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PRESIDENT'S VOICE

The Branch on Which We Sit

Metaphors may be clichés, but they're also valuable thinking tools that can help us understand the situation at Laurentian and beyond

By Elizabeth Hanson
President, QUFA

Metaphors have been flying in discussions of planning for fall. With respect to remote teaching, the genie is out of the bottle, the cat out of the bag, and QUFA HQ, we've fretted about sawing off the branch we are sitting on. Meanwhile, with respect to the devastating developments at Laurentian, we have also worried that in another part of the (boreal) forest the Ford government, in its dealings with Laurentian, may be setting the table for further university restructuring. These metaphors may be clichés, but as I tell my students, all metaphors (including dead ones) are tools for thinking with. The first three (genie, cat, branch) are about irreversible drastic consequences wrought by clueless agents. They point to change we didn't intend, can't control, and didn't foresee. The next two (forest, laid table) suggest narrative arcs, a future convergence of two storylines, in the second case, one that has been planned for by one

QUFA IMAGES

The Elephant in the Room



OCUFA

On 21 April 2021, QUFA participated in an OCUFA-sponsored social-media campaign to draw attention to chronic underfunding at Ontario universities. Check out QUFA's posts on Facebook (<https://www.facebook.com/qufapage>) or Twitter (<https://twitter.com/qufatweet>), or on p. 8!

character, possibly as an unpleasant surprise for another.

For my last column as QUFA president I want to focus on the one about heedlessly sawing off a branch, because it pulls together a number of themes I've tried to address in these columns over the past two years. In the metaphor, the industrious guy with the saw doesn't recognize that his action is separating himself from a larger structure that supports his own perch. The tree thus represents the connection of parts, separate but

homologous entities, to a whole. The ramifications (which literally means "branch-makings") represent the university, the faculties and library, the departments, and ultimately, individual professors and librarians. As a symbol for unity in multiplicity, it's a good metaphor for a union, and that's why there's a tree in our logo. The metaphor occurs readily to QUFA staff and volunteers because their daily task is to advocate for the needs of individual faculty members by relying on rules that have been negotiated with the central

ANNOUNCEMENT

QUFA Summer Schedule

Please be advised that the QUFA Office will close on Fridays from **2 July 2021 to 3 September 2021** inclusive. In addition, the Office closes when Queen's is closed or creates additional across-the-board holidays, as the Principal did recently with **21 May 2021**, and **2 and 5 July 2021**. QUFA staff continue to work remotely, so please contact them via e-mail.

administration, which means both that the rules also address the needs of the institution and must be equitably applied across diverse units. But members sometimes bring an individualist sensibility that is common among academics. After all, our job encourages us to focus on our own self-generated tasks, not to look around. So, it often falls to QUFA to ask our Members to confront the fact that we are necessarily and justifiably limited by the same structures that ultimately support us.

Some of us at QUFA adduced the sawing-the-branch metaphor with respect to the desire of some Members to continue teaching remotely even after social distancing requirements are lifted, either for convenience or to explore the pedagogical innovations they developed during the emergency. Our concern, as I explained in more detail at the Spring General Meeting (SGM),

was that while those desires might be understandable, extending remote delivery risked normalizing it, which in turn would attenuate the coherence (in the literal sense of sticking together) of Queen's, and in particular, the commitments, obligations, and constraints that sustain the complement of full-responsibility faculty. As we showed in the data presented in *QUFA Voices* in January and February of last year, complement had dwindled in the decade between 2008 and 2018 even while enrolments increased.¹ Recent and projected hiring will not restore faculty-student ratios to where they stood in 2008, let alone where they were in the mid-1990s, particularly in view of the retirements it is reasonable to anticipate based on the age of the current faculty, as our data also shows. For the last ten years at least, the provincial government has been seeking ways to use information technology and electronic communication to make a smaller professoriate cover more students, or to Taylorize the full-responsibility professor, with their commitments to making the knowledge of their disciplines, their enjoyment of academic freedom, and their entitlement to self-governance into a cheaper, more efficient course-delivery system. The branch, then, might be understood as our colleagues both at Queen's and at other universities including, importantly, our graduate students and post-docs, future colleagues, and transformational disciplinary heirs. The tree is the university that organizes the resources and

