

CUASA-YES!

WHAT IS A REPRESENTATION VOTE?

A Representation vote involves an attempt to determine **which** Association or union the majority of employees wish to have as their representative in their employment relations with their employer. As the sample ballot indicates, you are NOT being asked whether you wish CUASA to obtain the protection of **the Ontario Labour Relations Act**. That issue has already been decided by the fact that 499 persons signed clear commitment cards and by the Labour Board's recent decision. You are being asked if you wish CUASA to **continue** to represent you in our collective dealings with the Board of Governors or not. We urge you to make the little extra effort! Vote YES on Monday.

WHAT YOU SHOULD KNOW ABOUT THE VOTE

1. **When?** Monday, April 14th, 9:30-5:30

Note: Unfortunately the Labour Relations Act does not make provisions for advance polls, absentee or proxy voting.

2. **Where?** The Labour Relations Board Officials will have notices posted around the campus shortly. There will be two polls. You should check both that your name is on the voters list and the location of your poll.

3. **Who?** The voters' lists should be consulted as soon as they appear. Errors may have been made, however, and any person whose name does not appear on one of the two lists should call the CUASA office immediately (6387). Persons whose names have been omitted in error **may** vote although their ballots will be segregated until the Board's office has examined each case.

Chairmen may vote despite the fact that their inclusion or exclusion from the unit must still be decided by the Labour Relations Board. Their ballots will be segregated and left sealed until after the Board decides their status.

FORM OF BALLOT

Mark "X" opposite your choice IN YOUR EMPLOYMENT RELATIONS WITH CARLETON UNIVERSITY, DO YOU WISH TO BE REPRESENTED BY	
CARLETON UNIVERSITY ACADEMIC STAFF ASSOCIATION	YES <input checked="" type="checkbox"/>
	NO <input type="checkbox"/>

Sabbaticants will be permitted to vote by agreement as a result of CUASA's representations. Although this, of course, means that persons outside of the Ottawa area, may not be able to be present to vote, we argued, however, that those sabbaticants who are on campus should have the right to vote. Unfortunately, those on leave without pay will not be able to vote.

INSIDE

**The Government
Threat to
Universities
and Your Jobs**
pp 2, 3.

The Problems Ahead in the Provincial System

The thesis of this essay is that new structures are necessary now in the University to respond to new structures developed by government. Collegiality, good teaching, and opportunity for research and scholarship depend upon protecting many facets of traditional university organization from arbitrary alteration. One method worth trying is the contracts recognized under labour law. Such contracts are less subject to government intervention than are traditional, largely unwritten, arrangements. This newsletter reprints substantial parts of some exemplary planning discussions carried out by university administrators and government officials at the provincial level. These documents disturbed students enough that they were reprinted in their entirety in the Toronto "Varsity". We quote them from that source. These documents certainly reflect a tone far removed from University traditions. Can we wait for new faculty organization? Let's discuss, briefly, some of the provincial attitudes and initiatives.

Documents accompanying the announcement of government grants this year point to three basic challenges Carleton faculty will face sooner than we may like. The three challenges all flow from the clear ministerial judgement that the only way to control expenses of higher education is to reduce **faculty**. Perhaps we were naive not to realize that this was the point several years ago of John White's slogan: "More Scholar for the Dollar". Recently the point has been explained in more direct language. In practice it is expressed in three lines of developments.

1. The statements from the ministry concerning future financing.
2. Studies and discussions of the universities own agency — The Council of Ontario Universities (COU).
3. The first reports of the New Ontario Council on University Affairs (OCUA).

That such provincial documents are relevant to Carleton is made immediate and obvious by the recent presidential memorandum to department chairmen on future staff complements and their reduction.

Each of the three levels from which statements have been issued deserves careful attention. Roughly, they seem to be grouping at the moment as follows. The ministry (as expected) speaks in ominous generalities. The COU through its committee known after the rector of the University of Ottawa, provides specific plans for reductions. OCUA, under Dr. Dupré, presents "econometric" models designed to persuade the governments that slightly more money is needed in the university system of Ontario but **not** for continued special grants to Carleton, York, or Windsor.

Ministry comment: It is hardly necessary to review press remarks from the Minister of Colleges and Universities making favourable comment on higher education in Mexico where student/staff ratio exceeds 80/1. He appears to feel such an impersonal system would be quite appropriate in Ontario, or at least is prepared to be thought to think so. What is perhaps less well known but also significant for Carleton is the announced intention to curtail support for qualifying year students.

COU Special Committee to Assess University Policies and Plans (Guindon Committee): The following quotes are from a working paper of this committee dated January 31, 1975. It is difficult to remember that the authors are supposed to be preparing statements for the "voice of the Ontario University community".

