



The Newsletter of Ryerson Faculty Association

Spring 2009 Vol. 23, No. 2

Message From the President

As the term winds down I find myself empathetic and envious of my teaching colleagues. Empathetic, because I recognize how heavy the end of term can be with final assignments and exams to mark. Envious because, once over that hump, you get a sense of completion and a chance to breath before settling into your concentrated SRC time. While I don't have that hump to deal with, this job never really dies down, either.

In addition to ongoing challenges around the proposed budget cutbacks, we have a joint committee working on DAC 2 training and I shortly have to start the analysis for the 2009 Anomalies process.

The DAC 2 training is to cover the areas of tenure and promotion, and is in addition to the DAC 1 training that has been in place for several years. We were working actively on this a

year ago, but the Administration put it on hold during negotiations. We see this as very important training since a very significant portion of our grievances come from this area, and we believe most of it could be prevented with better training in place.

The new Collective Agreement contains a provision for \$100,000 for Anomalies payable at the end of each of the 3 years of the agreement. With the late ratification of the agreement, issues of implementation, and the myriad of other issues going on, we are behind schedule on getting out the call for applications, but it should be out later this month, and successful applicants will receive their adjustment July 1 on schedule. The final decision on the basis for application is the decision of the joint committee, but I will be providing the

committee with analysis of salaries on the basis of gender and other designated groups and for their consideration.

As you have seen from the open letters from the RFA Executive to the President and the Provost, while cognizant of the serious challenges some of our sister institutions are facing, we have not had information presented by the administration that justifies any budget cuts, let alone the 5% proposed (which the President has informed the Toronto Star will likely only be 3%).

In addition to the question of whether the financial situation justifies any cuts, we have also taken issue with the way the cuts were structured and the fact that some Deans seem to have been using the threat of cuts to push other agendas.

As you will see in the



Dave Mason, President

report from the Grievance Chair, we have been dealing with some rather complex grievances. These involve RFA members on both sides of an issue. Some unions handle these member-to-member grievances mostly internally, whereby the union performs an in-depth investigation to determine who is right and who is wrong. This can be highly divisive so we follow a different tack: we grieve the employer for not providing appropriate oversight or for failing to provide a fair and positive workplace. This puts the onus on the University to do an investigation, if necessary, and to find ways to put things right.

Contact Us:

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Important Dates

RFA General Meeting
 Wednesday, May 13, 2009, 12-2 p.m.
 Student Campus Centre, SCC-115

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RFA Awards/Retirees
 Reception & Dinner
 Wednesday, May 20, 2009

Courtyard Marriott

* * *

RFA Holiday Party
 Thursday, December 10, 2009
 Toronto Ballroom, Hilton Toronto

Congratulations

The RFA congratulates its 2008/09 Scholarship Award winners:

- Katherine McKay and Jessica Ponting - Full-time student award (\$2,500.00 each)
- Jules Koostachin - Aboriginal student award (\$2,500.00)
- Mercy Itohan Uwabor - Part-time student award (\$1,500.00)

Congratulations

The RFA congratulates Marcus Santos (Computer Science) on the arrival of his baby daughter, Nylah. We extend best wishes to the Santos family.

In Memoriam

It is with deep regret that we note the passing of:

- Erwin Fernbach (Physics)
 Professor Emeritus

This will be a regular column so please keep us informed by e-mail to rfa@ryerson.ca

New Faculty Members - We extend a warm RFA welcome to our new colleagues

Faculty of Business

Malhotra, Shavin - Global Management Studies

Faculty of Arts

Bauder, Harald - Geography

Beiser, Morton - Psychology

McShane, Kelly E. - Psychology

Faculty of Engineering

Miri, Ali - Computer Science

Karshafian, Raffi - Physics

Library

Wang, Weina

Disclaimer

Statements made and the views expressed in this publication do not necessarily represent the official position of the RFA. Please direct inquiries to the Executive Office.

From the President Dave Mason

Occasionally, that means that the employer may wish to impose discipline on some members, so we provide representation (including separate legal support) for each involved member.

