculties, each Faculty) shall annually elect one member of the Department as Department Representative. The Department Representative is responsible for maintaining liaison between the Board of Directors and the Department, and for advising the Board of Directors on behalf of the members of the Department. In the case of units composed of non-teaching Board appointees, representatives shall be elected from units administratively similar to Departments and Faculties, as those members shall decide."

The functional role of the Department Representatives is an evolving one. As the Association has grown and its internal structure changed, the Department Representatives have become increasingly important.

The Board needs to inform its members and receive feedback from them on a variety of issues and uses meetings with Department Representatives as one way to achieve that.

On a regular basis, during the academic term, the Departmental Representatives typically meet with the President and/or other Officers for a briefing on Association initiatives and important areas of activity. Department Representative meetings are considered closed meetings with only Department Representatives, their alternates, and Board of Directors members invited to attend. At the President's discretion, guests (such as members of the bargaining team, or members of other Faculty Association committees) may be invited to attend the meetings.

The Association asks the Department Representatives to keep the academic staff members in their units informed about the activities and issues raised by the Faculty Association, and provides Department Representatives with summaries of the items addressed during the meetings (plus urgent items that come up between meetings) to share with their units.

The Association may also ask Department Representatives to consult with academic staff members on matters of interest in order to receive their input.

Input from the Department Representatives is particularly important during salary and benefit negotiations.

Department Representatives are also encouraged to consult with their members to identify any

concerns they have that the Faculty Association may be able to address. These may be raised during a Department Representative meeting, or before the meeting if the item is likely to be extensive. In the case of concerns specific to the unit, the Department Representative may wish to meet with the Faculty Association (accompanied by other members of the unit if desired) separately.

Involvement of individual members of the Association as Department Representatives is seen as a way to encourage future involvement of those individuals as either members of the Board, as committee members, or as Association Representatives to faculty promotions and/or tenure committees.

Department Representatives are often approached by members of their departments or units with questions or problems in relation to academic staff matters and asked for advice. Since answers to many such questions and problems have complexities, ramifications, and implications legal and otherwise of which the Department Representative may not be aware, the Department Representative should always refer such questions, problems and requests for advice to the Faculty Association office.

For similar reasons, if a Department Representative is approached by a colleague for advice and assistance on FMC/FTPC matters, they should refer the colleague to the Faculty Association office.

14. Vice-President & Treasurer – Guidelines

Approved: October 25, 1994
Amended: June 30, 1995
Amended: April 29, 1997
Amended: September 28, 1999
Amended: September 30, 2003
Amended: April 7, 2009

As **Vice-President**, shall be responsible for:

1. In the event of incapacitation of the President, calling a meeting of the Board for the purpose of electing an Acting President for the duration of the President's incapacitation or until the end of the current term of office. (By- laws 8.5).
2. Serving as Acting President in the President's absence, at his or her request.

As **Treasurer**, overseeing the financial affairs of the Association:

1. Annually, in the spring, with the President and the Executive Director, reviewing the current budget and preparing preliminary estimates of revenues and proposed allocations.
2. Presenting the final line-item budget to the Board for approval, normally at the April/May meeting.
3. Approving Association purchases consistent with the Budget Policy. Preparing proposals for approval by the Board of Directors as appropriate.
4. Regularly reviewing the financial policies of the Association and proposing amendments to the Board.
5. Annually, with the President and Executive Director, meeting with the Auditor.
6. Presenting the Audited Financial Statement to the Board.

Other Duties

The Vice President and Treasurer is a member of the Executive Committee and is therefore expected to attend its regular scheduled meetings for purposes of briefing and consultation.

PART C: INTERNAL POLICIES

1. Ad-Hoc Representation of Members by Officers or Board Members

Approved: November 21 and 28, 2000

1.1 Policy

- i. Because the Executive Director and Grievance Advisor are responsible for ensuring that members are provided with representation or advocacy services by the Association, Board members should consult with them before agreeing to act as representatives or advocates for individual members in any formal proceeding involving the member or any dispute involving the member. Board members and Officers should first approach the Executive Director, who will consult with the Grievance Advisor when the Executive Director believes this to be necessary.
- ii. In any situation where it might reasonably be perceived that a Board member is acting in the role of an advisor or representative appointed by the Association, the Board member must ensure that all parties are clearly informed as to the scope and limitations of their role. In no case should an Board member convey the impression that they are acting as a duly authorized representative of the Association without the agreement of the Executive Director and, when appropriate, the Grievance Advisor. In no case should a Board member advise that a dispute be settled or that an agreement be concluded between a member and the administration, until proper consultation with the Association has occurred.
- iii. It is not possible for Officers to step outside of their official roles in the Association during their term of office, and to speak as private persons on behalf of other members. Thus, it is absolutely mandatory that that Officers consult with and obtain the approval of the Executive Director and, when appropriate, the Grievance advisor, before engaging in any representation of or advocacy activities on behalf of a member.
- iv. Past Officers or former Board members who, by virtue of their history of involvement with the Faculty Association, might be presumed by others to speak with the authority of or on behalf of the Faculty Association, should consider carefully whether it would be wise for them to take up the role of advocate or representative for another member. Past Officers and former Board members should always take the course of action that would best preserve the legal and contractual rights of the member, which at a minimum almost always involves the member's directly contacting the Association's office for advice and assistance.

1.2 Background

- i. Board members and Officers are sometimes asked by members to accompany them to meetings with administrators or to intervene on their behalf with the administration when there is some dispute or misunderstanding between the member and the administration. Often, the member wants the matter to be handled quietly and informally, without their lodging a complaint or grievance that they fear may involve them in quasi-legalistic wranglings with the administration. Board members need to exercise extreme caution when they are asked to engage in such "informal" activities.

- ii. If a Board member or Officer engages in casual or informal representation of a member, there is a very real risk that the Board member or Officer will be regarded by the parties as if they were speaking formally on behalf of the Association. There can be a reasonable presumption by administrators that the Association has been properly informed about the issue, and that it will be properly informed about the outcomes of any discussions. Administrators might reasonably presume that the Board member or Officer is empowered to make an agreement that is binding on the member, the administration, and the Association. This can seriously compromise the Association's ability to represent the member in any further dealings with the administration, and it may introduce unnecessary and damaging complications in the Association's relationship with the administration on a wide range of other matters. At the very least, important grievance deadlines can be missed, making it impossible for the Association to carry forward a member's complaint.
- iii. The laws governing employment relations and labour-management issues are subject to both changes in legislation and to constant modification by arbitral and judicial decisions. University regulations and the Collective Agreement are embodied in complex documents, and are likewise subject to frequent changes. Board members and Officers, regardless of their experience, are likely to have limitations in their knowledge of these matters of which they are unaware. Thus, there is a very real risk that they may inadvertently provide members with advice based on inaccurate or outdated information. In order to protect members' rights (and in order to be able to demonstrate that the Association has acted properly), it is essential that there be proper and thorough consultation between the member and the representatives of the Association whose duty it is to stay abreast of all the changes that can influence members' employment relationships. The need for caution extends even to giving advice and information to members; in providing advice or information to members, Board members and Officers should routinely advise members to check with the Association's office before acting on the information provided.
- iv. The Association possesses both moral and legal obligations to its members. The Association has a duty to fairly represent the interests of its members, in particular when they are experiencing difficulties in their employment relationship with the university. These duties are enforceable at law, and individual Board members or Officers, and the Association itself, may be successfully sued by a member or former member if it can be established that there has been a negligent failure in the duty of fair representation with consequent material damages for the member. The Association's insurance provides protection for Officers and board members in these circumstances— but only if the Board member or Officer has been properly engaged in bona fide Association business in their dealings with the member. Casual or informal representation of members, or advocacy on behalf of individual members, may not be covered by the Association's insurance, and in some circumstances, the individual Board member or Officer may be individually responsible for providing for their own defence and for paying any damages that are awarded. In considering this possibility, Board members and Officers should not be swayed by a history of positive relationships between themselves and the member who is seeking their assistance— such positive relationships can easily evaporate if things go badly for the member.

2. Annual CAUT Academic Freedom Fund Donation

Approved: January 29, 2019

The Board of Directors authorizes an annual donation to the CAUT Academic Freedom Fund of \$1 per member (based on the membership as of October 31 in each year, rounded up to the nearest \$100). Funds shall come from the General Reserves. The donation shall normally be presented to the CAUT Treasurer at the Fall CAUT Council meeting.

Background

For many years, the Faculty Association made annual donations to the CAUT Academic Freedom Fund reflecting: its commitment to supporting our sister Associations; the importance of academic freedom to our Association; and that our Association did not participate in the CAUT Defence Fund. When it became clear that our Association would become a union under the *Labour Relations Code* with the power to strike, the Association temporarily suspended our annual donation expecting that we would soon be participating in the CAUT Defence Fund. As of July 2017, the Association joined the CAUT Defence Fund. It is also noted that, as of January 2019, the Association is the second largest cumulative donor to the CAUT Academic Freedom Fund.

3. Annual Food Bank Donation

Approved: November 7, 2017

Amended: December 3, 2024

The Board of Directors authorizes an annual expenditure of \$7,000, split between the campus food bank and the interfaith food bank. Funds to come from the Special Motions Fund.

Background

Since 1999, the Faculty Association has made a donation to food banks in lieu of holiday gifts. Starting with an original annual donation of \$1 per member, the Board raised this to \$2 per member in 2010.

In 2012 the Board of Directors established that \$5,000 be donated each year, with half to be donated to the campus food bank and half to be donated to the interfaith food bank. In 2024 this donation was increased to \$7,000.

4. Assessment of Deans and Equivalent – Surveys by the Association

Original Guidelines Approved: October 23, 2001
 Policy Approved: October 22, 2002
 Amended: November 18, 2003
 Amended: April 17, 2007
 Amended: March 10, 2009
 Amended: February 4, 2014
 Amended: November 17, 2020
 Amended: November 22, 2024

4.1 Policy

- i. The Faculty Association shall participate in the assessment of Deans and equivalent positions by conducting surveys of academic staff members.
- ii. Surveys shall be conducted in the middle of the term of these senior administrators and at any point when a review committee is struck, or expected to be struck, to consider a contract renewal (usually one year prior to the end of the contract). Therefore, surveys shall be conducted on the following schedule:

Where the length of the contract is	surveys will be conducted
less than 4 years	at the renewal point
4 or 5 years	at the two year point and at the renewal point
6 or 7 years	at the three year point and the renewal point
8 years or longer or indefinite	at the three year point, every three years following, and at the renewal point.

- iii. Surveys will be circulated to academic staff as follows:

Position	Survey Recipients
-Deans, except Vice-Provost (Graduate Education), and Dean of Graduate Studies and Dean of UCQ (Qatar) -Vice-Provost (Libraries and Cultural Resources) and University Librarian -Vice-Provost (Student Experience)	-all ongoing and sessional academic staff in the affected units -other academic staff members, upon request

Position	Survey Recipients
-Dean and Vice-Provost (Graduate Studies)	- members of the Council of the Faculty of Graduate Studies - Department Heads - Associate Deans (Research or equivalent) - Departmental and Faculty Graduate Coordinators - other academic staff members, upon request
-Vice-Provost (Teaching and Learning)	- all ongoing or sessional academic staff members who are hired directly or seconded into the Taylor Institute - other academic staff members, upon request
-Director of the School of Public Policy	- all ongoing or sessional academic staff members who are hired directly or seconded into the School of Public Policy - other academic staff members, upon request

Where, based on the table above, the total number of surveys to be sent out is less than 10, the survey shall not be conducted.

