



Queen's University Faculty Association

Policies & Protocols

October 2022

Table of Contents

1	EXECUTIVE COMMITTEE	4
1.	Release Time Policy Guidelines 2019-2022 (Amended).....	4
2.	Solidarity Donations Policy	6
3.	Honoraria Policy	7
4.	Protocol for Motions Considered by the QUFA Executive by Email	8
5.	Meeting and Event Planning Form	9
6.	Record Retention & Destruction Policy	9
7.	Elections Policy for Executive Committee Positions	16
8.	Policy for Executive Committee Elections in Virtual Meetings.....	17
2	GRIEVANCES	19
1.	QUFA Protocol Regarding Representation: Carriage, Confidentiality, Disclosure, Duty of Fair Representation and Referral to Arbitration	19
2.	Grievance Appeals Policy	21
3.	Protocol for Handling of Inquiries by QUFA Executive, Council Representatives, and Other Active Volunteer Members.....	23
3	BARGAINING	26
1.	QUFA Protocol Regarding Authority and Processes for Negotiating Collective Agreements	26
2.	Principles for Strike Action	31
3.	Facilitating Communication with the Job Action Committee	31
4	FINANCES.....	33
1.	Investment Policy.....	33
2.	Reserve Fund Policy	33
5	PENSIONS.....	34
1.	University Pension Plan Consent to Transition Process	34
2.	QUFA Sponsor Board Delegate Terms of Reference.....	34
6	POLITICAL ACTION & COMMUNICATIONS	36
1.	Protocol for Communications to QUFA Members.....	36
2.	Municipal, Provincial and Federal Elections Policy.....	39
7	MEMBER RELATED.....	40
1.	Accessibility Standards for Service Provision.....	40
2.	Travel Information for QUFA Volunteers & QUFA Staff	44

3.	Recording Member Attendance at QUFA Events	45
4.	QUFA Distinguished Service Award Policy	46
5.	Campus Closure Policy	48
8	HISTORICAL POLICIES.....	49
1.	Policy on Accessibility	49

1 EXECUTIVE COMMITTEE

1. Release Time Policy Guidelines 2019-2022 (Amended)

Approved by the Executive Committee March 2020

Approved by Council April 2020

Approved by QUFA Executive Committee and QUFA Council March 2022

1. Units of Release Time Provided by the University in 2019-22 Collective Agreement

Article 7 (Association Rights) in the Collective Agreement guarantees that the University shall accord twelve units of release time and/or overload payment for up to a maximum of \$109,968 in 2019-20 (increased by scale each subsequent year of the agreement) annually to QUFA at no cost. These are specified as being for the President and other officers designated by the Association. The twelve units shall be made available to QUFA annually on September 1 if requested prior to the preceding May 15.

Each half-course credit (0.5 credit or equivalent) course release or ten hours per week per academic term for librarians and archivists, shall be considered one unit of release time.

The cost of release time for Members who are faculty is calculated at the cost of replacement teaching of each individual and varies by Faculty or School. The cost of release time for Members who are librarians or archivists shall be 9.5% of the Member's nominal salary for 10 hours of release time per week for one academic term.

2. Payments in lieu of Release Time

If an officer or other volunteer eligible for release time chooses not to take the release time as teaching or work relief, an honorarium of \$8088 (2019-20) (increased by scale each subsequent year of the agreement) may be granted either

- i) directly to the individual as taxable income as a single lump sum payment in December or April; or
- ii) to a QUFA Release Time Research Account (RTRA) for the benefit of an affected faculty Member's Unit with the intent of supporting scholarly work, which might otherwise be impaired by the Member's service to QUFA.

Arrangements are made for (ii) through the transfer of money to a QUFA RTRA account set up through the Office of Research Services.

The procedure for setting up an RTRA through the Office of Research Services online application is normally as follows:

- 1) *No proposal is necessary.*
- 2) The member granted the RTRA is listed as Principal Investigator on the data summary sheet. Fill in a brief budget. Fill in the section on whether an ethics review is required or not.
- 3) Fill in a brief Project title and list several Key Words for the ORS database.

- 4) The Sponsoring Agency is QUFA in the drop down menu and in the drop down menu for Type of Project, choose “unrestricted research grant” or “other.”
- 5) In the “comments” section, add the following text:

A QUFA Release-Time Research Account is for the benefit of an affected faculty Member's Unit with the intent of supporting scholarly work, which might otherwise be impaired by the member's service to QUFA. This project related to the QUFA service of XXXX is to be administered under the signing authority of Dr. XXXXX, my Head or Dean, XXXX.

3. Additional Units Purchasable by the Association

Article 7 also specifies that additional units of release time can be purchased from the University at the rate of replacement teaching or the cost of the base stipend for teaching a 0.5 credit course in Arts and Science, and that accommodation of such requests for release time for September 1 are guaranteed if the request is made prior to the preceding May 15. In recent years, QUFA has requested several such units of release time in addition to the twelve units provided by the Administration. The number of additional units requested has depended on the activities expected to be undertaken by our officers and volunteers in other positions.

4. Decision-Making on Release Time

The Staff Relations Committee (the Officers of the Association) has the authority each spring to approve release units for the coming year in accordance with the principles outlined below. The basic criteria for deciding on the award of release time units are the priorities accorded to activities in any year and the number of hours per week required to perform anticipated duties. The Collective Agreement equates a 0.5 course release unit with 10 hours per week per term of Librarian or Archivist work. This equivalence may be extended to other academic work: i.e., one stipend is the equivalent of 10 hours a week X 13 weeks = 130 hours. Those holding more onerous positions in the Association may thus be given multiple release time units. Additional stipend units, payable as income or contributions to a research account, may also be awarded in half increments (\$4044 in 2019-2020).