One of the “fun” projects that I have set myself is to improve the RFA web presence. Unfortunately, this is the project that slips when other demands on my time arise. However, with just over one year left in my term, I want part of my legacy to be a highly effective web, so I continue to work towards that goal, and you can watch the work in progress at <http://rfa.ryerson.ca>.

Best wishes for a restful and productive summer!

Report from the Chair, Equity Issues - Tariq Amin-Khan

This winter term has been very productive for the Equity Issues Committee (EIC). At the beginning of the term, Committee members began their planning meetings with members of Aboriginal faculty and the Professional Affairs Committee of the RFA for the holding of the forum, *Encountering resistance, Embracing change: Racialized and Aboriginal Faculty experiences with/in the Academy*. This successful forum was held on March 2, and was meant to be an event for Aboriginal and racialized faculty to discuss among other issues: who and what gets validated and ignored, voice and authority in the classroom, and representation. The discussion following the presentation of Aboriginal and racialized faculty showed that much work still needs to be done at Ryerson on inclusion, representation and broader issues of equity.

Prior to this event, the Chair of the EIC attended the CAUT Equity Forum, which was held in Toronto February 6-8. A number of recommendations were developed at the forum, and discussions on these suggestions will continue until mid-April when a list will be finalized. The Chair of EIC also briefed the representatives at the Reps' Council meeting about the Equity Forum.

In March, a meeting was held with the Executive Director of Human Resources at Ryerson on the subject of annual Employment Equity Reports of HR. This meeting was held to discuss how statistics can be used meaningfully to reflect a more accurate picture of equity at Ryerson. The meeting ended with a positive outcome and a suggestion that a joint committee of EIC and HR be struck to look into issues of equity and how statistical data could be used productively to promote equity at Ryerson. During the last week of March, members of the EIC met with members of Ryerson's Task Force on Anti-Racism to appraise the latter on a range of issues related to equity, anti-racism and representation at Ryerson.

In closing, I am happy to report the formation of the Aboriginal Caucus of the RFA, which for now is an off-shoot of the EIC, but in the near future will be able to take wings and fly off on its own.

Committee members are: Abdolreza Abhari, Galina Okouneva, Anne-Marie Singh, Aparna Sundar

Report from the Chair, Professional Affairs - Trina Grover

The Professional Affairs Committee has three main responsibilities: solicit nominations and make recommendations for faculty awards; review applications for RFA scholarships and choose the winners; and coordinate seminars and speakers on topics of interest to the RFA membership.

By far, the finest task of this committee is to award scholarships to students who demonstrate a commitment to social justice or labour relations, both on and off campus, while maintaining good grades. We usually receive over 30 applications for 4 scholarships. Most of them are excellent and it is not easy to choose only 4. The outstanding volunteer work being done by Ryerson students on campus, in Canada, and around the world is something we can all be proud of.

David Checkland was chosen as our Ryersonian of the Year for 2008. The Ryersonian of the Year award acknowledges an individual who makes our University a better place to study, to work, to do research, and to be. An accomplished scholar and teacher, David has a well-known history of going out of his way to listen to, engage with and advocate for students. David's enormous contributions to life on our campus span many years, during which he has held various important positions and offices. The nomination package for David included numerous letters appended to the main nomination letter, from colleagues and students, from faculty and staff, from senior administration and union members. Those letters share stories and conversations with David and describe him as fair, wise, insightful, and intelligent. His leadership is described in words like inclusive, consensus-building and infectiously enthusiastic. Another recurring theme that comes through in the accolades of his supporters is how he is continually sought out for advice and counsel. People know they can count on him to provide an honest and impartial assessment of any situation. His warmth, collegiality and support are obviously greatly appreciated. This award is meant to demonstrate how passionately the Ryerson community feels about David, how proud we are to be his contemporaries, and how much we value his outstanding contribution to this University.