For greater clarity, the Association will not survey the members in the Faculty of Qatar (UCQ) due to the potential safety concerns of such members.

- iv. The quantitative and qualitative results of surveys shall be compiled in confidence under the authority of the Executive Director. The surveys will be conducted and a report of the results compiled by the association staff.
- v. The results of the surveys shall include the total number of surveys circulated and the respective response rates.
 - a) Where the response thresholds for distribution of results to the membership are met:
 1. the quantitative and qualitative results shall be provided to the individual being assessed, the individual's supervisor and the review committee (if applicable).
 - b) the quantitative results shall be disclosed to the Executive Committee and the Board of Directors members in advance of the release to all academic staff.
 1. quantitative results shall be disclosed to all academic staff as a supplement to the Association newsletter but shall not be provided to any other individuals.
 - c) Where the response threshold for distribution of results to the membership is not met, but the threshold for survey compilation is met, the quantitative and qualitative results shall be provided to the individual being assessed, the individual's supervisor and the review committee (if applicable). In any such correspondence it shall be noted that the response threshold was not reached, therefore the quantitative results will not be distributed beyond this group.
 - d) Where the threshold for survey compilation is not met, no analysis of the surveys shall be prepared. The survey responses received shall be destroyed. The individual being assessed, the individual's supervisor, and the review committee (if applicable) shall be informed that there were insufficient responses to allow for an analysis to be prepared.
 - e) Thresholds:

Number of surveys issued to ongoing members	Threshold for survey compilation	Threshold for distribution of results to the membership
100 or more	10% of ongoing members surveyed	15% of ongoing members surveyed
50 to 99	10 responses from ongoing members	20% of ongoing members
Less than 50	10 responses from ongoing members or 33% of ongoing members surveyed, whichever is less	10 responses from ongoing members
Less than 20	7 responses from ongoing or sessional members	7 results from ongoing or sessional members

- vi. Where the Executive Director believes the qualitative results raise matters within the authority of an Officer of the Association, s/he may disclose the results to that Officer. (For example, where survey results present information directly relevant to grievance matters, the Grievance Advisor shall be provided with this information; where bargaining issues are raised, the Principal Negotiator may be informed.) Where the Officer and the Executive Director agree that such information shall be disclosed to others, they may do so while making appropriate efforts to preserve the anonymity of the respondent and the confidentiality of the results.
- vii. The base survey instrument shall be established by the Executive Committee. The President and Executive Director shall have the authority to add or delete questions from this survey, based on the specific duties of the senior administrator and the unique circumstances in each Faculty. In the case where the Dean being reviewed is from the President’s home Faculty, such decisions shall be made by the Executive Director and one Officer from another Faculty.

4.2 Background

In June 2001, then President Terry White announced to GFC that the Board of Governors had decided not to act on GFC’s advice to implement procedures as outlined in the report of the Committee on the Assessment of Senior Administrative Officers (CASAO) and recommended by GFC. Instead, the Governors intended to put in place a procedure which simply calls for review of the performance of senior administrators after the second year of their appointment. The procedure adopted by the Governors made no provision for soliciting or receiving input from members of the university community in a secure manner. The sole requirement for the review process is that input must be invited. Subsequent to this announcement, the Association was told that this two-year review of senior administrators would only come into effect for individuals appointed after June 2001.

When the CASAO report was recommended by the GFC, the Faculty Association made it clear to the Board of Governors that if they were not willing to implement a process for the assessment of senior administrators, the Association would take this on.

The Association’s Board felt it important to set up a consistent mechanism for such surveys to avoid the impression that the Association is inconsistent or attacking certain administrators.

It was decided in 2007 that surveys assessing the Vice-Presidents other than the Vice- President (Academic) and Provost would not be conducted. Added in 2007 were thresholds for compilation and the mid-term and renewal survey schedule was updated to reflect various term lengths.

In 2009 it was decided to change this policy to only address decanal and equivalent appointments and to address the President and Provost through a separate policy.

5. Awards Policy

Awards Established:	December 14, 1999
Procedures approved by Board of Directors:	January 29, 2002
Amended:	November 18, 2003
Amended:	September 25, 2007
Amended:	October 4, 2011
Amended:	October 7, 2014
Amended:	December 11, 2018
Amended:	October 4, 2022
Amended:	November 22, 2024

5.1 The Faculty Association Community Service Award

The Community Service Award recognizes members of the Faculty Association of the University of Calgary who have provided exceptional service to the community and gone above and beyond the requirements of the position. The members honoured have thus made outstanding contributions of personal time and effort for the benefit of others.

Special emphasis will be placed on those service activities that involve outreach to the community beyond the University and activities that go beyond the regular duties of the academic staff members. In this context, service may include volunteer work, as well as educational outreach or the application of research and other scholarly activities in the community.

The Award shall be offered on a biannual basis with nominations invited in early fall and the recipient announced in the winter term. Information about the recipient shall normally be shared through the Association newsletter.

5.2 Awards Committee Procedures

i. Committee Composition

1. The committee membership will be composed of at least four Association members, plus a chair who shall be a continuing member of the committee or a current member of the Board. The term of office of Committee members will follow the Awards cycle so that the same committee is in place from the consideration of nominees, through the presentation of the Awards. The Executive Director will provide a list of possible Committee members to the Personnel Committee for their discussion and approval. The Personnel Committee will then choose Committee members from this list based on the nominations received, ensuring no Committee member is from the same home unit (i.e. department or non-departmentalized Faculty) as any of the nominees.
2. Committee members must be sensitive to potential or perceived conflicts of interest.

ii. Nominations Process

1. Nominations shall be in writing. Nominators are asked to provide as much information as possible about the candidate(s). Nominators are free to discuss the nomination with the candidate(s). The Association office will also attempt to provide additional information about any nominated candidate(s). While nominators may choose to disclose their nomination to the candidate(s), the Association will not disclose who has been nominated for awards until or unless that individual has been selected to receive the award, subject to

- any legislative requirements.
2. Nominations will be accepted from any individual, whether or not a member of the Faculty Association.
 3. The committee shall collect and review nominations and will forward the recipient to the Board for approval. Because the primary responsibility of the committee is to thoroughly review the nomination applications, the committee members may *not* nominate candidates themselves.
 4. The Executive, along with the Awards Committee, shall brainstorm ways to widely advertise the Awards in order to stimulate more nominations from a wider range of people.
 5. The Association shall advertise the awards widely to the University community and especially to Association members in order to solicit nominations. It is noted that Department Heads and equivalents may have a knowledge of potential candidates.
 6. The Executive and the Board of Directors shall actively encourage and submit nominations to the Awards Committee.
- iii. **Board's Responsibility**
1. The Awards Committee will forward the recommended recipient to the Board of Directors for formal approval. This will ensure that the Board can consider any extenuating circumstances that might be involved with any chosen candidate before they are formally approved. It is implied that the Board members would only vote against a candidate if such extenuating circumstances exist. This will also ensure that Board members may forward nominations to the Awards Committee and will not be in a conflict situation when they approve the final selection of the committee.
- iv. **Additional Processes**
1. Nominees who were not recommended by the Awards Committee will be reviewed by that Committee to determine if those individuals should be forwarded for consideration in the next cycle. In such a case the nominator may be informed. Nominators may be asked to update nominations that are brought forward in subsequent years. Nominators may be advised that no further action will be taken regarding nominations which are not brought forward by the committee.
 2. The committee may request additional information from the nominator and other parties/sources regarding the nominee.
 3. Only one award shall be presented; however the award may be presented either to an individual member or to a group of members who have, as a group, been involved in the same project/initiative.

5.3 Background

Faculty Association Community Service Award Recipients

Gregory Fouts, Psychology	2000
Sandra Reilly, Nursing	2000
Allan Gordon Bell, Music	2001
Edward Johnson, Biological Sciences	2001
Elizabeth Cannon, Geomatics Engineering	2002
David Este, Social Work	2003
Jennifer Koshan, Law	2004
Robert Sainsbury, Psychology	2005

David Irvine-Halliday, Electrical and Computer Engineering	2006
Cathy Ryan, Geoscience	2009
Ian Mitchell, Paediatrics	2011
Clem Martini, Drama	2013
Tish Doyle-Baker, Kinesiology	2016
Naweed Syed, Cell Biology and Anatomy	2018
Mea Wang, Computer Science	2020
Yvonne Poitras Pratt, Werklund School of Education	2022

6. Budget Policy

Approved:	April 15, 1988
Amended:	November 2, 1989
Amended:	February 26, 1990
Amended:	October 24, 1991
Amended:	May 15, 1993
Amended:	May 31, 1994
Amended:	January 26, 1999
Amended:	September 30, 2003
Amended:	September 26, 2006
Amended:	November 6, 2007
Amended:	April 17, 2012
Amended:	June 10, 2014
Amended:	October 3, 2017 with changes to come into effect retroactively to July 1, 2017
Amended:	March 20, 2018
Amended:	April 30, 2019
Amended:	June 21, 2022
Amended:	November 22, 2024

6.1 Introduction

- i. The Association's funds are divided between an operating fund and special funds. The operating fund expenditures are approved in the annual operating budget. The Association's special funds are funds which go beyond an annual budgetary cycle.

6.2 Operating Fund

- i. Annually, in the Spring, the Treasurer, Executive Director and appropriate Faculty Association staff review the current status of the budget and prepare preliminary estimates of revenue and proposed allocations. The operating budget includes both categories of expenses as well as individual line items. The expense categories shall include, but not be limited to: Governance, Office, Personnel, and Professional Fees.
- ii. The final, line-item budget is presented to the Board for approval normally at a Joint Board meeting. If the budget is presented at a Joint Board Meeting, both incoming and outgoing Board members are entitled to vote.
- iii. Recognizing that the individual line items in the budget are only working estimates, actual expenditures may not reflect the budgeted amounts. The Board of Directors authorizes budget categories to go over what has been budgeted by up to 5%. Should it become clear that any budget category will be going over budget by more than 5% of the amount approved by the Board of Directors, the Treasurer will notify the Board as soon as possible and seek Board approval for the over-expenditure. Between the last Board meeting in the Spring and the first Board meeting in the Fall, the Board of Directors delegates this authority to approve over expenditures to the Executive Director and any two Officers.
- iv. Ongoing expenditures from the Operating Fund, within the budgeted amounts, shall be approved by the Executive Director. New expenditures within line items are to be approved as follows: 1) expenditures up to \$15,000 shall be approved by the Executive Director; 2) expenditures of between \$15,000 and \$30,000 to be approved by the Treasurer; 3) expenditures

of over \$30,000 to be approved by the Board of Directors. Notwithstanding these approval thresholds, any expenditure which the Executive Director or Treasurer considers controversial or political in nature shall be reviewed by the Executive Committee prior to the appropriate approval.

- v. Any operating deficit at the end of a fiscal year shall be funded from the General Reserve Fund. The operating deficit shall not be carried forward to the next fiscal year's operating budget. At the end of each fiscal year, any operating surplus shall also be allocated to the General Reserve Fund.