communities of our practice. And somewhere in the metaphor, I want there to be a place for the undergraduates whom we encounter locally and in small enough numbers that we get to know them and watch them mature intellectually over four years, and recognize them as interlocutors who shape our own thinking. Somehow, they are birds alighting on the branches, leaves, and the sap all at the same time.

At the SGM, I also tried to lay out the connection between these concerns and the situation at Laurentian, where two weeks ago 110 faculty positions and 69 programs were cut at a blow—with more to follow when the federated universities fold, as they are likely to do over the summer. Those programs included math, physics, midwifery, history, environmental studies, philosophy, indigenous studies—it's quite a list. While many have commented that what has been cut is critical thinking, I am not sure that was the intention. I think it more likely that what drove the cuts were simply enrolment numbers. In other words, the same driver that withered our faculty complement for a decade and established a new normal, so it feels expansive to be climbing down from a 1:30 faculty-student ratio towards 1:27 (it was 1:19 in the mid 1990s, and just for some perspective, it is currently 1:6 at Brown and 1:15 at the University of Michigan), is now justifying the "restructuring" of Laurentian into unsustainability, save as mining-focused polytechnic. Incidentally, "same driver" isn't metaphorical, since the province

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QUFA Voices publishes QUFA-related news and information for QUFA Members and provides QUFA Members with a forum to express their QUFA-related ideas and opinions. We want to hear from you! Please send your QUFA-related story ideas, news items, opinion pieces, letters to the editor, photographs, and other submissions to the editor.

QUFA Voices is edited by Robert G. May. He can be reached at mayr@queensu.ca.

appointed as its representative in the Laurentian bankruptcy proceeding Alan Harrison, who as provost at Queen's from 2011 to 2016 guided the withering of the faculty complement. But the point, let me make clear, is not that I think that Laurentian's fate awaits Queen's. Queen's is financially healthy, possibly owing to the complement-withering Harrison oversaw. More importantly, where Laurentian is a recently established university (1960) in a remote region of the province where population is declining, Queen's is one of the oldest universities in the country, a research university with an international reputation, and application numbers that keep climbing.

In Ontario, five universities (Queen's, Toronto, McMaster, Ottawa, and Western) were founded by the late nineteenth century, while the remaining eleven were all established by acts of the Ontario legislature in a roughly six-year period in the late 1950s and early 1960s. With a few qualifications for York and Waterloo, it might be plausible to describe the Ontario university system as a tree, the old universities as a trunk or main branches, and the new universities as the outer branches. In a storm or a drought, it's the outer portions of the tree that are most vulnerable. A tree with a damaged crown can hang around for a long time, though it is never quite as flourishing as it was before. But while the tree is an excellent metaphor for thinking about multiplicity and unity, I don't think it quite captures the nature of our relationship to Laurentian. In a recent report to Senate, the Principal spoke of the ecology of universities with reference to Laurentian, and that also is the way I tend to think about our relation.

Actually, invoking a universities ecosystem is not a resort to metaphor at all, but a recognition of complex, multi-valent connection. Self-centredly, I think of regional,

ANNOUNCEMENT

Executive Election Results 2021

The following people have been acclaimed to serve on the 2021-2022 Executive Committee starting **1 July 2021**:

President	Jordan Morelli
Vice President	Laeque Daneshmend
Past President (July 2021 - Dec. 2021)	Kayll Lake
Past President (Jan. 2022 - June 2023)	Elizabeth Hanson
Council of Representatives Chair	Les Mackenzie
PACC Chair	Mary Louise Adams
Term Adjunct Representative	Ayca Tomac
Member at Large (2-year term)	Melissa Houghtaling
Member at Large (1-year term)	Gillian Akenson
Library and Archives Representative	Heather Home

