



CUASA

Date: January 25th, 1984.

To: ALL MEMBERS OF CUASA

From: Gene Swimmer, Secretary/CUASA

Re: GENERAL MEETING OF CUASA

A special General Meeting of CUASA has been called to discuss the Commission on Restructuring the Universities of Ontario (Bovey Commission) and, in accordance with Article X of the CUASA Constitution, to consider the following CUASA Council motion:

MOTION that Council approve an increase in dues of ten dollars per month per member for one year for a special defence fund and recommend that this be ratified at a general meeting of the Association.

This General Meeting has been scheduled as follows:

FRIDAY, FEBRUARY 10TH, 1984 12:30 - 1:30 P.M.

THEATRE 'B'

PLAN OF ACTION REGARDING MINISTER'S COMMISSION ON THE FUTURE DEVELOPMENT OF THE UNIVERSITIES OF ONTARIO

OCUFA EXECUTIVE COMMITTEE REPORT TO BOARD OF DIRECTORS, JANUARY 20, 1984

OVERALL PURPOSE OF ACTIONS:

To defeat the blueprint on which the Bovey Commission's terms of reference and process are based by presenting a positive vision of what universities are and could be, and to encourage a public, political, and media climate to develop that will make implementation of the Minister's plans impossible.

The planning of action is and should be based on certain assumptions:

That the public is unaware at this stage of the magnitude of the change announced by the Minister in her speech of December 15th, 1983.

That university administrations will actively be seeking co-operation with the Commission and its work.

That the Minister is vulnerable internally and externally to political pressure.

That there are educational, organising, and mobilising tasks to be accomplished in respect of individual members of faculty associations.

MAJOR THEMES OF THE PLAN:

The actions undertaken during the life of the Bovey Commission will be organised within the general purpose stated earlier, and will be organised around seven major themes:

1. The blueprint for the future of universities in Ontario will be drawn from the Minister's speech and from other announcements, statements, and documents. Each part of the design will be subjected to detailed research with the aim of presenting correction, rebuttal, or clarification. Research files will be developed and made available to Associations and their spokespersons that will enable them to discredit the blueprint with public interest groups, legislators, university opinion leaders, and the media. Such material will be prepared in form suitable for public use as well as in forms suitable for research use.
2. The general public, interest groups, and other selected groups will be informed of the strengths of the present system, and of its achievements. What might be lost should the Minister's vision prevail will be stressed in this regard. Particular attention will be paid to delivering an appropriate message for the concern's of each interest group. The issues of access, research resource base, flexibility in meeting changing demands, and community service functions should particularly be stressed.
3. The different parts of the university community - COU, individual administrations, Boards of Governors, OCUA, alumni, etc., - will be addressed, and will have on record the faculty positions prior to the release of the Commission's final report.
4. Media education, and the sustaining of media interest is vital throughout the term of the Commission's operations. This may be heightened and strengthened at specific points: the release of any preliminary documents, hearings, the final report release.
5. The members of the Legislature must be kept informed on a regular basis of the Commission's work. They will be supplied with material and critiques so that they can maintain pressure on the Minister through Question Period and other activities. They will be thoroughly and carefully prepared for the release of the Commission's report. Members of the Cabinet should receive from faculty associations of the universities in their ridings an immediate critique and explanation of faculty opposition to the plan.

6. Public education campaigns will have two aims: an immediate one of supplying suggestions for action to groups who can have political impact with the government now; and a longer term one designed to create a climate for government's record and policies towards universities to become an election issue.

7. Individual members of faculty associations must be supplied with detailed and ongoing commentary on the Commission's work. In addition, suggestions for action by individuals that will serve to make the implementation climate difficult, and that will encourage a sense that the Minister's purposes can be resisted, will be developed and widely distributed.

EXAMPLES OF ACTIONS THAT WILL FORM PART OF THE OVERALL EFFORT

The statement of overall purpose and the statement of themes for action define a framework within which, according to needs as they change, and as events unfold, actions can be planned and carried out. It is not possible, nor would it be desirable, to make a detailed and rigid plan of each specific action at this stage. Several representative examples of actions are presented here as illustration of the kinds of things that can be done.