6.3 Special Funds

- i. Special Funds, that is, those funds which go beyond the yearly budgetary cycle, include but are not limited to: the Capital and Software Fund, the General Reserve Fund, the Special Projects Fund, the Benefits Reserve Fund(s), the Strike Fund, the Defence Fund Flow-Through Fund, and the Special Motions Fund.
- ii. The Capital and Software Fund
 1. Two percent (2%) of the total dues received from the membership other than that allocated for CAUT, the CAUT Defence Fund, CAFA, or the Strike Fund are allocated to the capital and software fund.¹
 2. During the budget process the balance in the capital and software account will be reviewed to determine if an adjustment to the fund allocation rate is warranted.
 3. For all capital and software fund expenditures of up to \$15,000 the approval of the Executive Director is required; expenditures from \$15,000 to \$30,000 require the additional approval of the Treasurer; any purchases over \$30,000 require Board approval.
 4. Recognizing that capital equipment may be leased or purchased, this fund may be used for leasing of equipment where the purchase of the same equipment would have come from this fund.
- iii. The General Reserve Fund
 1. The General Reserve Fund includes all assets or liabilities of the Association not reflected in another other funds established in this Policy. This includes, but is not limited to the capital assets of the Association. The General Reserve Fund is to be credited with 4.0% of the total dues received from the membership other than those allocated for payment of CAUT dues, the CAUT Defence Fund dues, CAFA dues, or allocation to the Faculty Association Strike Fund.
 2. The purposes of the General Reserve Fund are as follows: to meet legal or similar expenses in excess of the annual operating budget allocation which are incurred in defending the rights of the Association or its members; to fund projects or campaigns approved by the Board which exceed or cannot otherwise be funded through the annual budgetary allocation; to cover the costs of an interest arbitration to resolve negotiations; or to provide a source of funds for emergencies, to absorb the costs of a "winding up" of the Association's activities, to cover the costs of any

¹ On June 8, 2021 the Board of Directors temporarily suspended this section of the Budget Policy for the 2021/22 and 2022/23 fiscal years such that the amount that would normally be allocated from the dues revenue to the Capital and Software Fund would instead be put into the Special Projects Fund.

legal judgement against the Association, or other such purpose deemed appropriate by the Board.

3. Once a formal grievance has been approved to go to arbitration by the Board of Directors, expenditures from the General Reserve Fund related to such grievances shall be determined by the relevant Grievance Advisor and Executive Director.
4. Expenditures from the General Reserve Fund may also be used in any case where the University Administration initiates dismissal proceedings against a member. Such expenditures shall be determined by the relevant Grievance Advisor and Executive Director.
5. Where the Association is the respondent to any legal action, including an interest arbitration initiated by the Board of Governors, or where the Association is a third party or intervenor in any proceeding, expenditures from the General Reserve Fund may be approved by the Executive Director and any two Officers.
6. Where the Association initiates, intervenes in, or is the respondent to actions before the Labour Relations Board, expenditures from the General Reserve Fund may be approved by the Executive Director and the relevant officer(s).
7. Other expenditures from the General Reserve Fund shall be approved as follows:
 - 1) expenditures of up to \$15,000 shall be approved by the Executive Director;
 - 2) expenditures between \$15,000 and \$30,000 to be approved by the Treasurer;
 - 3) expenditures of over \$30,000 to be approved by the Board of Directors.Notwithstanding these approval thresholds, any expenditure which the Executive Director or Treasurer considers controversial or political in nature shall be reviewed by the Executive prior to the appropriate approval.
8. The Personnel Committee may approve expenditures related to its mandate from the General Reserve Fund.
9. Other Association Policies may also confer authority on individuals to approve expenditures from the General Reserve Fund of specific types or amounts.
10. Notwithstanding the provisions above, any expenditures which would more appropriately come from the Strike Fund or the CAUT Defence Fund shall come from those funds rather than the General Reserve Fund.

iv. Special Projects Fund

1. The Special Projects Fund is to be credited with one percent (1.0%) of the total dues received from the membership, other than those allocated for payment of CAUT dues, the CAUT Defence Fund dues, CAFA dues, or allocation to the Faculty Association Strike Fund.
2. Expenditures from the Special Projects Fund shall be approved as follows:
 - a) ongoing expenditures shall be approved by the Executive Director;
 - b) projects up to \$15,000 shall be approved by the Executive Director;
 - c) projects of between \$15,000 and \$30,000 to be approved by the Treasurer;
 - d) projects of over \$30,000 to be approved by the Board of Directors.Notwithstanding these approval thresholds, any expenditure which the Executive Director or Treasurer considers controversial or political in nature shall be reviewed by the Executive prior to the appropriate approval.

v. Strike Fund

1. As approved by referendum, a levy of 1 mils is collected from the membership for use in the case of strike or lockout, supplementary to the benefits provided by the

CAUT Defence Fund. Expenditures from this fund may only be made by resolution of the Board of Directors and will normally be limited to expenditures directly related to an imminent or actual strike by or lockout of this Faculty Association or matters directly related to the strike/lockout process (e.g. the negotiation or arbitration of essential services provisions).

2. Funds from the Strike Fund shall be invested in such a way that they are not pooled with other assets of the Association, ensuring that all income from Strike Fund investments remain in this Fund.

vi. Defence Fund Flow-Through Fund

1. The Association collects dues for the CAUT Defence Fund based on the formula established by the CAUT Defence Fund Directors. However, while the Association's membership numbers vary month to month, the CAUT Defence Fund requires a membership number to be established each February which is firm for the following 12 months. Therefore, the Association shall establish a Defence Fund Flow-Through Fund to act as a stabilizing instrument.
2. All dues collected for the CAUT Defence Fund shall be deposited into the Association's Defence Fund Flow-Through Fund. Each February, the Treasurer, President and Executive Director shall determine the number of members to be reported to the CAUT Defence Fund for the upcoming year. In establishing this number, the Treasurer, President, and Executive Director shall consider the balance in the Flow-Through Fund, the history of the Flow-Through Fund, and the expected changes in the Association membership over the upcoming year. Should the Treasurer, President and Executive Director not agree on what number should be reported, the number shall be determined by the Executive Committee.

vii. Benefits Reserve Fund(s)

1. The Personnel Committee may establish a Benefits Reserve Fund(s) to fund staff benefits beyond the current fiscal year. Allocations to such Reserve Fund(s) shall be shown in the annual operating budget.

viii. Special Motions Fund

1. The Association shall establish a fund of \$20,000 from income received from Association investments. At the conclusion of each fiscal year, the fund shall be replenished from investment revenue such that it has \$20,000 at the start of each fiscal year.
2. Expenditures from the Fund may be made by motion of the Board of Directors or Executive Committee for any expenses which are outside of the core mission of the Association but would have general support among the membership. Such expenses include but are not limited to the annual donation to support food banks, and humanitarian relief efforts.

6.4 Budget Reports

- i. A Budget Report on the operating fund and special funds will be provided to the Board of Directors at least twice per year.

6.5 Association Investments

- i. The Executive Director is responsible for the administration of the Association's cash assets and investments, subject to the Board of Directors. The assets must be invested in such instruments and administered in such a manner as to ensure both availability of resources for emergencies and to maintain the security of the principal and rates of return.
- ii. Notwithstanding 6.5 (i), in preparing the Association's annual operating budget, the Association's investment revenue shall be deemed to be 4% of the total estimated value of the General Reserve Fund, plus any top up to the Special Motions Fund.

6.6 Signing Authority

- i. The signing authority for Association accounts shall be: the President, the Vice- President and Treasurer, the Executive Director, and the Associate Executive Director.

6.7 Background

The Association dues are approved by referendum according to the By-Laws. As of September 2017, the dues are collected on the following basis:

- a) for general Association operations – a mil rate of 5.0 (i.e. 0.5% of compensation) [approved April 1997]
- b) for the Association's strike fund – a mil rate of 1.0 (i.e. 0.1% of compensation) [approved June 2017]
- c) the dues previously collected for CAFA membership to be allocated by the Board of Directors to best meet the needs of the Association – (currently 0.7 mils or 0.07% of compensation) [approved December 2018]
- d) for CAUT membership – a flat rate by rank determined by CAUT Council (changes each July 1)
- e) for CAUT Defence Fund membership – a flat rate per member determined by the CAUT Defence Fund Directors (currently \$7.00 per month)

Items b) and c) are not collected for sessional members of the Association.

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7. Confidentiality and the Role of Association Representatives to University Committees

Approved: June 4, 1996
Amended: November 18, 2014

Policy

On many University committees, confidentiality is a feature in decision making. The Association expects that its representatives will deal with confidentiality vis-a-vis the Association in the following ways:

7.1 Non-Voting Representatives Appointed by the Association

When appointed by the Association, non-voting representatives on University committees are, by extension, arms of the Association. It is therefore not a breach of confidentiality for such representatives to report to the Association regarding the confidential proceedings at Committee meetings. Association representatives are encouraged to not only report, but seek advice from the Association, and to promote and protect the interests of faculty and the Association in University Committees. If representatives have queries regarding confidentiality or confidential matters, it is recommended that they discuss this with the Association President and/or Executive Director.

7.2 Non-Voting Tenure/Promotion and Assessment Representatives Appointed by the Association

Association Representatives to tenure/promotion and assessment committees are appointed to ensure that the process is fair. These representatives are encouraged to not only report, but seek advice from the Association. If representatives have queries regarding confidentiality or confidential matters, it is recommended that they discuss this with the Executive Director, or other Association staff members as designated by the Executive Director.

7.3 Voting Representatives Appointed by the Association

In addition to the provisions in item 7.1 above, when Association representatives have votes on University committees, representatives must keep in mind the role they are performing on such committees. Where matters are divisive, but outside of the interests of the Association, the Association's representative should normally abstain from voting unless the Executive Committee or Association President has discussed the matter.

The exception to the above is in the case of review/selection committees related to senior administrative positions. In such cases, the Committee representative signs a confidentiality agreement specific to Association representatives. It allows for the Committee representative to consult with the Executive Director or Associate Executive Director on a need-to-know basis with respect to the business before the committee that affects the Association's ability to adequately represent academic staff members. However, at no time should a search committee representative divulge the names or identities of possible candidates involved in a competitive search, until and unless this is publicly announced by the search committee

7.4 Voting or Non-Voting Representatives Nominated by the Association

On certain committees, the Association is asked to supply a name(s) of candidate(s) for a committee where the appointment is made by some other authority. In this case, the representative is expected to remain in contact with the Association, inform the Association of information as the representative deems appropriate respecting the limits of committee confidentiality, and communicate the concerns of the Association to the Committee. The representative should feel free to communicate with the Association especially for direction in matters of process and policy, and in the protection of the rights of Faculty Association members.

7.5 Voting Members Jointly Appointed by the Association and the Administration

With the inclusion of tenure/promotion and assessment process in the Collective Agreement, the Association and the Administration jointly appoint members to certain committees. Such members are appointed to make judgements on the matters before the committees to the best of their ability. They are not considered to be representatives of the Association or the Administration: thus the requirements to consult and report on the actions of the committees do not apply to this category of appointees. However such members are expected to maintain confidentiality regarding the names and circumstances of individual members being discussed, in accordance with the procedures associated with the tenure/promotion and assessment processes.