They join those who are fulfilling the second year of their terms:

Treasurer	Ken Ko
Secretary	Anya Hageman
Grievance Committee Chair	Constance Adamson
JCAA Co-Chair	Michael White
Continuing Adjunct Representative	Chantal Brunette
Equity Representative	Lynne Hanson

Thank you **Shane Pinder** for your service as Term Adjunct Representative! And thank you to everyone for current and past service on behalf of QUFA Members!

teaching-focused universities as jobs for graduate students. From 1989 when I started at Queen's until about 2005, most of the doctoral students in our department who wanted an academic career got tenure-track jobs. We placed students in research universities (McMaster, UBC, Toronto, Dalhousie) and in the UK, Australia, and the US, but mostly our students went to teach at more regional and undergraduate-focused universities across Canada, and they in turn sent their students to Queen's for doctoral work. In other words, the existence of regional, undergraduate-focused universities sustained the Queen's English Department as a research-intensive department with a serious doctoral program. Moreover, those same graduate students also became colleagues doing research that I have relied on in my own research and teaching. At international conferences, I have sat among admiring audiences as they presented

their work. However, since 2008, not a single student I have supervised or on whose committee I have sat, and that includes some of the best students of my career, has gotten an academic job as university funding has dwindled and relied more on enrolment, a game English can't win. I still teach graduate students, but without the healthy purposiveness of the enterprise because I cannot in good faith pretend those students will share my vocation.

However, it would be a mistake to limit the connections between QUFA Members and regional universities to this narrow loop of graduate teaching. Queen's hires faculty who begin their careers at regional universities. More importantly, precisely because regional universities are regional, they do things that Queen's doesn't. The programs cut at Laurentian are a striking mix of those (math, physics, history, philosophy, classics, gender

studies, labour relations, environmental studies) that you might find at any university, and those that are distinctively Northern—one of the first Indigenous Studies programs in the country, boreal forest ecology, the bilingual midwifery program. The midwifery program serves the region. Indigenous professors and students living in the North established Indigenous studies at Laurentian; now Queen’s belatedly seeks to build its expertise in that field in a reversal of the centre/periphery opposition that shaped my discussion of graduate teaching. With respect to those liberal arts programs, one aspect of Laurentian’s mission that its faculty stress is that it is a first-generation university. (On this front, too, Queen’s is playing catch-up.) Laurentian, like Trent, or Brock, or Windsor, teaches subjects that students can take at Queen’s or Toronto—now maybe even remotely! But at Laurentian, students whose parents have never been to university can enter the strange culture of critical deliberation those disciplines teach without being far from home and surrounded by students wearing cultural capital like a fragrance. Their teachers can teach to *them*. Who knows where they will end up or what they will do for a living? But I do think that one thing their encounter with those now jobless professors at Laurentian might achieve is the nourishment of their capacity for critical deliberation, so that when they see a clown like Doug Ford coming, they might have his number. And that might make the perch of “future me” less precarious.

Note

¹Please see <https://www.qufa.ca/wp-content/uploads/2020/01/87-QUFA-Voices-Jan-2020.pdf> and <https://www.qufa.ca/wp-content/uploads/2020/02/88-QUFA-Voices-Feb-2020.pdf>

Elizabeth Hanson can be reached at hansone@queensu.ca.

IN MEMORIAM

Susan Fitzgibbon (1962-2021)



Monika Holzschuh

It is with deep sadness that we announce the death of QUFA staff member Susan Fitzgibbon on 14 April 2021.