... "Members recognized the need of the minister for success stories to help in being the advocate of the universities. These could **only be found** by showing a demonstrable improvement in **efficiency**". (bold face added)

... "Despite all of the adjustments that the universities have made, there is still a significant number of **excess faculty**, and the prospect is for the trend to continue ... The worry was expressed that by the time the universities reached the point of dismissing faculty members, a lot of damage has been done in a lot of other areas of the budget."

... "If we follow the present pattern, there may be a 3% growth per annum over the next five years. If this can be achieved without increasing resources, there would be a 15% productivity increase in five years."

OCUA Approach: The following quotation is drawn from the Ontario Council on University Affairs Advisory Memorandum 74-IV which is the Council's independent appraisal of the needs of the system submitted after a report recommending the division of the monies that the government had allotted. That memorandum argues that the government's grants are not adequate to the government's announced objectives (accommodation of predicted enrollment and maintenance of present services). The argument is essentially "econometric" which may be the best way to approach government but is likely to leave some malaise in the minds of members of the university community who will ask that attention be to many of the subjective factors of university life.

... "It can accordingly be argued that salary scale costs should be met by universities through "productivity gains" (and) ... that the entire projected enrollment increase could also be accommodated by 'productivity gains', making possible the absorption of 3% more students at zero incremental costs with no sacrifice in service levels.

... "On examining this extreme, Council finds that the "productivity gains" to be expected of universities would have to be sufficient to offset salary scale costs, depreciation and maintenance, and enrolment increases. The sum of these items would indicate a 1975-6 gain of 5.5 to 6%. Such an expectation seems to be pure fantasy in the context of an economy that appears to have had zero productivity gain in 1974 ...".

Faculty Association Strategy: What response is possible to the situation implied in the summary of official statements just presented? The answer is not easy. With suitable additions it is probably wise to follow the lead set by OCUA (at least as it presently appears). This lead suggests that we **accept** as a simple fact a strong desire on the part of government to restrict expenditure in the university sector and then set out to **moderate** that policy by careful comparison of the effects of particular policy with the government's acknowledged basic objectives. This differs from the more acquiescent approach of COU and will require a willingness to disagree publicly and forcefully with the ministry on particular matters.

In the long run, the central objective of faculty associations should probably be to get the faculty compensation segment of university budgets separated **at source** so that the problems of levels, career progress, pension adequacy, and benefits could be openly and frankly discussed with government. This will await the emergence of a strong voice for faculty at the provincial level. Such a voice may emerge through the negotiations that are underway for the establishment of a "two tier" system for salaries and benefits. However, success in the development of the two tier system will require that the executive heads of the universities take a clear stand as spokesmen transmitting messages from the universities to the government. There is reason to fear that recent COU documents reflect much more a communication channel oriented the other way. In any event, it is now apparent that erection of a provincial system will take time. The time is probably not available, especially at Carleton. The government's drive for "efficiency" could have our university driven by budgetary pressure into a mass production arrangement with very little latitude for scholarship and teaching as we value them in a very few years.

Our only affirmative strategy involves a gamble. We must assume that the government does not wish or intend to close down Carleton. Given this assumption, our strategy becomes that of the employees of other "public" institutions that are theoretically and legally governed by "private" boards. We must organize, not simply (or even mainly), to guarantee fair treatment of those who teach (and those who may be severed), but also to face the province with a legal contract guaranteeing that our institution must operate its programs in a manner consistent with our conception of high standards of teaching, research, and scholarship. **We must use the labour law in creative ways!**

C. H. LANGFORD

YES! TO PROTECT CARLETON

Notes of Fourth Meeting of Special Committee to Assess University Policies and Plans (January 31, 1975)

Mr. Wilson and Dr. Parr from the Ministry were present by invitation to answer questions concerning government policies as they will affect the future of the university system. . . .