Respecting the need for reasonable confidentiality of information, representatives should report on the activities of committees directly to the Association President and/or Executive Director. The Association will respect the confidentiality of such information, where appropriate.

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8. Conflict of Interest – Board and Committee Members

Approved: December 13, 1994
Amended: September 30, 2003
Amended: September 25, 2007

Policy

In the interests of clarifying the responsibilities of members of Association Committees and/or the Board, the following policy has been adopted.

8.1 Definition

Conflict of interest exists where a member of a committee or the Board has an identifiable interest arising from another aspect of his or her personal or professional affairs which might interfere, or does interfere, either in the perception of others or in the member's conscience, with the ability to give full and complete consideration to the interests of the Association in a matter coming before that body for debate and/or decision.

Conflict of interest can arise in the Association's affairs in a number of areas, including, but not limited to the following:

- i. Where the objectives of the Association may be or appear to be in conflict with the interests of a member of the Board or a committee such as when a proposed purchase is being contemplated and a member has an interest in a potential supplier of the product or service; and
- ii. Possibly more commonly, when the interests of the Association are at variance with the interests of a member in that member's employment capacity within the University such as may arise with department heads, assistant/associate deans and deans or other members of the Administration.

8.2 Responsibility for the Declaration of Conflict of Interest

- i. On the whole, it is the responsibility of the individual Board or committee member to monitor the business coming before the decision making body and to ascertain whether a conflict or a potential conflict of interest exists or may be perceived to exist by other members of the Association.
- ii. Where conflict or potential conflict of interest exists, it is the duty of the member to identify the conflict or perceived conflict and to leave the meeting room during the period of debate and decision on that matter.
- iii. Where, in the course of deliberating on a matter, it emerges or becomes evident to the member that there exists or may exist a conflict or a potential conflict of interest, it is the responsibility of the member to interrupt the proceedings on a point of personal privilege, identify the conflict and absent him or herself from any further deliberation and decision.
- iv. It is the responsibility of the Chair of the meeting, where the possibility of a member having a conflict of interest is known or ought reasonably to have been known, to explicitly raise the matter with the member potentially having the conflict of interest.

9. Directors & Officers Liability Insurance Policy

Approved: December 13, 1994

Amended: April 29, 1997

The Faculty Association accounts shall maintain a Directors' and Officers' liability insurance policy to cover such individuals in any claims made against them due to their actions or decisions in the capacity of Directors or Officers of the Association.

Background

The Faculty Association has professional indemnity insurance. It is a Directors' & Officers' Liability Policy. The limit of liability is \$2 million per year. Basically, the insurance covers any claim made against the Association for a wrongful act, committed or alleged to have been committed.

If any member would like to review the policy, it is available in the Association office.

10. Gifts

Approved: March 4, 2014

To avoid a conflict of interest, the appearance of a conflict of interest, or the need for our employees to examine the ethics of acceptance, our Faculty Association, its Board of Directors, Executive and staff do not accept gifts from members, vendors, suppliers, potential employees, potential vendors or suppliers, or any other individual or organization, except as follows:

- Thank you notes and cards with no monetary value.
- Food that can be shared among Directors, Executive and/or staff.
- Small gifts not exceeding \$100 in value.
- Tchotchkes obtained through attending conferences that are available to all attendees of the event (such as pens, tote bags, etc.) and/or randomly awarded prizes at such events.
- Moderately priced tchotchkes or meals provided by potential vendors as part of building business relationships (such as a hotel meal provided gratis when researching venues for an event).
- Moderately priced meals or snacks provided by members or colleagues as part of a collaborative relationship or in thanks.

Any other gifts received by Directors, Executive and/or staff shall be reported to the Personnel Committee which shall determine how to proceed.

11. Grievance Approval and Appeal Policy

This policy replaces the previous Grievance or Dismissal Arbitration Decision Process Policy and the Grievance Appeal Process – Non-Arbitration Level Policy

Approved: April 30, 2019
LRB Approval: June 2019
Amended: October 2020
LRB Approval: April 2022
Amended: November 22, 2024

There are three main types of grievances that may go to arbitration:

- A) grievances related to policy matters;
- B) grievances related to dismissal of academic staff members; and
- C) grievances related to individual members or groups of members (other than dismissal).

11.1 Grievance Approval Authority

A) Grievance Related to Policy Matters

1. Grievances related to violations of the Collective Agreement, other agreements, University Policies, or other matters may be filed by a Grievance Advisor or an appropriate Officer, following consultation with the Executive Director. Whether the Grievance Advisor or another Officer signs the grievance letter would depend upon the nature of the grievance matter (e.g. matters related to bargaining might be signed by the Principal Negotiator).
2. The Grievance Advisor (or Officer) shall report on the filing of such a grievance related to policy matters at the next regular meeting of the Executive Committee.
3. Unless otherwise determined by the Executive Committee, the Grievance Advisor (or Officer) shall make all decisions related to the grievance up to the arbitration level, with the concurrence of the Executive Director, and subject to the provisions of the Approval Authority Policy. Where the Grievance Advisor (or Officer) and the Executive Director do not agree (on arguments, information to be disclosed, remedies, or other matters), the issue shall be determined by the Executive Committee. The Grievance Advisor (or Officer) and Executive Director may consult with the Executive Committee at any time.
4. When a grievance has been denied by the Governors of the University of Calgary at the highest level before arbitration, the Grievance Advisor (or Officer) shall make a decision as to whether to recommend to the Board of Directors that the grievance should be taken to arbitration.
5. If the Grievance Advisor's (or Officer's) recommendation is to not pursue the matter to arbitration, and the Executive Director concurs, the grievance may be withdrawn. The decision should be communicated to the Executive Committee at the next regular meeting.
6. If the Grievance Advisor (or Officer) and Executive Director disagree, the matter shall be referred to the Executive Committee which may choose to withdraw the grievance or to recommend to the Board of Directors to proceed to arbitration. If they choose to make a

recommendation to the Board of Directors, the Executive Committee may choose to assign another Officer to act as Grievance Advisor for the matter or to ask the Executive Director to take on this role.

7. The decision to proceed to arbitration shall be determined by the Board of Directors, based on a recommendation from the Grievance Advisor (or Officer) or the Executive Committee. In making this decision, the Board may weigh the importance of proceeding to arbitration against the costs involved in taking such action. Where the grievance timeline is a factor, the Executive Director shall take the steps to proceed with the arbitration subject to the decision by the Board of Directors.
8. Any costs associated with taking a grievance on a policy matter to arbitration shall be taken from the General Reserve Fund. However, if the matter meets the criteria for funding from the Strike Fund, the CAUT Defence Fund, or the CAUT Academic Freedom Fund, the funding shall come from those sources first.
9. There may be cases where a grievance on a policy matter is filed based on an individual case which is anonymized to protect the confidentiality of the individual. In such cases, if the Grievance Advisor declines to proceed to arbitration, the matter will be subject to appeal by the member in accordance with Section II below.

B) Grievance Related to Dismissal of Academic Staff Members

1. In all cases of dismissal, the Grievance Advisor assigned to the case shall normally file a grievance if requested to do so by the member.
2. In the case where a Grievance Advisor files such a grievance, it shall be reported at the next meeting of the Executive Committee.
3. The Grievance Advisor shall make all decisions related to the grievance up to the arbitration level, with the concurrence of the Executive Director. Where the Grievance Advisor and the Executive Director do not agree on any matter related to the case, they shall consult with legal counsel, the President, or any other Officer regarding the case.
4. The final decision to proceed to arbitration shall be determined by the Grievance Advisor, subject to appeal by the academic staff member in accordance with Section II below. When the Grievance Advisor decides to proceed to arbitration on a dismissal matter, it shall be reported in-camera at the next meeting of the Board of Directors.
5. Costs associated with the arbitration shall come from the General Reserve Fund.

C) Grievance Related to Individual Members or Groups of Members (Other Than Dismissal)

1. In any case where a member or group of members has alleged a violation of the Collective Agreement, University Policy, or other matter where a grievance is appropriate, the Executive Director shall assign the case to a Grievance Advisor.
2. The Grievance Advisor shall make all decisions related to the grievance up to the arbitration level, with the concurrence of the Executive Director. Where the Grievance Advisor and the Executive Director do not agree on any matter related to the case, they shall consult with legal counsel, the President, or any other Officer regarding the case (as appropriate).
3. The Grievance Advisor has the authority not to file a grievance in the first place, in appropriate circumstances. The Grievance Advisor shall consult the grievor before making this decision and shall notify the grievor of the decision, and shall inform the grievor in writing of his/her rights under this process. Should the grievor wish to appeal

- this decision, they may do so in accordance with Section II below.
4. When a grievance has been denied by the Governors of the University of Calgary at the highest level before arbitration, the Grievance Advisor shall make a decision as to whether to recommend to the Board of Directors that the grievance should be taken to arbitration. The Grievance Advisor shall consult the grievor before making this decision and shall notify the grievor of the decision.
 5. If the Grievance Advisor recommends against proceeding to arbitration, the grievor(s) may appeal the recommendation as per the process in Section II below.
 6. If the Grievance Advisor recommends in favour of proceeding to arbitration, the matter shall be considered by the Board of Directors who shall make a final determination. The Board shall consider:
 - The Association's duty of fair representation;
 - The impact of the decision on the Faculty Association, the Collective Agreement and the individual;
 - The cost of pursuing the case in relation to what can be achieved in pursuing the case; and
 - The grievor's rights under the *Alberta Human Rights Act* and any other relevant employment-related statutes and the extent to which those rights were respected during the grievance process.
 7. If the Board of Directors seems inclined to decline the Grievance Advisor's recommendation, or if they determine that they need more information, they shall pause in their discussions and invite the grievor(s) to meet with the Board before they make a final determination. In such a situation, the Association shall make every effort to address timeline issues as identified in Section II below.
 8. If the Board of Directors has invited the grievor(s) to appear before them, the Executive Director shall notify the grievor(s) of the meeting date and time at which the grievor(s) may make their representations; the Executive Director shall give the grievor(s) a minimum of one week's notice of the meeting. The Executive Director shall provide the grievor at this time with any written material related to this matter that has circulated to the Board.
 9. When considering an arbitration issue, the Board of Directors shall follow its normal rules in terms of membership, quorum, staff assistance and conflict of interest. The Executive Director and professional staff of the Association are entitled to be present as non-voting members of the Board, and normally they should be present to act as resources in the discussion of the case. The previous involvement in the case of the Executive Director and, where relevant, other professional staff, shall not result in their being excluded on the basis of conflict of interest. However, they have an ethical obligation to be balanced when contributing to the discussion and to provide honest and fair-minded information to the Board of Directors.
 10. The Chair has the authority to determine the process of the hearing and discussion, and to maintain order in the proceedings. All representations shall be respectful in nature.
 11. Each voting member of the Board of Directors, including the Chair, has one vote. Should the Grievance Advisor be a voting member of the Board of Directors, they shall be included in the vote. For a decision to take the case forward to arbitration to have effect, it must be approved by a majority of those voting members who are present.
 12. The decision of the Board shall be transmitted by the President to the grievor in writing within a reasonable amount of time.
 13. The record of the decision shall consist of any written material provided to the Board

members, the in camera minutes of the portion of the meeting relating to this issue, and the letter to the grievor setting out the decision. All other temporary notes made by members shall be shredded.