EX1: Lobby of Cabinet Ministers:

1. Targets to be identified by OCUFA in consultation with associations.
2. Background material and briefing sheets prepared by OCUFA and locals.
3. Locals organise lobby team members. Appointments made in local riding. OCUFA provides briefing team if necessary.
4. Lobby takes place. OCUFA observer/participant available if needed.
5. Association reports in written form to members and to OCUFA. OCUFA compiles reports and distributes.

Object: Put faculty objections to blueprint on record. Indicate to Cabinet members that there is an aroused local constituency. Stress effects on their institution, effects on their riding. Explain want of confidence in government policy towards universities in general. Develop contact for later meetings as needed.

Time Frame: To be completed before Legislature resumes (March 20th). Preference by third week in February.

Costs: Travelling for OCUFA representatives. Estimates \$3,000.

EX2: Professional societies information campaign

1. Identify officers of professional societies and institutional affiliation. Informal contacts made by association.
2. Dates of council, general meetings, executive meetings identified and circulated.
3. Specific effects of reshaping researched with assistance of faculty in discipline or profession. Request opportunity to make presentation, or to have group work up own examination.
4. OCUFA lobbies COU Council of appropriate Deans prior to groups meeting.
5. Presentations to professional groups' meetings. Report of outcome circulated and given publicity where appropriate. Commitment to monitor Bovey report, and react if appropriate obtained.

Object: To alert professional and discipline groups to possible effects of reshaping, and to register faculty position. To provide opportunity for individual faculty to take actions related to their academic interests. To prepare for major lobby, in co-ordination with CAUT, at Learned Societies' meetings in June.

Time Frame: As appropriate by groups' meeting dates. Lobby of Deans Councils to be prior to release of any preliminary report by Commission. Learned lobby to be in final planned form by CAUT Council so participants in lobby can be briefed at that time.

Costs: Depends on location of meetings. Suggest a Board Task Force to maintain co-ordination of research, presentation tasks. Liase with CAUT through Ontario CAUT Board members, one of whom to be co-ordinator if possible. Travelling costs estimate: \$2,000. Printing and research materials: within existing allocations.

EX3: Public interest group information campaign

1. Publications of target interest groups (e.g., engineers, teachers, physicians, etc.) identified by OCUFA, together with editorial policies, publication dates etc.
2. Associations seek out members willing to prepare feature articles on reshaping and its effects relevant to particular publication. OCUFA staff assist as needed with research.
3. Copies of articles submitted deposited with OCUFA.
4. Where appropriate, flyer or insert prepared by OCUFA and interested members of relevant profession placed in magazine. Stress on what can be done by reader in way of lobbying, actions within professional group, etc.

Object: maintain awareness of reshaping operation. Involves individual members in action in own interests. Provides contacts that could later be lobbied for actions such as letters to government critical of Commission and report.

Time Frame: Articles should appear before July, if possible. Certainly before Commission final report.

Costs: Typical insert in 8x11 50,000 circulation monthly, \$2,000-4,000, depending on printing, artwork, paper stock. Feature Articles: costs depend on research time required.

The illustrations given above serve to set a level of planning. As priorities the following groups will be singled out for specific campaigns designed at such a level:

MLAs with universities in their constituencies
Members of OCUA
Academic colleagues on COU
Professional societies in threatened areas (Law, Education, Social Sciences, etc.)
Parent/Teacher Associations
Labour Bodies education committees
Editorial Boards of media outside Toronto
Industry associations whose members rely on university research resources
Municipal Council members, Chambers of Commerce, local Labour Councils

USE OF PUBLICITY DIRECTED TO GENERAL PUBLIC

To develop and maintain a sense of political credibility, and to back up ongoing lobbying tasks, it is recommended that significant resources be assembled to allow for the use of paid media during the life of the Commission, and even beyond. A publicity campaign using principally radio messages will be developed and implemented as a matter of urgency. Its theme should be one that will serve to alert the public to what the Minister has proposed and how it might affect them. Such a first campaign could be mounted for between \$120,000-\$150,000. Provisions ought to be made for the possibility of two further campaigns of similar size during the Commission's life. Such campaigns generate media attention, which can be converted into news stories. They serve to tell the government that the sponsors are prepared to put more than just talk into their opposition.