THE FUNDING PROSPECT

...The prospect of the universities obtaining funding in excess of the government's growth in revenue is dismal. It will be a struggle to hold the present share. This may require significant changes in the ways of doing things in the universities. Members asked whether it would be reasonable to plan for the same percentage share of government revenue, or a decline. **Dr. Parr felt it was fair to plan to hold the present share, but that the share might decline. It certainly will not go up. . . .**

RATIONALIZATION AND PRODUCTIVITY

...There was some discussion of the need for attention to the question of duplication amongst institutions, and the development for greater specialization. Members wondered whether the government message was primarily more productivity or lesser growth. Are we to maintain the present kind of universities or go to an entirely different model? Dr. Parr commented that this was not an either/or choice, but that redeployment was needed. The government would hope for a mix of institutions, and that the adjustments would take place in a gentle way. Some members were concerned about the effects of reducing the range of programmes in some institutions, possibly creating a situation which could be interpreted as first and second class institutions. Dr. Parr thought that this was not necessary, but there might well be need for a smaller number of certain programmes throughout the province than at present. Members commented on the inter-relationship of changes in productivity to growth. If we follow the present pattern, there may be 3 per cent growth per annum over the next five years. If this can be achieved without increasing resources, there would be a 15 per cent productivity increase in five years. If growth were cut to half of this rate, the increase in productivity would be less. . . .

DISMISSALS

...Mr. Wilson felt that the question of dismissals did need to be faced. He thought that all sectors of society will be into this before long. Perhaps the universities will be first, but the effects will soon be seen in other sectors such as hospitals and secondary schools. The whole society must learn to live with a steady state situation, and this will require some change in philosophy.

Special Committee to
Assess University Policies
and Plans
Draft Report
SUB COMMITTEE OF COU
Chairman: R. Guindon [Ottawa]

THE GOVERNMENT'S MESSAGE

...The question has been raised, "What does the government want?" The signals in fact have been persistent and clear. The Premier, when he was Minister of University Affairs, raised questions about a longer academic year and heavier teaching loads. Recently he has expressed the view that

government cannot afford to support the current very large university establishment to a level which will permit universities to continue their traditional practices in the same way they have in the past. The transition from the small university system of the past to today's mass enrolments requires that universities examine their practices and find alternative approaches which, in the words of the Hon. John White, will result in "more scholar for the dollar". . . .

...The message can be summarized as follows:

- 1) Operating grants will not be sufficient to continue university programmes as in the past.
- 2) The government is seeking improvements in "productivity" and its index of productivity is the BIU/FTE faculty ratio.
- 3) The government will maintain a policy of accessibility for qualified students but wishes to see a more rigorous interpretation of "qualified".
- 4) The government would welcome a cessation of growth in the established universities in order to steer students to institutions with unused capacity.
- 5) The government is expecting a greater level of system-wide planning and coordination.

PROPOSALS FOR THE FUTURE

...The Special Committee wishes to make a number of proposals to cope with the new environment. These proposals recognize the responsibility of government to determine the level of support which it will allocate to universities. . . .

The first proposal is that:

1) The universities acknowledge the necessity of maintaining and improving the quality of teaching at a lower cost (in constant dollars) than at the present time.

This proposal recognizes the government's concern with "productivity" in teaching. The government's index of improvement however is BIU/FTE faculty ratios. If the ratio rises, the "productivity" rises. The ratio however is an oversimplified proxy for the real requirement which is more teaching for less money. . . .

SOLUTIONS ? ? ?

...Possible solution (or contributions to solutions) include the following:

- a) Cease all hiring of new faculty.
- b) Do not replace faculty leaving the university through death, retirement or transfer.
- c) Hire only faculty willing to teach relatively large classes.
- d) Determine with each department the maximum feasible size of classes.
- e) Measure faculty workloads and discuss with department chairmen how many students are needed per class in order to balance the budget.
- f) Establish and adhere to larger fulltime teaching load requirements.
- g) Expect larger teaching loads of faculty not actively engaged in research.
- h) Greater merit increases in salary to willingness to teach larger classes.
- i) Review the need for courses with small enrolments. Offer essential courses in this category in alternate years.
- k) Establish large lecture classes in appropriate courses.
- l) Consolidate basic or similar courses offered in different departments.
- m) Reduce number of course offerings.
- n) Establish and use intensive learning centers and laboratories. . . .

...If sufficient change to balance budgets cannot be accomplished by such means as the above without the necessity of numerous dismissals of competent faculty, universities might consider as further contributions:

- a) the possibility of introducing a nine month salary year for faculty not heavily engaged in research and not wishing to remain on campus,
- b) the possibility of trading-off some salary increase to avoid dismissals.

Since in our financial proposals (below) the rate of adjustment would be controlled, we believe that universities can make the changes they choose without unbearable hardship. . . .

...Some programmes across the province are currently over-enrolled in relation to faculty resources. This problem could be dealt with either by adding staff or reducing future enrolments. Since the total operating grants to universities is not responsive to current enrolments, according to present policies or according to our financial proposals it would be desirable for universities with over-enrolled programmes to reduce enrolments rather than to add staff, so that students would turn to institutions with unused resources. . . .