14. Should the matter proceed to arbitration, the costs shall come from the General Reserve Fund.

11.2 Grievance Appeal Process

Preamble: This process is intended to allow a grievor to appeal the decision of the Grievance Advisor that their grievance should not be taken any farther through the grievance process or to otherwise request a review of a Grievance Advisor's actions with respect to a grievor's or potential grievor's rights under the Collective Agreement. It should be noted that there are timelines in the Grievance Procedures in the Collective Agreement that may affect the handling of this process. The Faculty Association will make every effort to meet all such timelines, to schedule the meetings in such a way as to ensure that those timelines are met, and to request extensions where that is not possible (e.g. where the grievor has not notified the Executive Director of their intent to appeal in a timely way.) However, the Faculty Association cannot guarantee that all requested extensions will be agreed to by the Governors.

1. When the Grievance Advisor makes a decision not to pursue a member's grievance as far as it may be pursued under the *Collective Agreement*, the grievor has the right to appeal the decision, provided they notify the Executive Director of the decision to appeal within one week of receiving notification of the Grievance Advisor's decision. Following such notification, the Executive Director has the obligation to set up an Appeal Committee in accordance with Clauses 11.2 (3) to 11.2 (6). Unless exceptional circumstances exist, the Faculty Association must maintain the grievance that is subject to an appeal until the appeal is disposed of by the Appeal Committee. If a grievance has not yet been filed, the Faculty Association must obtain an extension to file from the employer or, if that is not possible, must file the grievance for the purposes of preserving the grievor's rights if he/she is successful.
2. If the grievor does not notify the Executive Director of their wish to appeal within one week of receiving the Grievance Advisor's decision, the decision of the Grievance Advisor is normally final. Both the Grievance Advisor and the Executive Committee have the authority to waive this time limit. A waiver may be granted retroactively if called for by extraordinary circumstances. If a grievor asserts that their failure to notify the Executive Director of their wish to appeal within one week is related to a ground protected by the *Alberta Human Rights Act*, the Grievance Advisor and the Executive Committee must consider the grievor's assertion and, if they agree that a duty to accommodate exists, they must allow the grievor to file a late notice to appeal unless doing so represents an undue hardship.
3. The Appeal Committee shall consist of at least four members of the Board of Directors. It shall normally include all available members of the Executive Committee plus one non-Executive member from the Board of Directors, chosen by lot in the same way as substitutes are chosen (see below). If one or more Executive Committee member(s) is in a conflict of interest or otherwise unable to attend, and the membership of the Appeal Committee from the Executive Committee thereby falls below 3, substitutes shall be chosen by lot from among the voting Board of Directors members who are available and not in a conflict of interest. For greater clarity, a conflict of interest for a voting Committee member shall include having been involved in the grievance process previously, including

the decision not to pursue the grievance.

4. The Executive Director shall appoint an Appeal Committee Chair, normally a person with significant grievance experience, from the members of the Appeal Committee. If there is no member of the Appeal Committee with significant grievance experience, the Executive Director may appoint any member of the Board with the necessary experience as the Appeal Committee Chair, without otherwise changing the membership of the Appeal Committee.
5. The Executive Director shall attend all meetings of the Appeal Committee as a non-voting resource person. However, the Executive Director has an ethical obligation to be balanced when contributing to the discussion and to provide honest and fair-minded information to the Appeal Committee. The Executive Director may bring another professional staff member to the Appeal Committee as an additional resource person where that person has been involved in the case. The previous involvement in the case of the Executive Director and, where relevant, other professional staff, shall not result in their being excluded on the basis of conflict of interest. All factual information shared with the Appeal Committee about the Appeal must be shared with the grievor and the grievor must have an opportunity to comment on that information prior to the Appeal Committee determining the outcome of the Appeal. The Appeal Committee must base its decision on the information provided.
6. At the discretion of the Executive Director, one other staff member may be present to take notes of the proceedings. Otherwise, the Executive Director shall take the notes. These notes, as approved by the Appeal Committee, shall be the official notes.
7. The Executive Director shall notify the grievor of the date and time the Appeal Committee will be meeting to hear the appeal; the Executive Director shall give the grievor a minimum of ten working days' notice of the meeting. The Grievance Advisor shall provide the grievor at the time of notification (or, if not, at least ten working days before the meeting) with any written material related to this matter including but not limited to investigative material, statement by the employer regarding the grievance, and documents setting out earlier decisions of the Faculty Association in relation to the grievance, that the Grievance Advisor will be distributing to the Appeal Committee.
8. The grievor may present their case in writing and/or in person to the Appeal Committee. The grievor must supply any written material to the Executive Director for distribution to the Appeal Committee by noon at least five working days prior to the meeting of the Appeal Committee. The grievor may be accompanied by a member of the academic staff other than a current Faculty Association Board of Directors member; this person may assist the grievor in presenting their case. The Grievance Advisor will present their grounds for recommending against pursuing the grievance further and the grievor, if present, may also present their case for wanting the case to be pursued further. The Grievance Advisor may respond to the grievor's argument. The grievor, the Grievance Advisor and the members of the Appeal Committee will be given the opportunity to ask any relevant questions. The Appeal Committee is normally expected to provide the grievor the opportunity to respond to a position presented by the Grievance Advisor. The grievor, their advisor, and the Grievance Advisor will then absent themselves from the meeting and the Appeal Committee shall proceed to discuss and make a decision on the matter based solely on the evidence presented at the hearing. Where the grievor is unable to attend in person, the grievor may be allowed to attend through teleconferencing or other electronic means at the discretion of the Appeal Committee Chair.
9. The Chair has the authority to determine the process of the hearing and discussion, and to maintain order in the proceedings. All representations shall be respectful in nature. The

Chair has the authority to vary or suspend any procedural rules, if, in his/her opinion, doing so is necessary to accommodate the grievor based on a ground protected by the *Alberta Human Rights Act* and would not represent an undue hardship to the Faculty Association. The Chair may place reasonable limits on the duration of the presentation of the appeal.

10. Each member of the Appeal Committee, including the Chair, has one vote. For a decision to provide a remedy set out in 11.2 (13) to have effect, it must be approved by a majority of those voting members who are present. The decision of the Appeal Committee is final and binding. Where there is not a majority vote, the default decision shall be to maintain the recommendation of the Grievance Advisor. The Appeal Committee must include in its deliberations consideration of the following:
 - The Association's duty of fair representation;
 - The impact of the decision on the Faculty Association, the Collective Agreement and the individual;
 - The cost of pursuing the case in relation to what can be achieved in pursuing the case; and
 - The grievor's rights under the *Alberta Human Rights Act* and any other relevant employment-related statutes and the extent to which those rights were respected during the grievance process.
11. The decision of the Committee and its reasons for the decision shall be transmitted by the Chair to the grievor in writing within a reasonable period of time. Each member of the Committee shall indicate whether they agree or disagree with the written reasons provided to the grievor. If the Committee dismisses the grievor's appeal, its written decision and the reasons shall include a statement to the effect that the grievor has 45 days to pursue their duty of fair representation complaint at the Alberta Labour Relations Board.
12. The record of the meeting shall consist of any documents provided to the Appeal Committee, the official notes, and the letter setting out the result of the appeal. All other temporary notes made by members shall be shredded.
13. The Appeal Committee has the authority to do one or more of the following:
 - a) Order that the grievance be pursued further;
 - b) On the request of the grievor, order that a new person act as Grievance Advisor (the new Grievance Advisor shall be appointed by the Executive Director);
 - c) Order the Grievance Advisor, a new Grievance Advisor, or another appropriate person to reassess the grievance, with or without instructions from the Appeal Committee, based on the investigation as already completed;
 - d) Maintain the recommendation of the Grievance Advisor and disallow the appeal;
 - e) Approve other remedies as appropriate in the circumstances.
14. In this policy, the "Grievance Advisor" means the academic staff member who has been handling the grievor's case for the Faculty Association. "Grievor" includes a potential grievor, whose grievance the Faculty Association declined to pursue.
15. If a grievor objects to the actions of the Grievance Advisor or another person acting on behalf of the Faculty Association, even in the absence of a formal decision not to pursue a grievance, the grievor may appeal the action using the above procedure. The Faculty Association shall process the appeal of the action as it would an appeal of a decision not to pursue a grievance, with any necessary modifications.

12. Member Emergency Funding

Approved: September 25, 2001
Amended: November 25, 2008
Amended: February 6, 2018
Amended: November 22, 2024

Policy

The Board of Directors hereby establishes Faculty Association Member Emergency Funding to support members who have emergency circumstances due to the sudden loss or decline in remuneration from the University.

The program shall be administered as follows:

1. The program shall be announced in the Association newsletter, at least annually.
2. Expenditures are permitted up to \$2,000 per person per year, to a total maximum expenditure of \$10,000 per year. The amount may be provided as a grant, or as an interest-free loan, or as a combination grant/loan. Expenditures beyond these maximums in a given year must be approved by the Executive Committee. The money shall come from the Association's general reserve fund. The Executive Director shall make an annual report to the Board on any member emergency expenditures made.
3. Emergency allocations shall be made by decision of the Executive and Personnel Committee by vote of majority.
4. The emergency funding would not apply to cases where the normal remuneration is inadequate for the individual's expenses. Rather, this program is to be used when there is an unexpected change in remuneration, when a personal emergency arises, or when the Member incurs expenses before receiving income.
5. Individuals who have held sessional, limited term, or contingent term appointments which have recently terminated will be eligible for consideration, even though the individual is currently not a member of the Association. Likewise, a member on leave without pay would be eligible for consideration.
6. This program is not a replacement for the normal assistance provided from government or other agencies. The Association may refer individuals to the appropriate agencies for assistance.
7. Should a recipient wish to make a future donation to the Association, this will be accepted and held for use for similar expenditures in the future.

13. Newsletter

Approved: May 25, 1999

1. The aim of the newsletter is to address issues related to the purposes of the Association.
2. The President or designate is the editor of the newsletter. Determinations on submissions to the newsletter will be made by the President who may seek advice from the Executive Committee.
3. For-profit advertising will normally not be accepted. Exceptions may be made by the Executive Committee on rare occasions, such as an issue devoted to member services, where the members get a discount at the for-profit business.
4. Other advertising will normally not be accepted, although public service announcements or events may be included if they are of specific interest to faculty and related to the Association's purposes.
5. The editor may refuse to publish submissions that include personal attacks, or that divulge confidential, sensitive, strategic or personal information.
6. Space limitations may be grounds for excluding a submission in the newsletter. Submissions may also be edited for brevity.

14. The Order of the Good Servant

Approved: December 13, 1994
Amended: April 29, 1997
Amended: September 30, 2003

The Order of the Good Servant was founded by the Faculty Association in 1989 as a means of recognizing exemplary service to the Association and its membership.

In 1993, an additional category of membership was created, that of Companion of the Order, to further recognize the extraordinary contribution of individuals who are already members of the Order.

