

Long Range Faculty Planning: The Past And The Future

by Cooper Langford

The various segments of the University's community admit of more or less accurate projection of their future. The faculty is probably the least flexible and consequently most predictable group. Faculty average rates of progress, resignation rates, retirement rates, etc. can be projected with a minimum of uncertainty. This is not because faculty demand a "feather bed" in the university. Rather, it is a consequence of the ten year training cycle for entry to University teaching, research and scholarship, and the few alternative outlets for this large investment in many specialties. Great social and personal waste is associated with casual handling of faculty personnel. Of course, these facts support the argument that no responsible university can afford the luxury of poor long range planning.

Now, the basis of long range projection is good retrospective understanding of the present state of affairs. This is important. During the expansion phase of the sixties, most universities behaved irresponsibly precisely in respect of a total lack of (and, indeed, if I can judge from my conversations with the 1969 President of this University, disinterest in) long range planning of faculty. In Ontario, the Universities' administrations have the excuse that the government pressed them heavily to expand as fast as possible, and such policy frustrated planning initiatives (including the Carleton Plan to limit the size of the Rideau River Campus).

Retrospectively, it is important to recognise that prior to the rapid expansion of universities in the sixties, faculty salaries consumed a very much larger fraction of university budgets than they do now. We have this analysis from no less a financial authority than the Bank of Montreal. What happened during rapid expansion is that universities hired many *junior* faculty to teach the new students, and used the savings on faculty salaries to introduce large new categories of university expenditure. This was largely a process that went unrecognised at the time, but we now find a situation where faculty salaries in universities with an unbalanced age structure account for about 40% of university budgets, where faculties with balanced age structures in the pre-expansion era accounted for 55% of the university budget. I do not intend to suggest that this observation means that universities will withdraw from all the new categories of expenditure which expansion generated. I only mean to point out that a shift toward expenditure on faculty salaries will be a likely feature of any reasonable long range projection of university budgets. Certainly this was the message of the joint OCUFA-COU study, "The Ivory Tower and the Crystal Ball", published last spring. It shows that in a non-expansionary period, there will be no way to support non-teaching or non-research activities in the university by subsidizing them from the relatively low salary bill paid to new junior faculty.

Looking explicitly to the future, it has become clear already that faculty under fifty cannot expect the pattern of career progress of their older colleagues. (Perhaps this is fair since older faculty also suffered rather low salaries at the start of their careers.)

Nevertheless, promotion is no longer as easy as it has been and the ratio of salaries of full professors to that of assistants is falling. These trends will, no doubt, continue unless an unexpected expansion of enrollment occurs to again defer achievement of age balance.

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PRESIDENT'S REPORT

Council and Contract

Andrew Brook

Each department (or in a few cases, two departments combined) now has a representative of its own on CUASA's Council. Every member of the Association now has a specific person nearby to whom comments and responses on Association initiatives can be addressed. Possible grievances also can be discussed immediately with this person.

Judging by the response to our proposal to contribute to the Laval strike, the new system is working well. Although few members came to hear Professor Joyal de la Noue, a biologist from Laval, explain the circumstances which caused the Laval faculty to walk out in the face of a salary offer of over 33%, many members have spoken to their Council representative, and the debate in Council on Friday, 19th November, was informed and impressive. (The results of Council's deliberations are reported elsewhere on this page.)

LAVAL

AS PREVIOUSLY
ANNOUNCED COUNCIL
APPROVED BY A LARGE
MAJORITY A CASH
DONATION TO THE LAVAL
FACULTY BY SALARY
DEDUCTION. DETAILS WERE
CIRCULATED LAST WEEK.

Hopefully, the new Council system will overcome a long-standing problem. As we move further away from the drama of certification, fewer and fewer members have been letting myself or the Executive of the Association know their views on what CUASA is doing.

The meeting to discuss the Laval situation was but one example, though a regrettable one, because we had specially invited guests present. We also have before us proposals on Faculty Workload and Career Development Increment Guidelines, which were circulated to all members in the last Newsletter. In the absence of a response from the membership, CUASA's Executive and Council only can assume that their judgement does in fact reflect the majority views of the membership. Given the broadly representative nature of Council, this assumption is probably not totally unwarranted. Now that each department has its own representative, however, hopefully we will be able to base this assumption on better evidence than was available previously.