In the Fall, we held a seminar to discuss the changing landscape of scholarly publishing, and the opportunities and possibilities that lay ahead for scholars at Ryerson. Entitled "Green or Gold?" the event highlighted open access journals (sometimes called the "gold road to open access") which provide a way of sharing scholarly publications without traditional, publisher-imposed barriers. The other method (sometimes called the "green road") is self-archiving in a repository. Brian Cameron from the Library discussed the launch of an institutional repository (IR) at Ryerson. The Library is investing in an IR to meet future campus needs, as well as to contribute to the reformation of scholarly publishing. Many national funding agencies are enacting policies that require researchers to deposit published articles, and perhaps data sets, into open access repositories. Brian explained self-archiving mandates, copyright issues, author fees, and discussed the increased research impact resulting from author self-archiving.

Ryerson is a campus of many faces, but some institutional attitudes create barriers and have real implications for voice and recognition, equal access, and how people live their lives on a day-to-day basis. In early March, we worked with the Equity Issues Committee to coordinate a seminar for teaching staff to discuss their experiences of racism on campus. The forum also gave us a chance to hear ideas from the 2008 CAUT Forum for Aboriginal Faculty – Navigating the Academy, which focused on ways to foster a space of conversation that is safe and supportive. The room was filled with instructors, students and professionals committed to supporting diverse ways of knowing that are intrinsically valuable and may contest Eurocentric ideas and knowledge. Moderated by Mustafa Koç (Sociology), the panel included Cyndy Baskin (Social Work), Lynn Lavallée (Social Work), Lila Pine (Image Arts), Tariq Amin-Khan (Politics), Gloria Roberts-Fiati (ECE). This event is meant to be one step toward building alliances and supporting our colleagues as we work to create positive changes on campus.

Committee members are: Brian Cameron, Carole Chauncey, Slobodan Drakulic, Songnian Li

Season Opener - 2008 (SCC-115)



Pub Night - 2009 (Imperial Pub)



RFA 2009 Foosball Champions
Ahmad Ghasempoor and Patrick Neumann

Holiday Party - December 2008 (Hilton Toronto)



Ryersonian of the Year - 2008
David Checkland
Philosophy



Report from the Chair, Negotiating - Ian Sakinofsky

You should soon be receiving the 2008-2011 Collective Agreement.

As per the RFA by-laws, the distribution of the Collective Agreement marks the dissolution of the current Negotiating Committee. I would like to express my appreciation to Peter Danziger, Diane Granfield, Andrew Hunter, Adam Kolodziej and André Foucault for their untiring participation in the work of this Committee. Peter Danziger is someone that you will be hearing much more from, in the future, as he will now assume the role of Chair, Negotiating. The RFA is, undoubtedly, going to be well served in this regard.

The negotiation of the Collective Agreement is a large component of organizational change at Ryerson - particularly since most of the provisions negotiated are allied with changes that are occurring, or will occur, in the organization at large. It is also the case that, in recent memory, it has been the RFA that has crafted initiatives and brought progressive change to the bargaining table. In the face of this, it has been the constant concern of negotiation committees past, that they have not been able to discern a vision or overarching purpose in the role of the University's participation in the negotiating process.

This most recent round was no different in the above respect.

Two years ago, in this same report of the Chair, Negotiating, it was written that we should expect more of our senior administration. At this time, we should still not relax those expectations and we may well give pause to consider the quality of leadership of our University. The style of leadership being exhibited at Ryerson, both in the context of the recently completed contract negotiations, and in the context of the current economic cycle, is an exemplar of how not to conduct organizational change or adjustment.

In times of organizational change or adjustment, there are three conditions that an organization's leadership would be well advised to attempt to create:

- i) organization members should ideally see proposed changes and/or adjustments as being positive and appropriate;
- ii) organization members should be committed to such changes and/or adjustments ;
- iii) organization members should feel a sense of control over the change and/or adjustments in which they are participating.

A retrospective gaze at Ryerson, these past few months, surely shows that our leadership is not likely succeeding on any of these fronts.