Background

The present members, together with their dates of induction, are:

Patrick Grassick, Counselling	1989 (elevated to Companion 2001)
George Fritz, Physics and Astronomy	1990 (elevated to Companion 1993)
Bill Zwerman, Sociology	1991
Joan Gaetz, Faculty Association	1991
John Heintz, Philosophy	1992
Allan Cahoon, Management	1993
Bruce Curtis, Faculty Association	1993
Iwan Saunders, Continuing Education	1994
Alane Wilson, Library	1995
Mike Williams, Computer Science	1996
Virginia Tumas, Religious Studies	1997
John Baker, Philosophy	1998 (elevated to Companion 2007)
Sheila Miller, Faculty Association	1999 (elevated to Companion 2014)
Anton Colijn, Computer Science	2000
Anne Stalker, Law	2001 (elevated to Companion 2011)
Eileen Lohka, French, Italian & Spanish	2002
Ted Horbulyk, Economics	2003
Don Kozak, Faculty Association	2005
Carol Rogers, Nursing	2008
Carol Austin, Social Work	2009
Hamid Habibi, Biological Sciences	2013
Mary-Ellen Tyler, Environmental Design	2015
Sandra Hoenle, School of Languages, Linguistics, Literatures and Culture	2018
Paul Rogers, Mechanical and Manufacturing Engineering	2021
David Stewart, Political Science	2024

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15. Policy Against Abusive Conduct

Approved: October 7, 2014

All Faculty Association officers, staff, and volunteers have a right to expect that the University of Calgary campus is a safe place at which to work and that they can fulfill their duties in an abuse-free environment.

Faculty Association officers, staff, or volunteers who encounter inappropriate communication or behavior may immediately conclude communication with offending individuals. Prompt and appropriate action will be taken on their behalf if they are subjected to abuse, threats or violence by any individual, including Association members.

Inappropriate behavior includes, but is not limited to:

- Offensive or insulting language or behaviour
- Harassment - engaging in a course of offensive or vexatious comments or conduct that is known or ought reasonably to be known to be such
- Abusive or threatening language or behaviour – behaviour which is threatening or intimidating – either through the use of abusive or threatening language or a clearly threatening manner or tone intended to intimidate
- Violent behaviour – the exercise of physical force or attempt to exercise physical force that causes or could cause physical injury, including any statements or behaviours reasonably interpreted as a threat to exercise physical force

Further communication and the method of such communication with individuals who demonstrate inappropriate behavior as defined above will be at the discretion of the Executive Director and/or Association officers.

16. Provision of Information

Approved: March 27, 2001

Policy

All information provided to the Association about the membership shall be retained by the Executive Director. The Executive Director shall have the authority to act on behalf of the Association in determining how such information is used, subject to the following provisions.

Reports of information provided by the administration shall be reported to the Executive Committee and available to the Board of Directors, provided that any information which might identify individuals is removed. Distribution of this information beyond the Board of Directors shall be at the discretion of the Executive Director, subject to review by the Executive Committee.

Reports of aggregate information, compiled from the data warehouse or other sources, shall be prepared and distributed at the discretion of the Executive Director or Executive Committee. The Executive Director shall be responsible for ensuring that no personal or private information is disclosed beyond what is required for official Association business on a need-to-know basis.

Association officers and designated representatives may be provided information regarding individuals on a need-to-know basis as required for Association business, at the discretion of the Executive Director, subject to review by the Executive Committee.

With the express written consent of the member, the Association may also provide information about the member to specified others. This shall be at the discretion of the Executive Director, subject to review by the Executive Committee.

The University has a responsibility to provide information under the Freedom of Information and Protection of Privacy Act. This is not the Association's role. Requests which may be legitimate but outside of our jurisdiction should be routed to the appropriate University office.

In discharging her responsibilities under the policy, the Executive Director may consult with the President and/or other Association Officers.

Background

The Faculty Association receives information about the membership in a number of ways:

1. In accordance with Article 11 and other sections of the Collective Agreement or Memoranda of Agreement or Understanding, we receive:
 - a) reports of aggregate information on specific topics and
 - b) information about individual members through a window to the University's data warehouse, through dues lists, and other sources
2. We receive reports through interactions with the administration at the bargaining table, in discussions at various committees, through FPC/GPC/AARC process, through grievance-related processes, and other such interactions.

At the same time, the Association receives requests from individuals both within and outside of the organization for information about our membership.

In the Collective Agreement, Article 11.1, the Association “agrees to respect the confidentiality of personal information and the privacy of individuals and undertakes that information provided pursuant to... Article 11 shall not be published or otherwise used in ways that could result in the identification of individual staff members.

17. Public Relations, Press Comments and Public Statements on Association Matters

Approved: December 13, 1994

17.1 Policy

The President of the Faculty Association is the chief spokesperson for the Association. Positions taken by the Association should be communicated, whenever possible, by way of a written News Release. Whenever possible, the President should notify the Board in advance of the content of public statements.

Members of the Board of Directors should speak on behalf of the Association only when authorized to do so by the President.

Members of the Board of Directors, when speaking in a public forum on a matter on which the Association has, or is likely to have, a policy or position, should clearly identify whether they are speaking as representatives of the Association or as individuals.

17.2 Background

1. As elected officials (and, thus, to some extent, public figures) Board members will often encounter situations in which there is the presumption that they are speaking on behalf of and with the approval of the Board.

In order to reduce misunderstanding and confusion about the Association's policies or positions, it is the duty of Board members to clearly identify when they are speaking on behalf of the Board, and when they are speaking for themselves. It is not possible to anticipate all possible situations in which this might be important, so Board members should exercise caution and care in this area – both to ensure that members and the public are given accurate information about the Association's positions, and also to protect the Association from the harm that can arise when Board members' various personal opinions are believed to represent the official positions of the Board.

When speaking on matters where the Association has not yet taken a position, it would be a good idea for the Board member to say so, and then if they wish to express a view they should clearly indicate that what is being offered is their own opinion.

2. It is also frequently assumed that Board members are familiar with matters about which they know little or nothing, and that they are free to speak on matters about which rules of confidentiality apply as a matter of Association or university policy. Thus, Board members may offer to convey information or opinion from members to the relevant Association officer or to the Board itself on these issues, or they may assist members to speak directly to the relevant representative of the Association. Again, it is impossible to anticipate all the circumstances in which this might be problematic.
3. When in doubt about these questions on a particular issue, Board members should consult with the President, or the Executive Director. If necessary, these questions can be discussed at the Board.

18. Publishing Votes of the Membership

Approved: December 15, 1998
Amended: December 11, 2001
Amended: June 30, 2008, as a consequence of By-law amendments
Amended: March 10, 2009

The Faculty Association is committed to being accountable to the membership as a democratic organization.

Therefore, for the following types of vote, the Association shall release full information including the number of votes cast for each alternative or candidate, the total number of votes cast, the total number of votes spoiled, and the total number of ballots issued to both ongoing members and to sessionals:

- elections to the Board of Directors;
- elections of Presidents;
- ratification votes for the Collective Agreement/Schedule A/Schedule B or other documents created through bargaining with the University;
- ratification votes for changes to the by-laws;
- votes regarding changes in the Association dues;
- votes referred to a ballot by a motion of the Board of Directors, in accordance with Article 4 of the by-laws.

If it is the opinion of the Board of Directors prior to sending a ballot to the membership that it would be in the interest of the Association not to disclose the results, the Board may decide that the results of a given vote will be kept confidential or be released in a limited manner, and announce that decision.

In all cases, at the sole discretion of the President, Principal Negotiator, and/or Election Committee Chair, the release of the results of a vote may be delayed for up to two weeks to allow for appropriate individuals to be informed and/or appropriate administrative preparations to be made.

19. Sessional Travel Fund

Approved: November 15, 2022
Amended: October 10, 2023
Amended: November 22, 2024

Policy

19.1 Purpose of the Sessional Travel Fund

- i. The Sessional Travel Fund is established under Schedule B of the *Collective Agreement*. If this Policy conflicts with the *Collective Agreement*, the *Collective Agreement* shall supersede this policy.
- ii. The Association shall not use the sessional travel funds for any purpose other than the provision of funding to sessional academic staff members, consistent with the *Collective Agreement*.
- iii. Unexpended funds may be carried forward by the Association to the following academic year. The Association shall make a full accounting of all expenditures under the fund to the Board of Governors on an annual basis in October.

19.2 Committee Composition

- i. A sessional Travel Fund Committee will be established each academic year.
- ii. Voting members of the Committee shall include at least three academic staff members, plus a chair who shall be a member of the Committee from the previous year or a current member of the Board. In the case of sessional academic staff members who may be appointed to the committee, the individual must have been a member of the Association within the previous twelve months. The Executive Director will provide a list of possible Committee members to the Personnel Committee for their discussion and approval. The Executive Director will then choose Committee members from this list based on the applications received, ensuring the Committee represents multiple Faculties and, where possible, that the members of the Committee are not from units where there have been applications. Normally, the committee shall include at least one current or recent sessional academic staff member. No person who has applied to the sessional travel fund or who expects to apply to the fund in the current academic year shall be a member of the Committee.
- iii. The Governors may appoint a non-voting representative to the Committee who shall be provided all the same materials as the other members of the Committee.
- iv. The Executive Director shall appoint an Association staff member as a non-voting resource member of the Committee.
- v. Committee members must be sensitive to potential or perceived conflicts of interest. Committee members shall be deemed to be in a conflict of interest related to any applications from their own unit.
- vi. A quorum shall include three voting members, plus the Executive Director's resource appointee.

19.3 Applicant Eligibility and Criteria Considerations

- i. Sessional staff members are eligible to apply for reimbursement from the Sessional Travel Fund if they have held a sessional contract within the last five years and:
 - ii. they are or will be holding a sessional contract at the time the expenses are incurred; or
 - iii. they expect to return to an academic position at the University within the next year.

- iv. Faculty Association staff will review applications prior to the selection process to ensure sessional members meet the eligibility criteria based on information provided by the applicant and information provided to the Association by the University as per the *Collective Agreement*.
- v. Expenses may include travel expenses related to the applicant's academic work, or expenses related to attending conferences whether or not travel is involved.
- vi. The nature of the travel or conference must be relevant to the sessional staff member's current or expected work at the University of Calgary.
- vii. Priority shall be given to those sessional staff members whose primary employment is with the University of Calgary and those who do not have other sources of funding for travel or conference attendance.
- viii. Other criteria that may be considered by the Committee include:
 - a) Funding for first-time applicants
 - b) Instances where travel may not be possible without funding assistance
 - c) Level of participation at events
 - d) Other considerations which the members of the Committee agree

19.4 Disbursements

- i. Monies will be provided based on actual costs from receipts submitted to the Association office. In extenuating circumstances, the Association may consider other options, however appropriate documentation of expenses must be provided. Rates for the reimbursement of mileage or per diems are set as per the Association's travel policy. Receipts must be provided no later than two months after the travel has occurred or two months after approval by the committee, whichever is later.
- ii. Annually, the Executive Director in consultation with the Treasurer shall establish the maximum value of individual awards that will be offered for the cycle. The maximum shall be included in advertisements for sessional travel funding.
- iii. Both the report required under section 19.5 (v) and the expense report must be completed and returned to the Faculty Association office no later than two months after the travel has occurred or two months after approval by the committee, whichever is later.
- iv. In exceptional cases of unforeseen increases in costs, the Executive Director may approve additional funding within the maximum established under section 19.4 (ii), where such funds are available within the travel fund.