Susan held a BA and MA in Geography, and a Master of Industrial Relations, all from Queen’s. She joined the Faculty Association staff in 2007 on a short-term contract, but she was quickly converted to permanent status. Susan brought a number of areas of expertise to the QUFA Office, including contract writing and interpretation, labour relations, survey creation and data interpretation, pension and benefits law, negotiations strategy, and budget and financial data analysis.

Many Members will remember Susan for her quick and helpful interpretations of the Collective Agreement. Long-term QUFA volunteers will recall her significant contributions to bargaining teams in the 2008, 2011, and 2015 rounds. She was also a knowledgeable staff member on the Joint Committee to Administer the Collective Agreement and its many subcommittees (AST, Adjunct Scholarly Fund, QSSET), on QUFA’s Budget Review and Pension Committees, and in the negotiations for the University Pension Plan.

Susan was also a horsewoman—her own mount was actually a pony to match her stature—and she bet on the races with the same acumen that she brought to pension issues.

Our condolences go out to Susan’s friends and family.

ANNOUNCEMENT Coming Events This Spring

QUFA Members are cordially invited to the following events taking place in **May 2021**:

University Pension Plan Investment Policy Consultation with Queen’s Plan Members

Please save **11 May 2021** from **10.30 a.m. to 12.00 noon** for a meeting with University Pension Plan (UPP) CEO Barbara Zvan, to talk about UPP investment strategies.

This meeting is being organized by UPP staff, so stay tuned for an e-mail invitation to register.

QUFA Workshops

Please watch your e-mail for invitations to the following Zoom workshops, to be scheduled throughout the month of **May 2021**:

- **Renewal, Tenure, and Promotion Workshop** to help Members considering applying for promotion in the coming year.
- **Adjunct Rights Workshop** to help term and continuing adjuncts understand their rights and obligations.
- **Voluntary Phased Retirement Workshop** to help Members nearing retirement understand this new program.

Watch your Queen’s e-mail account for more information about these events as it becomes available.

EXECUTIVE DIRECTOR'S VOICE Laurentian Update and QUFA's Response

How can we protect ourselves at Queen's from the crisis that befell Laurentian?

By Leslie Jermyn
Executive Director, QUFA

We first brought you information about the Laurentian University crisis in the February 2021 issue of *QUFA Voices*. As of now, the first phase of the Companies Creditors' Arrangement Act (CCAA) process has nearly concluded, and much damage has been done to the University, its partnerships, its staff and faculty, its integrity, and its critical role in supporting bilingual and tri-cultural education in the north. The specifics about which programs have been scrapped and how many people have been summarily terminated can be found all over the media and are not the point of this update. But spoiler alert, the details are appalling. What I believe we want to turn our minds to is what can be done to ensure this doesn't happen again, and never, ever happens here.

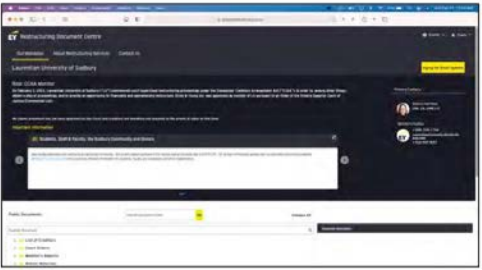
Because the CCAA is meant to be used when a corporation is nearing financial collapse but may still be saved if changes are made, the legislation allows the court supervisor to order extraordinary abrogations of existing contracts, including collective agreements and constitutions. In the Laurentian case, the university administration was able to cancel programs without proper Senate process, and to terminate staff and faculty without following the steps or paying the severance outlined in collective agreements.

Like all mature faculty collective agreements, Laurentian's faculty collective agreement had redundancy and financial-exigency language that laid out the steps to be followed if the administration wanted to restructure

EXECUTIVE DIRECTOR'S VOICE
Laurentian University and the CCAA Process
What's going on at Laurentian University, and how will the coming months unfold at the institution?