It is probably fair to say that a degree of cynicism and doubt currently abounds at Ryerson. Several faculty and chairs of departments have commented that their departments are now facing the prospect of becoming less than they used to be, and that the past growth in stature and accomplishments of their departments is in danger of being quickly eroded. The impression is being generated, and gaining credence, with the current approach to 'budget' cutting, that academic integrity is not regarded as valued criteria by the university's administration. There are faculty members who are expressing feelings of being undervalued, and having the sense that their vocation is being treated dismissively.

As such, it appears from the inside that Ryerson is becoming a cynical organization, and one without conscience. Ryerson appears to currently have more invested in maximizing its curb-appeal, and satisfying market needs, as well as promoting the stature of individual careers, than in true organizational building.

Related to the above, but focusing specifically on the negotiation process, Ryerson has proven to be a challenging organization to deal with at the bargaining table. We have consistently encountered data produced by individuals who do not appear to have a grasp of the work practices and experiences of the faculty whose conditions of employment are being negotiated.

Chair, Negotiating Committee

For the last decade and a half, we have suffered through workload related data that has a questionable relationship with reality. We have seen benefit costing that we argue misrepresents actual RFA benefit costs (with specific reference to LTD premiums). In the same vein, during this last round of bargaining, we received a compensation offer that turned out to be not what it seemed be. The RFA Negotiating Committee made a conscious decision to continue discussion on the University's terms, because it was apparent that the logic of our prepared approach would have no impact.

Nonetheless, the Negotiating Committee is of the opinion that the settlement reached was a balanced one that addresses the broad range of member concerns that we took to the table, and that advances Ryerson's development as a fully fledged university. Also, we feel that this settlement will continue to move us toward the attainment of a contract that is equal to that of other Ontario universities in both its scope and in its terms and conditions.

Within the new Collective Agreement, two provisions that members should be particularly aware of at this juncture, are 10.18.A (which makes reference to a Faculty Teaching Standards Committee), and the Addendum to Appendix F (which addresses the administration of Faculty Course Surveys). These provisions are addressed on page 11 and 12 of this bulletin.

Committee members are: Peter Danziger, Diane Granfield, Andrew Hunter, Adam Kolodziej

From our mail bag...

The RFA Executive and Staff wish to acknowledge and thank three key members who are moving on from their positions on the Executive Committee - Trina Grover, Eric Harley and Ian Sakinofsky.

Trina served as a member of the Political Action Committee from 2001-2004; she was the Department Representative on Repts' Council from 2003-2006 before becoming Chair, Professional Affairs in 2007. In all of these positions, Trina has done an outstanding job and in her role as Chair, she was responsible for coordinating seminars for faculty, the annual RFA awards and selecting scholarship winners from among our students. Trina will be off on sabbatical during the next school year.

Eric came on in 2005 as a Member of the Services Committee and it was there that I first recognized his dedication; he participated actively in meetings and was readily available to assist the RFA staff on the day of each event. Eric has continued to assist the Services Committee with the on-line registration system for events as well as to update the website.

Eric accepted the nomination for Treasurer in 2006. It has been my pleasure and privilege to work very closely with him in this capacity, and his dedication continues to be impressive. The position comes with no release time, but Eric makes himself available for the many phone calls as well as preparation of budgets, bi-weekly reports, investments and the all important signing of cheques! He performs all of these duties – often at short notice and later in the evening – with a pleasant demeanor and genuine interest. Eric, too, will be going on sabbatical.

Ian Sakinofsky's term as Chair, Negotiating Committee has ended but his invaluable contribution to the RFA Executive and Membership will continue. Ian had been a Member of the Negotiating Committee from 1994-2003 before becoming Chair in 2004.

We extend best wishes to all three members and we thank you again for your faithful service.

maureen sims, RFA

Report from the Chair, Grievance - Sophie Quigley

Since last October, the Grievance Committee, the RFA Director of Labour Relations André Foucault, and your Grievance Officers Michelle Dionne, Sue Edwards, Terry Gillin, and I have continued representing our members and enforcing the Collective Agreement. To better serve all our members, we have been providing multiple and independent RFA representation in some complicated situations involving many parties with possibly conflicting interests. To do so, in addition to the four Grievance Officers just listed, we have recently enlisted the help of three more acting Grievance Officers, Anver Saloojee, Neil Thomlinson and Kym MacLaren. Many thanks to all our Grievance Officers who are volunteering their time to support their colleagues!