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On the other hand, most Ontario faculties have now developed and implemented salary career development plans that guarantee some reasonable prospect of career progress for younger faculty. (It is especially crucial to realise that career development is the protection plan for junior faculty.)

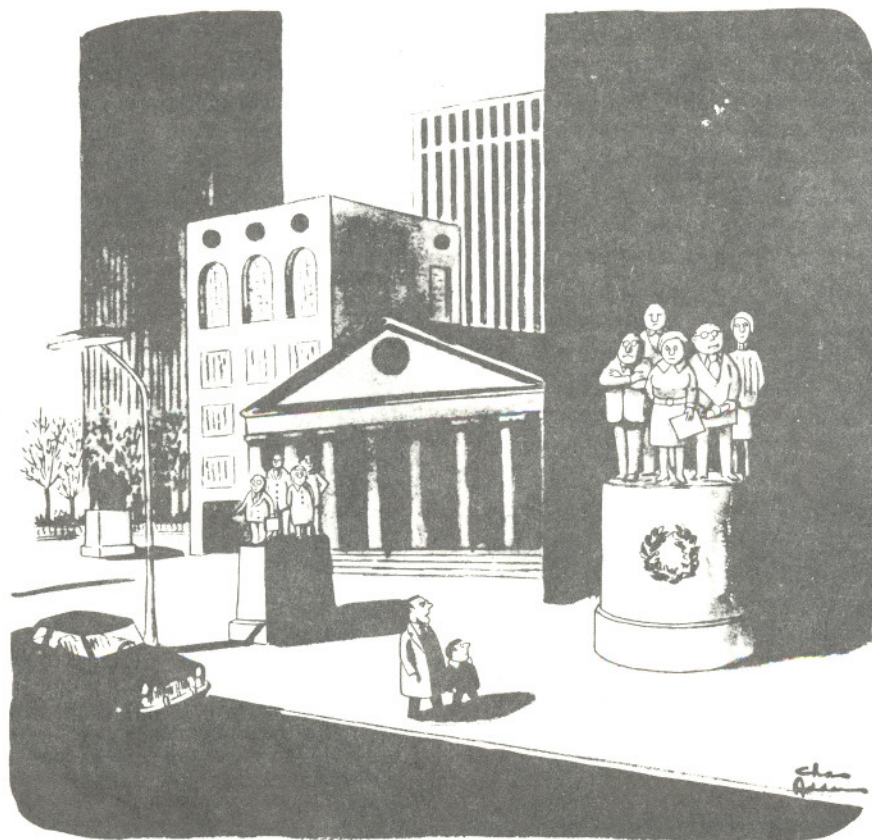
Given a commitment to save career development for faculty in a steady state environment, several questions become crucial. They vary in predictability. The questions in order of decreasing predictability are:

- (1) what is the expected retirement rate for faculty?
- (2) what is the normal resignation rate for faculty by department or specialty?
- (3) what is the expected age-experience distribution for faculty over the next twenty years?
- (4) what is the expected promotion rate?

These questions then lead to several others;

- (5) how can we project the support staff expectations in the university?
- (6) where are there elements of flexibility in the structure of future budgets which are consistent with support staff expectations?
- (7) what functions can faculty assume to reassert its historic role in the university?
- (8) where can university support its new activities by contracting out services?

Some of these questions have been addressed by other Ontario universities. Waterloo has done a thorough projection of faculty demography; Queen's has conducted a study which examines alternative income sources (see question 8 above); Carleton can do no less if it wishes to survive. It will do more if it wishes to prosper.



"There are not great men, my boy — only great committees."

THE NEW YORKER

THE NEW CONTRACT

Andrew Brook

As of July 1st, we must have a new Collective Agreement negotiated. It will, of course, contain some provisions from the old one, so we are not starting from scratch, as we did last time. However, the Administration has already indicated that it would like substantial changes in many crucial Articles (Stringency, Promotions, Appointments, Rights and Responsibilities, to name only four). And there are a number of important areas in which the Association would like better provisions and protections than we currently have.

Council has approved five committees to draft proposals for the new Negotiating Team. A few of the issues each might consider are summarized.

(1) Salaries, Etc.