By Leslie Jermyn
Executive Director, QUFA

On 1 February 2021, Laurentian University (LU) President Robert Haché made application to the Ontario Superior Court for Companies' Creditors Arrangement Act (CCAA) protection which, if granted, gives the applicant a period of debtor protection to restructure its operations and renegotiate its debts.



Interested readers can access Laurentian's Application Record filed with the Superior Court of Justice via the Ernst and Young Web site: <https://documentcentre.ey.com/#/detail-engmt?eid=459>

For more information about the crisis at Laurentian, please see the February 2021 issue of *QUFA Voices*: <https://www.qufa.ca/publications/qufa-voices/>

or had to cut costs for financial reasons. The exigency language requires validation of the claim of financial crisis and provides ample opportunity for considering alternatives to terminating faculty. These clauses are necessary to ensure academic freedom through tenure: if eliminating faculty is easy if you claim financial hardship or program redundancy, then tenure doesn't mean much and academic freedom is an ideal rather than a reality. But Laurentian didn't trigger these clauses, and by the time they applied for CCAA protection, the financial situation was dire. They argued that there wasn't time to follow those measured steps to redundancy and termination, and that there wasn't any money to pay severance.

We have been noodling on this problem at QUFA HQ and have come up with some ways we can protect ourselves (broadly and specifically) from a similar fate:

- QUFA's delegates to the national organization, CAUT, and the provincial confederation, OCUFA, will be pressuring these organizations to explore ways to legally challenge the use of the CCAA for public-sector entities, and failing that, to explore building coalitions to fight for reform of the CCAA legislation to

provide greater protections for workers and negotiated rights.

- QUFA is reforming its ad hoc Budget Review Committee (struck to track and analyse the budget reforms brought in by former Provost Allan Harrison) into a Financial Oversight Committee whose mandate will be, in part, to scrutinize Queen's financial position and alert us if there are signs of mismanagement or miscalculation, or evidence of impending financial collapse. We could consider inviting the University to make this a Joint Committee in the next round of bargaining.
- We are conducting a review of our financial exigency language (Article 38) and may propose changes in the next round of bargaining to ensure that exigency has to precede qualifying for CCAA.

When the dust finally settles on the Laurentian process, other facts may come to light that provoke other responses. In the meantime, if you would be interested in joining a financial oversight committee, please be in touch with me.

Leslie Jermyn can be reached at jermynl@queensu.ca.

FYI

Retirement and Pension: The Basics

How and when can QUFA Members activate their pension?

By Leslie Jermyn

Executive Director, QUFA

Over the past few years, QUFA has been quite active on the pension file, helping to negotiate a new University Pension Plan (UPP), negotiating the terms of conversion to that plan for QUFA Members, and negotiating a new voluntary phased retirement program. Over this period, it has become clear that how and when to retire or activate one's pension are questions that concern QUFA Members. This article is designed to help with some of those questions and is designed to make no assumptions about what people already know.

Retiring: This is when you cease working for your primary employer and, normally, also activate your pension. However, the two things—retiring from active, full-time work and taking your pension—may not necessarily be linked. You indicate your desire to retire by telling your head or dean in writing of your intentions and the date at which you intend to leave employment (normally at the end of a month). You can expect a written response to this letter or e-mail from your head or dean. Once your intention to retire is accepted in writing, it is only reversible with the agreement of both parties, and the employer is not compelled, for any reason, to reinstate you if you change your mind. By the same token, you cannot be compelled to work beyond the time you choose to retire and, having set a retirement date in the future, if circumstances change, you can advance that date by serving written notice to your head or dean. Finally, there is no longer any mandatory retirement age; as long as you are

SUMMARY

Retirement and Pension: Takeaways and Resources

Key Takeaways

- Activating your pension and retiring are separate steps governed by different principles and rules.
- *Retiring* means ending your employment, and you may have options, depending on your age, to take *early retirement* or *phased retirement*—both are voluntary.
- Once you signal your intention to retire and this is accepted, it becomes irrevocable unless both parties agree to reverse the decision.
- There are many monetary considerations to think about when looking at retirement and pension options, including:
 - Tax implications of taking pension while still earning full salary;
 - Loss of full medical and dental benefits at retirement;
 - Penalties and pension reductions for taking pension before your normal retirement date;
 - Value of the phased retirement supplement payment in its different forms (see VPRP terms for details on the supplement);
 - General financial climate and its impact on your money-purchase pension account, if relevant.