These last 6 months, we have managed to resolve some long-standing grievances, many of which had started being arbitrated:

- Our longest ever arbitration, concerning an improper probation extension, was satisfactorily settled after 7 days of hearings. Unfortunately, there were some subsequent breaches to some of the terms of this settlement and we are now pursuing this particular matter. As some of you may remember, during the course of the hearings, two very important process-related points were established through technical rulings by the arbitrator which will serve our probationary members well in the future: the grievability of probationary extensions stemming from DAC recommendations, and the ability to look at comparator files in arbitrations of tenure cases.
- Our other arbitration settlements were more felicitous: cases involving improper discipline and work refusal for health and safety reasons were settled to the satisfaction of our affected members.
- We also withdrew our Chair's Health and Safety policy grievance after some of the language we were seeking concerning this issue was integrated into our new Collective Agreement.
- Our remaining arbitration, concerning the improper calculation of pensions, is also in the process of being settled.
- Some tenure-related grievances were also satisfactorily resolved without resorting to arbitration.

Even though we have resolved a lot of backlogged grievances, we still have many ongoing grievances:

- We are still processing the grievance concerning the hiring of limited-term faculty members, faculty by faculty, and we hope to get it resolved by this summer, hopefully converting more LTF positions to tenure-track positions and also reclassifying some of our LTF members as tenure-track.
- We are still working towards converting some contract counselor and librarian positions to permanent RFA positions.
- We are also working on some individual grievances related to hiring, tenure, and compensation.

In addition to the conflicts that become formal grievances, we are continuing to support our individual members in their interactions with the university administration by providing advice and representation in a variety of matters, including leaves, tenure issues, assessments, accommodations requests and workload. We also intervene on behalf of groups of affected members, as we did recently in the case of the F2008 faculty course surveys initially held back by the administration.

As always, I'd like to remind you that the role of the Grievance Committee is not only to help you solve problems in your dealings with the university, but also to help you prevent these problems, if possible. So please feel free to contact us if you have any questions concerning our Collective Agreement or specific questions about your own workplace situation.

Committee members are: Sue Edwards, Lev Kirischian, Maria Kjerulf, Kym Maclaren

Report from V.P., External - Michelle Dionne

The Ryerson Faculty Association is a member of the Ontario Council of University Faculty Associations (OCUFA). I attend OCUFA Board meetings on behalf of the RFA three times a year as part of my portfolio as Vice-President, External. The most recent OCUFA Board meeting was held at the end of February; it is not surprising that a good deal of the discussion centered on the economy and what recent events mean for Ontario universities. It was reported that most of our sister institutions around the province were bracing for cuts, although the detailed rationale for these cuts provided by the respective administrations varied quite dramatically from institution to institution.

Other important issues related to budgets were included on the Agenda as well, including teaching-only faculty positions, "envelope funding", and OCUFA's response to the Ontario Expert Commission on Pensions. We also received a preview of the Quality Matters Campaign website, as well as the results of a recent poll that indicated that Ontarians continue to be deeply concerned about accessible education. For more details on what the recent Ontario budget might mean for university funding, and more information on any of the above topics, I would encourage you to visit the OCUFA website: <http://www.ocufa.on.ca/>

Report from the Chair, Services - Franklyn Prescod

During the 2008/2009 academic year, the Services Committee played a significant role in providing events that allow RFA members to celebrate special occasions.

On Thursday, October 2, 2008 the RFA hosted its annual orientation session for New Faculty Members which was well received by those colleagues who attended. This is a unique opportunity for new members to dialogue with the RFA Executive on key matters, and we would encourage all new members to attend this informative event. In past years, we have held the Orientation during the lunch period; in 2008, it was changed to an evening event and we hope that new members will find this time more accommodating.