- A new salary package, and new salary policies
- Revisions to the CDI Plan
- Salary Rationalization

(2) Grievance Issues

- How to grieve academic career decisions based on academic evaluations effectively
- Overhauling the grievance procedures we now have
- Access to information on which to argue grievances
- Administration actions not countenanced by our current Agreement

(3) Appointments, Status, the CUASA Unit

- Appointment procedures and remuneration levels
- Provisions for Term Appointees
- Definition of CUASA Unit
- Employment of Non-members
- Protection against forced changes of status

(4) Terms and Conditions

- New Sabbatical policy
- Maternity Leave
- Professional Development Fund, and Provisions
- Workload (on-going)

(5) Benefits, Etc.

- Retirement policies
- Protecting Pension Plan against future bankruptcy
- Dental Plan review
- Long-Term Disability Plan (on-going)

It should be emphasized, however, that while the committee structure has been approved by Council, the identification and assignment of issues summarized above is my own and is entirely provisional. What issues are considered by each Committee and what proposals are made will rest entirely with the Committees themselves and ultimately with Council.

Which brings me to the real point of this Article: If you have an interest in any of these issues, or in others, you should certainly sit on the appropriate committee. Much of the real work of devising effective proposals is done in them; there is no better way to make your influence felt on the terms which govern your employment at Carleton. Phone the CUASA Office (6387), leave your name and area of interest, and you will be contacted soon. These committees are beginning work immediately.

Negotiations! A major renegotiation of our current Collective Agreement is upon us. The Association would like to have proposals ready for the Administration by Christmas. Some of the issues and objectives are discussed elsewhere in this Newsletter.

The renegotiations certainly will expose some major disagreements between ourselves and the Administration. While the Administration has sorted through their procedures for dealing with the new CUASA in a way that has resulted in less Administration politicking than was true in the early days of certification, they also have indicated that they want changes in many major areas of the Agreement. It is a truism to say that these disagreements will be resolved in a way we can accept only through some pretty hard-nosed negotiating. There are also some inadequacies in our present Agreement which we will be able to correct only through similar hard work.

In order to ensure that each Article in the new Agreement receives the attention it deserves, we must have enough people involved in drafting so that each Article has someone specifically concerned to draft it and oversee its negotiation. Although the actual negotiations are done by a small group of the most able people we can find, no such group can keep everything fully in view all the time.

So don't wait to be asked. If you have a particular interest in aspects of your conditions of employment, volunteer to sit on the drafting committee which will be dealing with it. If you wait till negotiations are complete, your only role can be to accept or reject the negotiated package as a whole. If you are involved in drafting our proposals, you can influence what goes into that package. Call the office (Ext. 6387) and leave your name and interests. The Chairperson of the appropriate Committee will then contact you. Some of the issues are discussed elsewhere in this Newsletter.

A second major lobby on Research Funding and the Fiscal Arrangements Act is being mounted this coming December 7th and 8th by various Learned Society groups. This time humanists and social scientists as well as natural and applied scientists will be centrally involved. The federal government is also creating a new granting council for the humanities and social sciences which may bode well or ill for research funds for these disciplines. It will be a major concern for the lobby, too.

Grievances

Just a reminder: IF you feel that you have a grievance, or if you want information of any sort regarding grievances and/or grievance procedure, please contact one of the following members of CUASA's Grievance Administration Committee.

Keith Bell — Geology
M. Fox — Geography
D. Kwavnick — Political Science
M. Armour — Library
J. Wilcox — English
A. Tilson — English
S.G. Wilson — Religion

Letters to the Editor

To The Defence Of Cdi

Dear Editor,

Much of what the Professors of English wrote about CDI shows a considerable misunderstanding both of the career development concept and of the workings of their own department and faculty. Any complaints about the way it was handled by the administration should also go to the appropriate chairman and dean. I suspect they prefer the old merit scheme of secret ad hoc awards, handed out in private deals, to a more open and grievable system. The administrative bungling is not necessarily the failure of the C.D.I. plan; "capriciousness" in the way it is "currently applied" is the fault of those responsible for administering the departments and faculties. Also it is not clear to me how anyone can be treated "ignominiously" since there is no reason why anyone else should know to whom an increment is denied.

A career progress scheme is not, repeat not, a merit scheme in the usual sense of the word. It is, rather, the expected normal increase for anyone doing the job they are paid to do; expected annually so that in a predictable length of time (or exact number of steps) they will rise from the floor to some maximum attainable salary. Merit is usually applied to those individuals who perform above and beyond the call of duty, for those exceptional few to be rewarded but not necessarily annually. Both correspondents have missed this point completely.