19.5 Application Process

- i. Normally, the Faculty Association shall seek applications for sessional travel funding in the fall and winter semesters of each year.
- ii. Applications may be for travel which has occurred during the current academic year or for travel which shall occur before December 31 of the academic year following application. Applications may also be accepted for travel which occurred since the previous deadline.
- iii. Applicants are asked to provide supporting documentation for their applications. It is the responsibility of the applicant to provide a clear, accurate and detailed application. Supporting documentation includes, but is not limited to:
 - a) A cover letter including an explanation of the relevance of the conference/scholarly activity to the applicant's contracted work;
 - b) Details of the conference/scholarly activity and a copy of the conference acceptance, if applicable, or other supporting documentation, including information on the quality and reputation of the conference or other activity;

- c) Quotes on travel and related expenses expected to be incurred (air travel, vehicle use, accommodations, registration fees) or a budget of the expenses actually incurred if the travel/conference has already occurred; and
- iv. All applicants will be notified as to the results of their application.
- v. Successful recipients are required to provide the Faculty Association a brief report detailing the conference/scholarly activity and explaining its impact to their work as a sessional instructor. The report must be submitted no later than two (2) months after a) the date of travel, or b) the date of approval, whichever is later. The information in the report may be used in future Association communications and promotions (e.g. newsletter, website, etc.)

19.6 Background

The Faculty Association had a Sessional Travel Grants policy established in 2014 to support the academic goals of sessional members of the Faculty Association of the University of Calgary by providing funding for a portion of travel costs related to scholarly activity in their field. The policy was rescinded in 2018 following establishment of the Sessional Travel Fund in the *Collective Agreement*. In 2022, the Governors agreed to provide the Association with \$30,000 per year to be awarded to sessional academic staff for travel expenses related to attending conferences.

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20. Social Media

Approved: October 7, 2014

Amended: November 15, 2022

Social media accounts may be created by the Faculty Association for the official business purposes of the organization. The purpose of this policy is to ensure any interactions on official social media accounts are in the Faculty Association's best interest: specifically that these interactions represent the Association in a fair, accurate and legal manner and protect the reputation of the organization.

20.1 Definitions

- a. Administrator: A person authorized by the Faculty Association to submit content to any social media site officially recognized by the Faculty Association.
- b. Social Media: Social media are electronic mediums designed to disseminate information through social interaction using highly accessible publishing techniques such as internet and web-based technologies.
- c. Social media accounts: These are user accounts or profiles created in social media outlets such as Facebook, YouTube, Twitter, LinkedIn and Flickr.

20.2 Purpose of social media accounts

- d. Social media accounts help us monitor information shared by stakeholders and keep informed of news and events relevant to the Association's mandate.
- e. Social media accounts allow the Association to disseminate approved messaging and information and to alert internal and external stakeholders to Association news and events.
- f. Social media accounts allow us to interact with other users. Any interactions on social media sites will be at the discretion of the Executive Director in consultation with the President, as appropriate. The Association normally avoids replying to questions in a public space. All social media account descriptions or profiles will point users to the Association's website or email account for further information or to answer questions.

20.3 All social media accounts which use @tucfa.com email addresses will be considered official accounts of the Faculty Association. The President of the Faculty Association, as chief spokesperson under policy, may choose to create his or her own social media accounts (these accounts must adhere to Association policies on communications and public statements). The President of the Faculty Association, is responsible for administering his or her own accounts and is accountable to the Board of Directors for communications using these accounts.

20.4 The creation of new social media accounts for official use by the Faculty Association must be approved by the Executive Director. The Executive Director is the official administrator of the Faculty Association's social media accounts and ultimately responsible for managing and moderating content. Monitoring of social media accounts will generally be delegated to an appropriate staff member. Normally, the Executive Director will approve all communications posted to social media websites and the removal of any objectionable submissions. The Executive Director will consult with the President as required and appropriate.

20.5 All posts to the Faculty Association social media accounts must respect the privacy and confidentiality of the organization and its members. All applicable policies and guidelines for

interacting with the public apply to online and social media accounts just as they do to in-person interactions. Posts to social media accounts must be mindful of organizational liability (such as copyright infringement, libelous or defamatory statements). The Faculty Association reserves the right to restrict or remove any content that is deemed in violation of its policies or applicable laws.

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21. Sponsor Role in the Universities Academic Pension Plan

Approved: December 12, 2000 / January 16, 2001
Amended: September 23, 2008
Amended: October 8, 2019

Policy

As one of the sponsors of the Universities Academic Pension Plan (UAPP), the Faculty Association has a number of responsibilities as outlined in the Sponsor and Trust Agreement. In fulfilling those responsibilities, the Association shall act as follows:

21.1 UAPP Board Representative

The Board of Directors shall appoint a representative to the UAPP Board of Trustees, based on the recommendation of the Personnel Committee, in accordance with the Appointment Procedures. As appropriate and on a regular basis, the Association's UAPP Board appointee shall keep the Association office informed of any relevant developments at the Board of Trustees, and shall consult with the Sponsor Representative and/or the Executive Committee of the Association.

21.2 Sponsor Representative

The Board of Directors shall appoint a representative to serve as the Association's spokesperson as a Sponsor of the Plan, based on the recommendation of the Personnel Committee, in accordance with the Appointment Procedures. The Board may also appoint an alternative representative to act in the absence of the Sponsor Representative.

21.3 Sponsor Committee Representative(s)

The Plan Sponsors may choose to delegate some of its responsibilities, or the coordination of its responsibilities to one or more committees. The Board of Directors shall appoint representatives to any such committees based on the recommendation of the Personnel Committee, in accordance with the Appointment Procedures. Where the Sponsor Representative or Alternate are appointed to such committees, additional approval by the Board of Directors or Personnel Committee is not required.

21.4 Pension committee(s)

The Executive Committee may establish pension committee(s). The membership and terms of reference of such committee(s) shall be established by the Executive Committee with subsequent appointments made by the Personnel Committee, in accordance with the Appointments Procedures.

21.5 Consultation

In discharging their responsibility to inform and to consult with members, the Sponsor Representative, the Executive Committee, and the Board of Directors shall take into account the interests of present members and future members, in that order of priority, and shall pursue progressively more thorough consultation with members as the importance of the issues increases.

21.6 Sponsor Decision Making

Where the Sponsors are considering policies or other decisions which do not involve changes to the Sponsor and Trust Agreement, plan text, or related documents, the Association's Sponsor Representative, President, and Executive Director shall be given the collective delegated authority to establish an Association position. At the discretion of any one of these individuals, the issue may be referred to the Executive Committee and/or the Board of Directors for a decision regarding the Association's position.

21.7 Administrative Changes to the Plan Documents

Where the Sponsors are considering changes to the Sponsor and Trust Agreement, plan text, or related documents, that are of a purely administrative nature, the Association's Sponsor Representative, President, and Executive Director may approve such changes. Where any or all of these individuals do not agree with the proposed change, the matter shall be referred to the next meeting of the Executive Committee. The Executive Committee may take whatever action they see fit.

21.8 Non-controversial Changes to the Plan Documents

Where the Sponsors are considering changes to the Sponsor and Trust Agreement, plan text, or related documents, which are of a substantial nature, but are not considered controversial, the Sponsor Representative shall raise the item with the Executive Committee. Should the Executive Committee agree, that the proposal is not controversial, the Executive Committee shall inform the Board of Directors and the membership of their intention to support the change and provide for a period of at least five working days during which members may raise any concerns. If no substantial concerns are raised by the Board of Directors or the membership, the Executive Committee may act in support of the proposed change. If substantial concerns are raised, the Executive Committee may choose not to support the proposal, or to refer the matter to the Board of Directors for their consideration.

21.9 Potentially Controversial Changes to the Plan Documents

Where the Sponsors are considering a change to the Sponsor and Trust Agreement, plan text, or related documents which could be considered controversial, the Executive Committee shall make a recommendation to the Board of Directors for action. The Board of Directors may either reject the proposal or refer the matter to the membership for ratification, with or without a recommendation.

21.10 When the President is the Association's Sponsor Representative

In the case when the President or Executive Director serves concurrently as the Association's Sponsor Representative, there would only be two individuals serving in these three positions. Therefore, in such a situation, the Personnel Committee shall select an individual other than the President and Executive Director to join with them in making decisions as outlined in items 21.6 or 21.7 above. In the absence of such an appointment by the Personnel Committee, the Vice-President shall serve this role.

21.11 Indemnification

Should there be any legal action directed towards the current or former Sponsor Representative, or other individuals acting in good faith and in the scope of their responsibilities on behalf of the Association in decision making committees established by the Sponsor Representatives Group, the

Association will indemnify (i.e. hold harmless) such individuals. Any expenditures related to defending the Sponsor Representative or others in such legal action shall come from the Association's General Reserve Fund.

21.12 Background

As of January 1, 2001, the Universities Academic Pension Plan has been established as an independent plan registered under the Employment Pension Plans Act. The Plan is established through a number of documents, including a Sponsor and Trust Agreement, the plan text, and appendices. The Sponsor and Trust Agreement divides the decision-making responsibilities between the plan Sponsors (the Boards of Governors and Faculty Associations) and the Board of Trustees.

This policy recognizes the divided responsibilities between these two bodies, yet also addresses the need for effective communication and consultation on all pension matters.

Given the broad range of issues that can arise, this policy attempts to increase the amount of information and the level of decision-making responsibility within the Association as the importance of the issue rises.

In addition to the Association's responsibility to communicate and consult, the Board of Trustees and the Sponsors as a group have a responsibility to keep plan members informed and consulted. Nothing in this policy is intended to diminish that responsibility, or to duplicate that effort.

22. Support/Donations to Faculty Associations on Strike or Locked Out

Approved: February 23, 1999
Amended: October 3, 2017
Amended: February 11, 2020

When a Faculty Association at a Canadian university goes on strike or is locked out, the Association will normally express its support to the sister Association in one or more of the following ways:

1. Write a letter of support to the Faculty Association and/or its membership.
2. Write letters to appropriate university or government officials opposing the conditions which have led to the strike/lockout and/or the lack of action to settle the dispute.
3. Send a representative of the Faculty Association of the University of Calgary to join the picket line or otherwise give moral support in person, usually through the 'flying pickets' of the CAUT Defence Fund.
4. Send a donation to the Faculty Association as a symbolic gesture in support of its efforts.

As time is often of the essence during strikes or lockouts, the Board approves the following special provisions to express the support of our Association to our sister Association(s). The Board of Directors authorizes the President to take the actions outlined in 1 and 2 above, at his/her discretion. Further, the Board of Directors authorizes the Executive Committee to take the actions outlined in 3 or 4 above, at their discretion, with the expenditure to come from the General Reserve Fund. During the months of June, July and August, the Board of Directors authorizes the President, Executive Director and any one Officer to approve the actions outlined in 3 or 4 above, at their discretion, with the expenditure to come from the General Reserve Fund. Any action taken in accordance with this policy will be reported at the next Executive Committee.

This Policy may be applied at the discretion of the Executive Committee in the light of the particular configuration or circumstances of the Faculty Association in question. Such circumstances could include but would not be limited to:

- a) Whether the striking or locked out group is one local under the umbrella of a Faculty Association;
- b) Whether the members of the affected group would be considered to be academic staff at the University of Calgary;
- c) Whether the striking or locked out organization is a member of CAUT and the CAUT Defence Fund;
- d) Whether the organization is not a Faculty Association (although may be a member of CAUT – such as a CUPE local);

It should be noted that where a union is primarily composed of members who would not be considered academic staff at the University of Calgary, or where a Faculty Association is not eligible for membership in the CAUT Defence Fund, the "Support for Unions/Associations on Strike (Other than Faculty Associations)" Policy may be applied.