...Any supplementary grants should recognize only (a) unavoidable costs attributable to small scale, (b) unique costs attributable to geographic circumstances, special programmes such as bilingualism, and special circumstances such as transitional costs of integrating educational programmes. . . .

NOTES ON MEETING OF GROUP OF UNIVERSITY BOARD CHAIRMEN WITH PREMIER DAVIS AND THE MINISTER OF COLLEGES AND UNIVERSITIES — TUES. DECEMBER 17, 1974.

Premier Davis
Minister of Colleges and Universities — James Auld
Executive Asst. to the Premier — E. Stewart

Messrs.
Gibson (Chairman of Group)
Desmarais
Harding
Pollock
Ivey
MacIntosh

...In short, the Premier definitely conveyed the impression that the thrust of government policy was to force the universities to change their style fundamentally. The issue was not just immediate fiscal pressure. Mr. Gibson and other chairmen stressed the great difficulty in reducing staff over the short haul. The low rate of attrition was mentioned, and also the great difficulties with tenure. However the Premier gave little indication that the government saw the problem as transitory. He said that the most depressing meetings of Cabinet were those concerned with the 5-year plan. He said that everywhere he found demands which could not be met, and by implication gave no assurance about future years. . . .

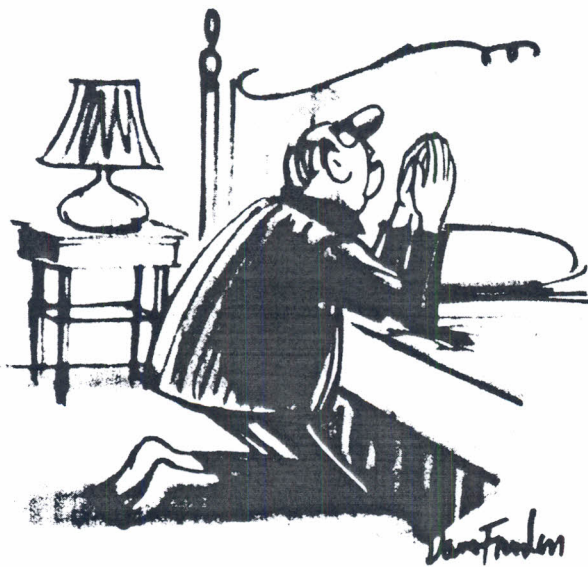
...It was pointed out by the chairmen that it would be unfortunate if unduly stringent financial policies towards the universities were to encourage militant elements on campus and it was noted that symptoms of this were already to be found. While the Premier agreed with Mr. Gibson that such a development would be highly undesirable, he said that he was already faced with this problem with respect to his own civil service and he would have to deal with it as it came up. He offered the chairmen jobs as snowplow drivers in the near future. . . .

CUASA – YES!

— REMEMBER TO VOTE —

CHAIRMAN ISSUE TO BE DECIDED BY LABOUR RELATIONS BOARD

The issue of whether departmental chairmen should be included in the bargaining unit or excluded as management (as the Board of Governor's representatives have argued) will be decided by the Labour Relations Board within the next few weeks. CUASA representatives consistently argued in negotiations that the decisions made by Carleton departments in the past which are now manifested in departmental practice should guide a decision in this matter. Clearly the issue is complex and the university lawyer's adamant position indicates that concern is more than a local matter.



"And I feel that I must call to your attention that my prayers of November 29th, January 31st, February 14th, March 21st, and March 7th, as well as those of April 1st and 2nd, have not as yet been answered."

Representatives from CUASA and from the administration have agreed that the issue will be adjudicated by the Board. A method which will settle the issue as quickly as possible has been jointly agreed to. While departmental chairmen will be eligible to vote on Monday, their ballots will be segregated and counted only after the Board has reached its decision.

OCUFA

EXECUTIVE ASSOCIATE

Applications are now being sought for the position of Executive Associate with the Ontario Confederation of University Faculty Associations.

The successful applicant will work closely with the Executive Vice-Chairman in serving the professional needs of university faculty members in the Province. He or she is probably now an Assistant or Associate Professor at one of Ontario's fifteen provincially assisted universities, and OCUFA will accommodate an applicant who wants to retain a reduced teaching appointment at his or her university. Applications from those with other than specifically academic backgrounds are not precluded.

The appointment will commence 1 July, 1975, with salary and term of appointment to be negotiated. Working conditions, remuneration and fringe benefits are generally comparable to those prevailing in the Ontario University system.

Applications, including a **curriculum vitae** and the names of three referees, should be sent as soon as possible to:

The Chairman,
Selection Committee,
OCUFA
40 Sussex Avenue,
Toronto, Ontario M5S 1J7