What the CUASA negotiators asked for was a package in three parts; an across the board scale increase which takes care of the rise in the cost of living; a steady career progress scheme (formulated some ten months before the A.I.B. was invented, Professor G!); and a merit scheme for special recognition of a few. (By the way, Professor W. we had originally proposed in 1975 that this could be in the form of tax-free assistance of professional development such as travel, equipment, journals, memberships, etc.) Needless to say, a merit scheme has been turned down flat each time by your administration.

CBC Discusses Research

On December 12, the nationally distributed CBC program, "Platform", will be devoted to funding for scientific and medical research. Professors Gordin Kaplan and John Cowan, senior officers of the Canadian Federation of Biological Societies will be panelists; they will be questioned by M.P.'s, citizen groups and fellow academics. The program will be aired on CBOT (Chanel 4, Cable 8) at 11:30 p.m., after the local news, Sunday, December 12.

There are many things wrong with the handling of the CDI, which is what one expects in a first contract. However, the number denied to the "undeserving" was remarkably few and the Association expects to get some of these reversed in Arbitration. The decisions lacked peer evaluation, they lacked warning by the appropriate Dean (as is usual at Carleton); but it is the absence of an additional merit scheme which is most crucial. With career development established as the norm we should concentrate upon rewards for excellence.

Derek Sida

Sometime Salary Chairman, CUASA

P.S. Thanks, Professor Wurtele, for your kind commendations of the work of the CUASA negotiating team. Such appreciation is expressed so very seldom by our colleagues. It sometimes makes me wonder.....

D.W.S.

Report on Fringe Benefits

By Barry Rutland

There are a number of items to report.

1 - Group-rated property Insurance: Council has adopted Westrate-Martus as its agent for household and automobile insurance.

2 - Technical changes to the payment of Group Life premiums. For both items, see separate articles.

3 - Long Term Disability Indemnity insurance: a joint CUASA-Administration Committee is investigating improvements in benefits in this area. Specifically, we want to raise the level of indemnity and index it in some manner to increases in living costs.

4 - Dental Plan: we are approaching the end of the first year of operation of the plan; I would welcome observations, criticisms, and suggestions regarding it, to assist in a general review of its adequacy. Perhaps it ought to involve a deductible and include some of the more expensive prosthetic and orthodontic treatments presently excluded.

5 - Supplementary Medical: this area has yet to be opened for discussion, and I would appreciate suggestions. Perhaps the basic compulsory plan should be extended to eliminate the necessity for additional voluntary schemes, e.g. makes private-room hospital care a standard feature.

6 - Pensions: review of our pension plan has been suspended pending a province-wide study of the viability of academic pensions in general. I hope that we will know by the end of the calendar year whether or not we are likely to move to some kind of system-wide scheme and when the change will occur. In the meantime, the most urgent problems with our existing plan is the lack of an automatic survivor benefit feature, which penalises retiring members who wish to provide for spouses.

I would welcome assistance in identifying other benefits problems and suggestions as to how to deal with them. We are co-operating with the Personnel Office in preparing information sheets on present benefits; these will be available before the end of the calendar year.

Group Life Insurance

The Agreement signed in September provided that the Administration would provide \$8.00 per month per member for Group Life Insurance, and that, if the premium for compulsory insurance was less than that, the balance would be available for the purchase of optional insurance. It now appears that this provision may not be entirely legal, since there is some suggestion that it might discriminate on the basis of age. To forestall possible difficulties, CUASA and the Administration have agreed to the following alteration: hereafter, any balance from the \$8.00 monthly contribution will appear in the "Other Earnings" box of the payslip. It will still be applied, in effect, to the purchase of optional insurance for those who have requested and received it; otherwise, it will be a component of salary.

New Group-Rated Property Insurance and Automobile Insurance for CUASA Members

You will shortly receive an information package from Bob Jones of Westrate-Martus Associates, offering householder's fire, theft and liability insurance, automobile insurance, and insurance for special property (e.g. boats, book collections, equipment) at rates generally below those prevailing in the market. Westrate-Martus is agent for Personal Insurance of London, Ontario, which is able to offer lower rates because it operates on a "mass marketing" basis; this means that, while the contracts are still between the company and individual insurees, the latter benefit from administrative economies. Personal and its agent was chosen because its rates are competitive, because it is a Canadian firm, Federally chartered, and because it is already serving the CUASA membership and has an established presence on campus. The question of ownership is important not for nationalist reasons but because many non-Canadian carriers have withdrawn from the mass-marketing field in this country in recent

years, leaving customers to look elsewhere. The nature of the firm's charter is significant, of course, because CUASA members live on both sides of the Ottawa river.