The Season Opener on October 22, 2008 attracted an appreciative group with our Caribbean theme. Members were entertained with steel pan music and the food, décor and ambience created a truly island atmosphere. The Holiday Party in December always sets the tone for the festive season and, as usual, last year's party on December 10 was very well attended by RFA members, retirees and their guests.

The Pub Night on February 26, 2009 and the President's Appreciation Dinner on March 10 were two other successful events that the Services Committee coordinated. The Pub Night is a truly fun event and tests the skills of our members in the Foosball tournament. However, we would like to see more of our members attend this event and increase the number of competitors for the RFA Foosball Championship trophy.

The RSVP system is working very well for which we thank you, as this enables us to accurately plan the catering part of our events. We would remind you that if you have confirmed your attendance and then are unable to attend, kindly let us know, as this can often reduce our food costs considerably.

Please stay posted for details of upcoming events such as the Retirees' and Awards' Dinner and the 2009 Holiday Party. Information about these and other events will be available on the RFA website (www.ryerson.ca/rfa).

In closing, I would like to express my sincere thanks to the other Committee Members and especially to the RFA office staff for making these events possible.

Committee Members: Wayne Forsythe, Lucina Fraser, Tracey Raney, Anne-Marie Singh

Chair, Negotiating

Faculty Teaching Standards Committee

Article 10.18. A reads as follows:

- A. "Each Faculty will constitute a Faculty Teaching Standards Committee which shall consist of the chair and one elected Mode II faculty member from each school or department. A chair will be elected by and from the members of the Faculty Teaching Standards Committee. The purpose of the Faculty Teaching Standards Committee is to review and comment on Departmental/School proposed teaching standards to promote equity, transparency, and academic quality across the Faculty. This committee will develop its own procedures."

Attention is here being drawn to the Faculty Teaching Standards Committee because it is a critical component in the development of respective department teaching workload standards. Article 10 now provides each department with the facility to develop or alter their teaching workload standard. However, as stated in 10.18.A, any proposed departmental teaching standards have to be reviewed by a Faculty Teaching Standards Committee.

Therefore, no development of department teaching workload standards can take place in any Faculty, if there is no Faculty Teaching Standards Committee within that Faculty.

If progress is to be made in implementing the teaching workload provisions that were negotiated during this recent round of bargaining, then it is a pressing concern that these Committees be struck.

At the time of reading this report, it is anticipated that a Call will have already gone out from the RFA for the striking of these Committees, and Committees may already be established. However in the event that they are not yet established, members are urged to address this task.

Faculty Course Surveys

The new addendum to Appendix F, Faculty Course Evaluation was ratified by the membership in January 2009 some weeks after the ratification of the main body of the Collective Agreement. This Addendum prescribes the format of Faculty Course Surveys for the operation of this Collective Agreement.

Following a pilot trial in 2007/2008, the RFA was not willing to agree to the on-line administration of Faculty Course Surveys. The RFA's resistance to the on-line approach was based on the increase in standard error associated with this approach, the decreased robustness of the statistical data generated and questions surrounding the response rate and the composition of the response sample, all associated with this format. The lack of control over who responds to the survey, and when they do so, including the possibility of the respondent population being skewed through the use of this format, or even the possibility of students actually gaming the process, were further elements of concern to the RFA.

Further discussions with every other faculty association in Ontario revealed a similar objection to the on-line process, for all of the above reasons. The concern expressed at all universities, is that given the importance of this instrument to the careers of faculty members across the system, and given the methodological flaws in the very nature of student teaching evaluations and the uses to which they are put, and their questionable validity, it is not conscionable to further weaken them through an on-line format.

The on-line approach, as was proposed by the Ryerson Administration, is only employed at one other university in Ontario (Algoma) and the Faculty Association there has expressed dissatisfaction with it. There are other universities in Ontario where a combination of

Chair, Negotiating

on-line and in-class formats exist, e.g., where faculty members have a choice. However, during bargaining the Ryerson Administration would not agree to such a combined system, nor to an adjustment in the uses to which the Faculty Course Survey results would be put, in the event of the on-line format being used.