Retirement and pension activation are important and complex decisions. Make sure you understand the choices, and their financial and social consequences. Reach out to QUFA, Queen's Pension Office, and financial experts as appropriate.

Key Resources

- **QUFA Pension Resources:** <https://www.qufa.ca/member-services/pension-information/>
- **Queen's Pension Office:** <http://www.queensu.ca/humanresources/total-compensation/pension-services/>
- **Queen's Retirement Policy:** <http://www.queensu.ca/humanresources/policies/employment/retirement/>
- **Retirees Association at Queen's:** <https://www.queensu.ca/retirees/home/>

able to perform your responsibilities, you may continue to work. There is no fixed notice period requirement, but people normally give a couple of months or an academic term to allow their colleagues to plan.

Activating Your Pension: Once you have decided when you want to begin to take your pension, you need to make an appointment with the Queen's Pension Office to arrange for the payment of your pension. You should allow a couple of months to ensure that the human-resources steps can be taken in a timely way to

ensure no break in earnings (if you are also ceasing your salary and retiring).

Normal Retirement Age: This is the age that your pension becomes available to you with no penalties. At Queen's, in the Queen's Pension Plan (QPP) and in the UPP, this is age 65.

Normal Retirement Date: The last day of the last month you work for Queen's in your current capacity is the date of retirement. Until 2019, faculty had to wait until the end of the academic year (30 June) in which they turned age 65 to retire if they

wished to take their full pension; now, you may retire at the end of the month in which you turn age 65 and take your normal, unreduced pension.

Early Retirement: This is when you retire from work and take your pension before the normal retirement age of 65. The QPP has stiff penalties that are applied to your pension if you take it early. If you are considering doing this in the next calendar year, please make sure to contact the Queen's Pension Office to get details. When the UPP becomes an active pension plan (projected for 1 July 2021), you will be able to take early retirement as long as you have *both* 60 years of age and at least 20 years of service (60+20=80, called "Factor 80"). Your pension will only be what you have accrued to that point in time, so it will be less than the projections you see on your annual statement, but there will be no additional penalties applied. Service under the QPP will count towards the early retirement calculation, so this feature will be available to those who qualify as soon as the UPP is formally constituted.

Voluntary Phased Retirement

Program (VPRP): This is a complex program that allows you to reduce your workload (and salary) in the last three years of work in return for a firm commitment to retire and a supplemental payment worth 75% of your normal salary in the first year of the program. The terms are too complex to reproduce here, so please follow the link to the QUFA Pension page. Please note that this program is not contingent on the creation of the UPP: it is available to those who qualify now. One restriction is that you have to attain at least age 65 when you retire, and you cannot be older than 71. You cannot combine this program with early retirement (before age 65), and you cannot be taking your pension while still employed under the terms of this program. The deadline to submit an application to the program, if you

SUMMARY

University Pension Plan: The Main Points

The University Pension Plan is scheduled to begin operations on **1 July 2021**. Here's what you should know about it:

Pension contribution increases (50/50):

- Earnings below YMPE (\$61,600): 7% → 9.2%
- Earnings above YMPE: 9% → 11.5%

Salary offset applied to July pay:

- 1.5% one-time salary adjustment up to the UPP pensionable earnings cap (\$181,700) – max \$2,726
- Offset is in addition to 1 May ATB 1.9% (no cap)

Unreduced early retirement for QPP minimum guarantee:

- Factor 80 (Age 60 and 20 years' continuous service)

Highlights of changes to the Collective Agreement (CA):

- QUFA no longer bargains over pension issues (UPP Joint Sponsor Committee is where those negotiations between all employees and employers of the Plan land)
- Duration of CA is extended to 30 June 2022.
- Rules for handling pension accrual under a number of leave types will move to the Plan document itself and fall away from the CA.