In addition to generally lower rates, Westrate-Martus offers two convenient features. Premiums are paid on a monthly basis through pre-authorized chequing, rather than the usual lump-sum annual payment that so often precipitates short-term financial crises. Secondly, Bob Jones is on campus at least one day each week to deal with claims and other matters, and will visit members in their own offices. You can arrange coverage with him at any time. If you would like a comparison between the rates he offers and your present policies, he will be glad to assist you. If you prefer to let your present coverage run its course, complete the file card included in the information kit and return it to Westrate-Martus; they will make arrangements at the appropriate time. (If Bob Jones's new campus address and telephone number are available by press time, they will be announced in a box at the end of this newsletter.)

Barry Rutland

NOTE:

Bob Jones may be reached when not on campus at the following free in-wats line phone number: 1-800-265-4230

Reflective Inquiry



"Actually, that's when he's at his most creative — when he doesn't seem to be thinking of anything at all."

THE NEW YORKER

"Participatory" Council

It may not seem earthshaking news, but CUASA Council members now march to a slightly different tune than they did before the recent Council elections. The change answers to the name of "unit representation", a system designed by Allan Moscovitch (Social Work) and approved by the previous Council on the 3rd May, 1976.

For CUASA, unit representation has two attractions, equity and communication. Under the old system, Council members were elected by Faculties, with the consequence that some departments, Religion and Psychology, to name just two that come immediately to mind, had no representation they could call their own. Under the new system, this is no longer true, or at least, not to the same extent. Any Department, School or Institute with six or more CUASA members has the right to one Council member; any with twenty-six or more, two members; any department with less than six may form, and have done so, alliances for the purpose of direct representation.

As for communication, in the old system of representation Council members frequently felt uncertain just whom they represented; to be sure, if you were elected by the Science Faculty then you represented the Science Faculty, but that created obvious logistical problems, such as trekking from the Tory building to the Herzberg Laboratories and then on to Steacie to inform and be informed. And, the obvious result, it simply wasn't done, in any faculty.

But whether or not the new unit representation will mean better representation remains to be seen. It will, of course, demand good, hard-working, dedicated representatives, but that seems to have been taken care of in the recent elections. It will also, however, demand a certain amount of effort from the general CUASA membership; in other words, *you!* Your Council representative is there to inform you, *and* to be informed *by* you. Decisions taken at Council meetings will directly affect you and your university; to wit, the Council meeting of the 19th November, at which your Council representative helped determine the issue of salary deductions on behalf of the Laval faculty.

It may be trite, but true nonetheless — your Council representative will be only as effective as you enable him or her to be. A list of the new Council and Steering is reprinted in this Newsletter.

CUASA COUNCIL 1976-1977

Arts Faculty

Diane Le Berrurier 2774 Art History/Music
A.T. Hodge 3740 Classics
E. Padolsky 7184
A. Tilson 7116 English (3847)
J. Wilcox 2669
J.S. Tassie 3853 French (3639)
E.M. Oppenheimer 2605 German
J.H. Taylor 6344 History (2777)
R. Bird 5530 Journalism
S. Jones 5573 Linguistics/Russian
J.C.S. Wernham 3617 Philosophy (3868)
L.T. Librande 3863 Religion
P.J. Roster 4465 Spanish/Italian

Social Sciences

R. Caterina 4373 Commerce/Public Admin.
R.L. Carson 4377 Economics
M. W. Smith 5566
J. Clarke 2623 Geography (2641)
J.G. Neuspiel 3618 Law
J.M. Vickers 2712 Political Science/
J. Alexander 4309 International Affairs
B. Jones 6310 Psychology (3636)
Vacant
A. Moscovitch 3641 School of Social Work
Sociology/Anthropology

Steering Committee

President

A. Brook 7447

President Elect

Salary Chairman

D. Sida 6752 5500

Past President

B. Wand 3868

Secretary

Information Officer

J. Wilcox 2669

Treasurer

V. Swinton 4354

Staff Welfare Chairman

B. Rutland 2676

Members at Large:

Engineering

D. Millar 3627

Vacant

Committee Chairmen:

Grievance Administration

K. Bell 3743

Statute Review

P. Laughton 6675

CUASA OFFICE:

Physics

424 Herzberg 6387

Staff

Business Agent

P. Finn 6387

Secretary

B. Smith 6387

Architecture

M. Hancock 6380 Architecture/Industrial Design

Engineering

P.D. van der Puije 2722 Electronics/Civil Eng.