Notwithstanding the concerns expressed by the RFA, the University was most insistent that a strictly on-line format be adopted at Ryerson. This matter could not be agreed at the bargaining table, and it was resolved to put this matter, and this matter alone, before an arbitrator.

On the eve of the arbitration hearing, a settlement was reached between the RFA and the University.

In terms of this settlement, all probationary faculty members are required to conduct in-class faculty course surveys. All other faculty members will have the choice of whether or not to conduct in-class faculty course surveys. Faculty members will be asked to make this election when they validate their courses in September or January of each term.

In addition, all faculty members, including probationary members, tenured faculty members and Limited Term faculty members, whether they have elected the in-class survey or not, will participate in the on-line course survey process, as well. A comparative analysis of the responses to the two formats is to be carried out.

Tenured and Limited Terms faculty are urged to select the in-class survey format. If they select the in-class format, they will still receive the feedback from the on-line survey as well, and can incorporate this data in their annual report if they choose.

There are two reasons for urging RFA members to select the in-class survey format. The first reason is because it is the RFA's opinion that that is the sounder process of the two. The second reason, and an important one under the circumstances, is that the more faculty there are that elect to utilize the in-class format, the greater the comparison base will be when comparing the in-class versus on-line responses. The greater our data base in this regard, the more informed we (and other Faculty Associations) will be in determining this matter in the future.

Out of the Archives



Courtesy Ryerson University Archives (91-3). There was no information about the photo, other than that it is from 1994.

The RFA Records confirm that this certificate was awarded to June Pollard, Community Services, as Ryersonian of the Year - 1994.

Retirees 2008/09

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|---|--|------------------------------------|
| ■ Manfred Breede
<i>Graphic Communications Management</i> | ■ David Johnston
<i>Interior Design</i> | ■ John Miller
<i>Journalism</i> |
| ■ Ryburn Goodyear
<i>Graphic Communications Management</i> | ■ Paul Kantorek
<i>Electrical Engineering</i> | ■ Monique Richard
<i>ECE</i> |