23. Support for Unions/Associations on Strike or Locked Out (Other than Faculty Associations)

Approved: February 6, 2007

Amended: October 3, 2017

Policy

Whenever a union/association goes on strike or is locked out, the Faculty Association may consider supporting the union/association in the following ways.

- 23.1 In the case of unions/associations striking in locations where our Faculty Association members may engage in teaching or scholarly activities the Faculty Association will encourage the membership to honour the picket line so far as it does not breach the member's contract.
- 23.2 In the case of unions/associations striking where the issues involved are of significance to the Faculty Association, the Association will normally express its support to the sister Association in one or more of the following ways:
 - a) Report on the strike in the Faculty Association newsletter, or invite the union/association to write an article for the newsletter;
 - b) Write letters of support to the union/association, to the management, to the government, to the media or others;
 - c) Encourage members to join the picket line;
 - d) Send an official representative of the Faculty Association to join the picket line or otherwise give moral support in person. Where this action requires travel outside of the city of Calgary, the Board of Directors approval shall also be required;
 - e) Send a donation to the strike fund of the union/association.
 - f) The Executive and/or Board of Directors may take appropriate additional actions.

As time is often of the essence during strikes, the Board approves the following special provisions to express the support of our Association to other unions/associations. The Board of Directors authorizes the President, Executive Director and any one Officer to approve the actions outlined in a), b) and/or c) above. Further, the Board of Directors authorizes the Executive Committee to take the actions outlined in d) and/or e) above, at their discretion, with the expenditure to come from the General Reserve Fund. During the months of June, July and August, the Board of Directors authorizes the President, Executive Director and any one Officer to approve the actions outlined in d), e) and/or f) above, at their discretion, with the expenditure to come from the General Reserve Fund. Any action taken in accordance with this policy will be reported at the next Executive Committee and Board of Directors meeting.

This Policy may be applied at the discretion of the Executive Committee in the light of the particular configuration or circumstances of the Union/Association in question. Such circumstances could include but would not be limited to whether the striking or locked out group is one local under the umbrella of a Union/Association.

23.3 In the case of unions/associations striking where the issues are not of significance to the Association nor are they at locations where Faculty Association members work, the Association will honour the picket line in all of its business activities.

Background

The Faculty Association takes its role as a member Association of the Labour community seriously. Often the issues being raised by other union/associations are precedent setting and significant to our future bargaining efforts. It is important for the Faculty Association to take appropriate actions to support the efforts of these sister unions/associations.

In the past the Association has provided support to the nurses union by sending a representative to join the picket line as well as by encouraging our members to honour the picket line. In the case of the strike by Calgary Herald reporters, the Faculty Association provided the union the opportunity to publish information in our newsletter, we issued news releases in support of the union, and we provided monetary support.

24. Surveys of the Membership

Approved: March 10, 2009

A. Regarding the University

The Faculty Association may solicit the views of the membership about the University through surveys. This shall be done to gauge the views of the membership generally towards the administration, regarding specific administrators, regarding specific University policies or directions, about the level of morale, or other issues. The frequency and content of such surveys shall be determined by the Executive Committee, mindful not to create survey fatigue. The Executive Committee shall determine whether and how the survey results will be released and will normally include this information in the survey itself. Whenever possible, the results of surveys should be released in aggregate form to the membership, unless there are confidentiality concerns or strategic reasons to withhold the results.

B. Regarding Bargaining and Association Positions or Issues

The Association occasionally solicits the opinions of the membership to provide direction on such issues as: preparation for bargaining, Association policy matters, and improvements to services. In such cases, the opinions are primarily for the use of the Board of Directors as the policy-making body of the Association, or for the use of specific officers such as the Principal Negotiator or the President, and are considered non-binding.

In the case of surveys conducted for the purpose of bargaining, or matters related to the bargaining function of the Association, the results of such solicitations of opinions shall normally be considered confidential, but may be released to the membership in a full or partial form by decision of the Principal Negotiator, or, in matters where the Principal Negotiator is not involved, by decision of the President.

25. Travel

Approved: April 15, 1988
Amended: November 2, 1989
Amended: February 26, 1990
Amended: October 24, 1991
Amended: May 15, 1993
Amended: May 31, 1994
Amended: January 26, 1999
Amended: September 30, 2003
Amended: September 25, 2007
Amended: November 25, 2008
Amended: January 25, 2011
Amended: May 2, 2023

25.1 When on Association business, members and staff should attempt to keep costs within a reasonable economy.

25.2 Air Travel

- i. Airline tickets to be purchased for authorized Association travel may be arranged directly with the airline. Receipts for airline tickets should be forwarded to the Association. Travel covered by CAUT policy is arranged by their designated travel agency.
- ii. Whenever possible and reasonably practical, all Association travel should be booked on unionized carriers.
- iii. On flights of over 3 hours, if it is expected that work is to be conducted during the flight, the Treasurer may approve the purchase of business class tickets.

25.3 Hotel Costs

- i. Itemized hotel bills must be submitted with the travel claim form. In lieu of commercial accommodation, \$80 will be paid by the Association for every 24 hours away from Calgary.

25.4 Car Allowance

- i. Persons using their own cars are entitled to claim the current CAUT per kilometre rate or U of C per kilometre rate, whichever is greater. Where a private car is used for conveyance to one's local airport, mileage and the cost of parking at the airport may be claimed locally and where the individual must drive to another city to commence the air trip.

25.5 Local Transportation

- i. Taxi or equivalent expenses should be confirmed by receipts. Public transport should be used whenever practical.
- ii. Where the expected local transportation costs by taxi or equivalent will exceed the costs of renting a car, those travelling on Association business may wish to arrange for a car rental for the period.

25.6 Per Diem

- i. Normally, reasonable travel expenses will be reimbursed based on receipts provided. Alternatively, a per diem equivalent to the current CAUT rate or University of Calgary rate, whichever is greater may be used to cover the costs of meals, tips and other incidental expenses.

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PART D: POLICY STATEMENTS

1. Presidential Review/Selection Committee

Approved: December 13, 2005

Preamble

The perspectives of academic staff members on the Presidential Selection/Review Committees are not necessarily articulated by the representatives of any other body on campus, including the representatives elected or nominated to the committee by the General Faculties Council.

Policy

As the primary representative of academic staff members at the University of Calgary, the Faculty Association should have voting membership on Presidential Selection/Review Committees, given that the President's actions and decisions so greatly impact the welfare of academic staff.

Background

In the fall of 1995, a Presidential Selection Committee was struck. The Association asked to have representation on the committee; however this was refused.

In early 2000, a review committee was established for President Terry White who was seeking a second five year term. The Faculty Association asked for representation on this committee, but was refused by the Board of Governors chair. Instead, the Chair said he would be inviting the Association to make a presentation before the committee. Following the Association's presentation, including the results of a survey of the membership, the President withdrew his intention for a second term and the Board of Governors set up a selection committee in the fall of 2000.

The Association asked for representation on the fall 2000 selection committee. The Board chair refused this request, but noted that GFC would have four representatives. The Association President was nominated for one of these four spots, but was not selected. As this was partly due to the nominations from the Striking Committee, the Executive decided that Association membership on the University Striking Committee should be pursued. The Association was invited to make a presentation to the committee on the qualities to be sought in the new President.

When the result of the 2000/01 Presidential Search was announced, the news release and the Gazette article included the comment that all employee groups had been included on the search committee. While this was corrected, it was only after all of this information had been published.

2. Sessional Appointments

Approved: February 27, 1996
Amended: April 30, 1996
Amended: November 18, 2003
Amended: November 18, 2014

Policy

The Faculty Association strongly believes that the ongoing staffing needs of the university should be met by ongoing appointments.

However, the Faculty Association also recognizes that from time to time there may be a legitimate and appropriate need to use a sessional instructor appointment. Such specific situations might include the following:

1. to fill in for regular academic staff when on leave or sabbatical or otherwise temporarily unavailable;
2. when confronted by truly unexpected enrollment increases and when regular professors or instructors are unavailable (yearly patterns of “unexpected enrollment” in the same course(s) cannot truly be considered “unexpected”);
3. when the university decides to offer only one or two courses sporadically in a specialized area outside of the regular professors’ and instructors’ areas of competence (if the courses are offered on a continuing basis, the position should be a continuing position);
4. when the university wants to initiate or experiment with a new course or program of study (should the trial or experimentation period be longer than 12 months, a regular position should be offered);
5. when the university is unable to find a candidate with suitable qualifications for a regular position, and so long as active recruitment continues for a permanent academic staff member with the appropriate qualifications;
6. to integrate members of the professional community into the academic program of a Faculty or Department as part of a continuing affiliation;
7. to allow for the training of graduate students;
8. when funds are temporarily available for a period of one year or less from a source outside of the University;
9. to accommodate a tenured academic staff member visiting from elsewhere;
10. to provide teaching in the spring or summer sessions.

Unless one of the above conditions applies, the Association believes that a regular ongoing academic staff position should be created. A "regular academic staff position" means appointment as a professor or instructor or to another academic staff position, whether full or part-time, limited term, tenure-track, and so on, as per Collective Agreement Article 1.6 a), b), or c).

In moving towards the goal of ensuring ongoing needs are met by ongoing appointments, and particularly in recognizing the continuing contribution of a number of long-serving sessionals to the university, the Association believes (1) that such sessionals ought to be moved into regular academic appointments, and (2) no new expectations regarding duties or qualifications should be added to the job descriptions of such new positions that would, in effect, eliminate these long-serving sessionals from

consideration for jobs they have been successfully completing for numerous years.

The Association believes systemic incentives that result in abuses of sessionals and sessional appointments must be eliminated. A pro rata scale of pay and benefits for sessionals should be negotiated as part of the Collective Agreement in order to remove the systemic incentives that encourage the inappropriate use of sessional appointments.

Background

While “full-time” sessionals were always part of the bargaining unit, “part-time” sessionals were not designated academic staff until 1994. An initial memorandum of agreement covered sessional instructors until 1996 when Article 23 was negotiated for the first time, incorporating sessionals into the *Collective Agreement*. This policy was originally drafted to provide advice and direction to the Association’s Bargaining Team as they negotiated Article 23.

Since sessional instructors were designated academic staff, the use (and abuse) of sessionals has continued, if not increased. This policy continues to provide important guidance for bargaining in relation to sessional concerns.

3. Tuition

Approved: December 13, 2005

Policy

The Faculty Association believes that tuition fee amounts charged to students should not create barriers to accessing and participating fully in a high quality, post-secondary education.

Background

The sole predictable source of income for maintaining adequate base institutional funding has been revenues from increasing student tuition fees. As faculty members we see the impact the massive rise in tuition has had on the lives of students. Increasingly, students are diverting more attention to work and less to their studies. This has implications for the classroom, the expectations of students, and the programs as a whole. More and more we see students unable to continue their studies, not because they don't have the talent, but because they cannot afford to continue or they are deterred by the high debt load they are accumulating.