D.A.J. Millar 3627 Mechanical Engineering

Vacant, Systems Engineering

Science

J. Lambert 3835 Biology (3871)

C.H. Langford 4334 Chemistry (4332)

K. Bell 3743

K. Hooper 4394 Geology (2630)

D.W. Sida 6752

E.J. Norminton 7136 Mathematics (5500)

T.J.S. Cole 5538 Physics (4346)

St. Patrick's College

R. Jeffreys 2690 Religion

C. Farmer 4370 Sociology

Library

S. Jackson 2673

E. Ross 6653

Instructors

A. Ruprecht 3853 French (3639) ARTS

M. Fox 4421 Geography (2641) OTHER

OCUFA Fall Council

The OCUFA Fall Council Meeting was not characterised by mighty debates on weighty issues. In fact, it was one of the duller Council Meetings in recent times.

OCUFA is in an interregnum. Its major initiative of the last few years, the attempt to create a system of province-wide bargaining on salaries and benefits, has fallen through. Its two major concerns of the moment, provincial pension plans and the long-term stability of the university system in the province, have not yet born fruit. So its current efforts are manifest mainly in its continuing high level of assistance to local associations.

The Fall Council did accomplish three things of note:

- A major commitment to improve the public relations effort of Ontario faculty was undertaken. Among the fruits of this in our own association were the All-Candidates Meeting of last month, and a campaign currently in progress to inform candidates in the municipal elections of our concerns.
- Support for our Laval colleagues and an undertaking to guarantee personal loans to an amount of \$5,000 (CUASA had earlier undertaken a similar commitment).
- A policy for OCUFA's central office staff, which, however, did not manage to provide most of the benefits and protections which we take for granted.

After the Council meeting, the presidents of the local Associations had dinner with Dr. Harry Parrott, Minister of Colleges and Universities. It was an indigestion-inducing dinner; Parrott indicated that the future holds anything but wine and roses — rumor has it (unconfirmed by the Minister) that University grants will increase by 7.5% at the most; this will be eaten up largely by increased enrollment. The local presidents indicated their dissatisfaction with the government's attitude to the Universities in terms which minced few words, but from what Dr. Parrott said it was clear that providing funds which *really* would maintain universities at their present level of development was not a high government priority.

Nor was Parrott prepared to accept that the sort of interference in university affairs evidenced by his letter on following the AIB regulations (reported in the last Newsletter) was in any way inappropriate. He did, however, indicate that the government's general aim is not to run the universities, but rather to provide simply global sums and leave the distribution of funds and the running of the Universities to the OCUA and the Universities themselves.

Late Report Government Announces University Grant Increases

Thursday, November 25th, the provincial government announced that university grants will increase by 8.2% for the coming year. This compares to an increase of 15.1% for this year. However, the government is also increasing tuition fees by 16.6% as against no increase for the present year. So total university funds will increase by about 9.4% for the coming year, as against an increase of 13.1% in total funds for this year. The government is claiming that with the increase in tuition fees, they have provided the increase which the OCUA requested.

The government also announced some improvements in Student Aid to compensate for the increase in tuition fees. Whether the aid increases are adequate for the purpose and the net effect they will have on funds available to the university is impossible to determine at present.

All figures in this brief report are provisional. More accurate information will be reported as received.

Late Letter

The Editor

I should like to point out to the negotiating team and the membership that the contract needs attention in the area of maternity. It now states that past practice shall govern maternity leave for faculty and librarians. While faculty members remain on salary and return to their positions, librarians collect unemployment insurance and may find themselves installed in another position upon their return. This arrangement not only substantially reduces income during the period of absence, but also provides an opportunity for the University Librarian, without further justification, to remove the librarian from her post.

Unfortunately this is not merely a hypothetical problem. My maternity leave begins shortly. I look forward to an income reduced by two-thirds and have been advised by the University Librarian that my position will be advertised and filled during my absence. I hope that CUASA will not permit this situation to continue in the next contract.

Val Swinton, Serials Dept., Library



The Budget

Courtesy of Ottawa Citizen and Universal Press.