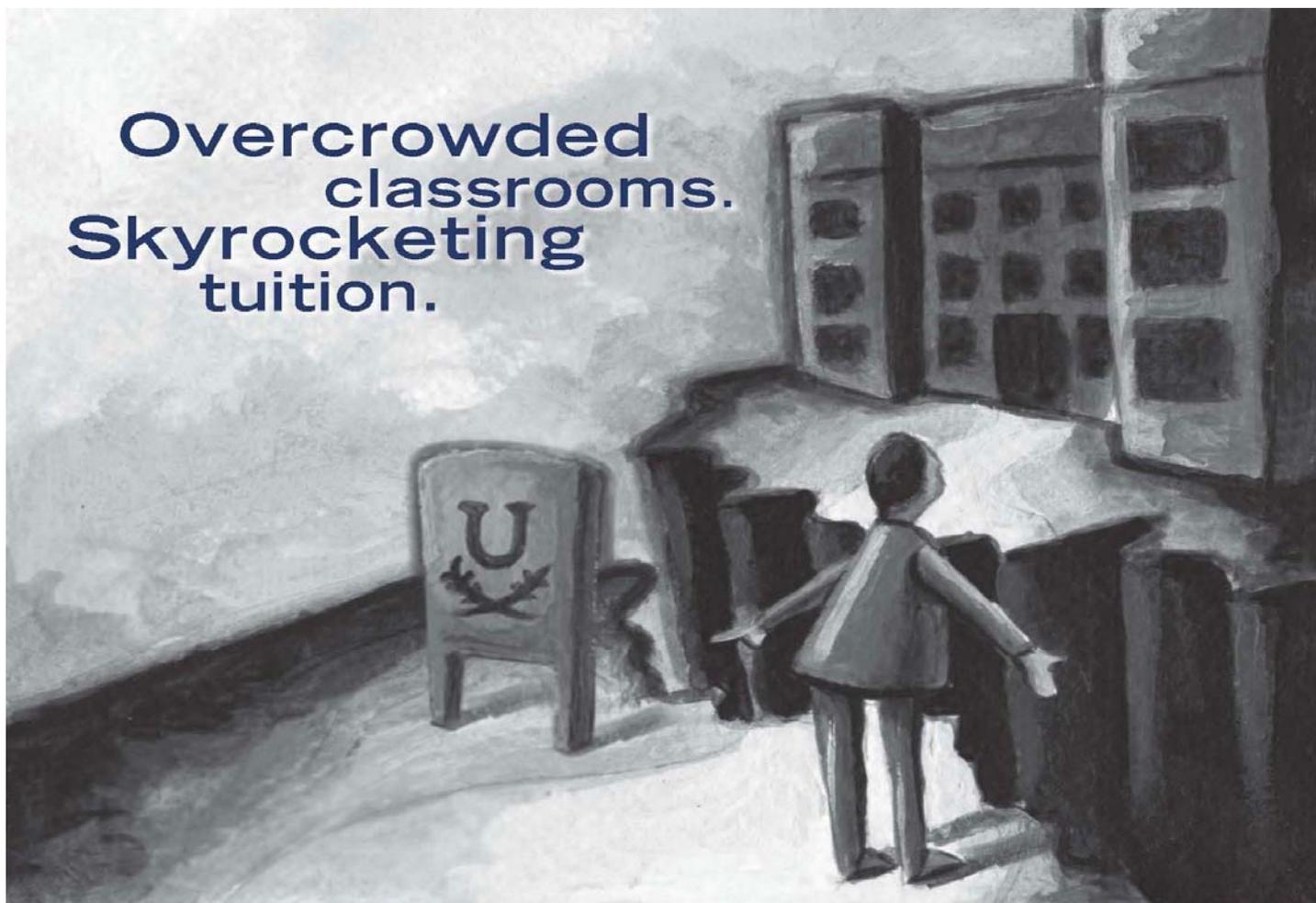
Promotion to Tenure

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| ■ Constantine Angyridis
<i>Economics</i> | ■ Lori Beckstead
<i>RTA</i> | ■ Kathryn Church
<i>Disability Studies</i> |
| ■ David Ciavatta
<i>Philosophy</i> | ■ Linying Dong
<i>ITM</i> | ■ Elizabeth Evans
<i>Retail</i> |
| ■ Camille Hernandez-Ramdwar
<i>Sociology</i> | ■ Carl Kumaradas
<i>Physics</i> | ■ Zaiyi Liao
<i>Architectural Science</i> |
| ■ Jana Macalik
<i>Interior Design</i> | ■ Kym Maclaren
<i>Philosophy</i> | ■ Nima Naghibi
<i>English</i> |
| ■ Patrick Neumann
<i>Mechanical Engineering</i> | ■ Claus Rinner
<i>Geography</i> | ■ Pamela Robinson
<i>Urban and Regional Planning</i> |
| ■ Kim Snow
<i>Child & Youth Care</i> | ■ Ozgur Turetken
<i>ITM</i> | ■ Krishnan Venkatakrishnan
<i>Mechanical Engineering</i> |
| ■ Samantha Wehbi
<i>Social Work</i> | ■ Margaret Yap
<i>Human Resources</i> | |

THANK YOU

We would like to thank all contributors to this issue

Editors: David Naranjit and Maureen Sims ■ Produced by: Agnes Paje and Maureen Sims



Underfunding is pushing Ontario universities to the edge.

Government underfunding of Ontario universities is hurting students and putting our future at risk.

More and more university classrooms are overcrowded. Tuition fees are causing student debt to pile up. Students don't get enough time with professors. And buildings are getting old. It's not the kind of quality education our students deserve.

You can help change that. Please take two minutes to tell government to stop underfunding Ontario universities. **Visit quality-matters.ca to find out how.**

How can we move our economy ahead when we're leaving our students behind?

OCUFA

Ontario Confederation of University Faculty Associations
Union des Associations des Professeurs des Universités de l'Ontario