End of right to trigger pension (at age 65) while continuing on regular salary unless you are already 65 on 1 July 2021:

- Recall that you must trigger your pension the year you turn 71, and you may continue to work on full salary at that time so the change applies to those between ages 65 and 71.

Phased-in restrictions on Commuting Rights.

Please see the Pension page of the QUFA Web site for more details:
<https://www.qufa.ca/member-services/pension-information/>

want to begin to phase out in 2022-2023, is 1 July 2021.

Pension + Salary Provisions Prior to

Age 71: Under the QPP, you are permitted to activate your pension, once you are 65 years old, without retiring and while still collecting your normal salary. This will not be permitted under the UPP. If you are already 65 years old on 1 July 2021 when the UPP comes into effect, you will continue to have this right; if you are younger, you will lose this right upon the commencement of the UPP. If you are already collecting your pension while continuing to work full

time, you will be allowed to continue to do this after the commencement of the UPP.

Pension + Salary Provisions at Age

71: At the end of the calendar year in which you turn 71, you have to activate your pensions (Canada Pension Plan, Employer Pensions, RRSPs) by order of the Canada Revenue Agency and as outlined in the Income Tax Act. You cannot continue to contribute to and accrue service in a pension after this date. If you continue to work at Queen's, you can collect both your pension and

your salary from this point forward and until you retire.

Academic Leaves and Retirement:

You can take an academic leave in the final year you work at Queen’s. This is covered in Article 33 of the Queen’s-QUFA Collective Agreement. Academic leaves may also be combined with reduced work responsibilities in the VPRP.

Long-Term Disability (LTD), Pension, and Retirement:

Should you become ill and qualify for long-term disability, the insurer will continue to pay disability income until you attain your normal retirement date, at which time you will be expected to retire from work and activate your pension; disability payments will cease. During the period of disability payments, if you so elect under the terms of the QPP, Queen’s will make both the employer’s and employee’s pension contributions based on the salary you were earning when you qualified for

LTD. Under the UPP, this will be the default: Queen’s will pay all of your pension contributions (employer and employee) so that you continue to accrue service while on LTD. Your nominal salary is not adjusted while you are on LTD, so these pension credits are based on what you earned when you commenced LTD.

Benefits After Retirement: When you have retired from employment, you will no longer have dental- and vision-care coverage. Other supplementary medical plan benefits will be covered to 80% normal levels as long as you arrange to pay the premiums. There is more information on the Queen’s Retirees Web site.¹

Note

¹<https://www.queensu.ca/retirees/pensions/>

Leslie Jermyn can be reached at jermynl@queensu.ca.

ANNOUNCEMENT
Benefit Deadline
Fund for Scholarly Research, Creative Work, and Professional Development (Adjuncts)

The deadline to submit an application for the Fund for Scholarly Research, Creative Work, and Professional Development (Adjuncts) is

7 June 2021

More information and the application form can be found on the Faculty Relations Web site:

<https://www.queensu.ca/faculty-relations/queens-university-faculty-association-qufa/professional-support-programs/fund-scholarly-research-and>

ON THE WEB

Chronic Underfunding: The Elephant in the Room

On 21 April 2021, QUFA participated on Facebook and Twitter in an OCUFA-sponsored social-media campaign to draw attention to the provincial government’s chronic underfunding of Ontario’s universities

Here are some samples of QUFA’s Facebook and Twitter posts. You can follow QUFA on Facebook at <https://www.facebook.com/qufapage>, and on Twitter at <https://twitter.com/qufatweet>.