USE OF OUTSIDE CONSULTANTS TO GET MAXIMUM PUBLIC RELATIONS FOR EFFORTS

For a major effort, using significant resources of money for publicity, and based on informing and drawing to a particular point of view groups and individual beyond our own members, to be carried out, it is recommended that professional public relations advice and assistance be sought. It is recommended that a public relations firm be retained to assist in developing contacts, arranging opportunities for informing and persuading sub-groups of the general public, and for designing and placing publicity. The firm should meet with a small liaison group on a regular basis. Its work will be determined by and monitored by the Executive of OCUFA. Such a service could be obtained within a

be determined by and monitored by the Executive of OCUFA. Such a service could be obtained within a total budget of \$50,000.

TIMETABLING A CAMPAIGN

Media attention to faculty reactions so far will die down within a matter of days. There may be some opportunities for further news stories if detailed terms of reference for the Commission are released in the next three to four weeks.

The major time frames that will be used for planning are:

Public awareness of Commission's mandate: complete by early March
Lobby of MLAs, Cabinet, significant allies and university interest groups: complete by mid-March
Professional societies and discipline groups: complete by Learned's meetings
Municipal and community groups: first lobbying by end of March. Follow-up work with any preliminary report of Commission as appropriate following this
Second publicity campaign in paid form geared to Commission hearings.
Lobbies of MLAs prior to release of final report
Paid media for a third time on release of final report
Lobbies of annual meetings of Labour groups, political party conventions, professional societies, as determined by their dates.

CONTROLLING AND MONITORING CAMPAIGNS

It is recommended that the mechanisms of Board Task Forces be used extensively to develop material and undertake specific actions. The Executive of OCUFA would be charged with maintaining overall co-ordination of the week-by-week activities, and would have special responsibilities for using a PR firm. Special meetings of Board and Presidents will be necessary to develop substantive strategies in regard to preliminary and final reports of the Commission when they are issued.

COSTING OF CAMPAIGNS

Costing can only be done necessarily in ball-part terms to this stage. Until it is clear what level of resources is to be available, detailed allocations cannot be made. However, the following components go into costing:

Use of outside consultants: \$50,000
Paid Media: \$150,000 per campaign. Provision for three should be made.

Supplementing existing travel budgets: allow \$30,000 (faculty travelling and working on specific research and action tasks).

Supplementing existing central budgets: allow for major increase in elected officers' travel and accommodation, special Board and Presidents' meetings, staff travel to assist local work, local association travel to use central resources. Allow \$30,000.

Provide for additional printing of material, and extended internal communications such as special FORUM editions. \$10,000

On the minimal, broad brush estimates possible at this stage the resources needed are in the range of \$650,000.

The Executive recommends that resources raised for these purposes be segregated from regular budgets.

It appears that the campaign mounted by OCUFA and other sectors of the university community have resulted in at least some backtracking on the part of the Minister. Although this has not as yet been confirmed by the Ministry, we have been reliably informed that:

- (1) The Minister now claims that her speech of December 15, 1983 did not constitute a "blueprint" for the Commission" but merely her own thoughts and views and that an Order-in-Council setting out the Commission's terms of reference would be promulgated later this month.
- (2) An unpublicized release following the initial meeting of the Bovey Commission now speaks of a "preliminary report" on which submissions from universities will be sought before a final report is made. At least by implication this now means a possibility of hearings.
- (3) A member of the Commission has notified his own university that the Minister has twice agreed to a postponement of the Commission's reporting date, first to August 31, 1984 and now to the end of November, 1984.

CUASA regards this news not as a victory in the battle against imposed restructuring of the system, but merely a partially successful opening skirmish.