5. Positions Usually Receiving Release Time Units

The President, Vice President, Past President, Treasurer, Secretary, Chair of the JCAA, Grievance Chair and Equity Representative shall receive the number of release time units specified below, unless particular circumstances indicate either that such an award is inadequate or that it is not warranted. The President shall receive three units, the Vice-President two, the Past-President one, the Treasurer one, the Secretary one, and the Chair of JCCA, Grievance Chair and Equity Representative one each. In addition, the Communications Support person and the Health and Safety Officer, who are not members of the Executive Committee, shall receive two and one units of release time respectively. Finally, the Term Adjunct Representative shall receive one unit of release time per year to acknowledge their precarious employment status. Any awards of release time beyond those listed in this paragraph will be brought to the Executive

Committee by the Staff Relations Committee (SRC) for final approval.

6. Other Positions Which May Be Eligible for Release Time

The Staff Relations Committee may award release time, subject to Executive approval, to the Chairs of QUFA committees or other volunteers asked to perform work for the Association if their anticipated workload for QUFA warrants it. The Staff Relations Committee may ask for more information from affected volunteers, or volunteers anticipating high workload demands may apply to the Staff Relations Committee by providing a written explanation of their anticipated duties.

7. Release Time to Support Collective Agreement Negotiations

Bargaining a new Collective Agreement requires a significant time commitment on the part of the Chief Negotiator, the Bargaining Team and Job Action Committee members. Each round of bargaining is unique so that the actual number of release time units needed cannot be prescribed. These principles will guide budgeting for and awarding of release time before, during and after bargaining:

- The Chief Negotiator will be released one term before bargaining is scheduled to begin and for the duration of bargaining. Normally, he or she will receive one unit for preparations and two units in each term that they are at the table;
- Each member of the Bargaining Team will normally receive one unit of release for each term of active bargaining;
- The Job Action Committee Chair will normally receive one unit of release time per round of bargaining but if preparations are onerous or protracted, this can be increased;
- Other active volunteers may ask for or be granted release time if they are making or have made a significant contribution to bargaining or job action preparations.

2. Solidarity Donations Policy

Approved by QUFA Executive and Council 2004

Approved by QUFA Executive and Council 2014

Approved by QUFA Executive and Council March 2022

Since 2000, QUFA has had a policy for solidarity donations on humanitarian and practical grounds, i.e., to support others in related (or potentially related) circumstances and to support the principles of collective bargaining. In accordance with this precedent, an annual budget line of \$25,000 was set aside for solidarity donations. The Executive may approve donations totaling the amount of the budget line, with a maximum per instance related to the nature of the donation.

Maximum

\$5000

Category and Nature of Donation

Other Canadian Faculty Associations

to support other Canadian faculty Associations experiencing protracted labour

problems as the result of unfair treatment or intransigence on the part of their employers (university administrations, Boards of Trustees, and/or provincial governments) or involved in precedent-setting negotiations or labour conflict where principles of collective bargaining or significant academic issues (related to working conditions, academic freedom., etc.) are at stake;

- \$5000 **Other Employee Groups at Queen’s University**
to support other employee groups at Queen’s University experiencing protracted labour problems as the result of unfair treatment or intransigence on the part of their employer; and/or to support other employee groups who are seeking to defend principles of collective bargaining with implications for QUFA as a certified bargaining agent;
- \$3000 **Other Employee Groups**
to support other employee groups or organizations, especially those within the public sector (e.g., education and health care) that are involved in labour disputes over members’ rights and/or that have implications for QUFA as a certified bargaining agent;
- \$500 **Miscellaneous Humanitarian Causes**
to respond to miscellaneous requests for humanitarian aid in exceptional circumstances (natural disasters, economic crises, etc.).

The Executive may support in writing and without a donation other faculty associations – and other employee groups whose work has implications for QUFA members – that are involved in labour disputes as the result of unfair treatment or intransigence on the part of their employers. Any communication of written support will also be reported to Council.

Any solidarity donation approved by the Executive under the above terms must be reported to Council, along with a brief statement of rationale.

Any extraordinary donation that does not fit the above categories must be approved by the Executive Committee and by Council.

3. Honoraria Policy

Approved by QUFA Executive Committee March 2022

Amended and Approved by QUFA Council March 2022

Approved by QUFA Executive Committee and Council April 2022

In order to acknowledge and reward extraordinary contributions for the benefit of QUFA members, the Executive may move to award honoraria to QUFA members or allies. These

awards will fall under various budget lines depending on their nature; they do not fall under the donations line.

\$500+ Honoraria for Significant Contributions to QUFA

to acknowledge the work of guest speakers or advisors, committee members or others who volunteer their services on behalf of QUFA Members. The maximum honorarium that can be awarded under this policy is calculated as half the base stipend for a 0.5 credit course minus \$1 (see Article 42.4.1.2, Table A).

Any honoraria approved by the Executive under the above terms must be reported to Council, along with a brief statement of rationale.

4. Protocol for Motions Considered by the QUFA Executive by Email

Approved by the QUFA Executive 2010

Amended and approved by the QUFA Executive and Council 2013

From the QUFA Constitution Article 9.9 (ii):

“The Executive Committee may, between meetings, pass resolutions required to expedite the normal day-to-day operation of the Association by means of electronic mail transmissions (*see Section 1.8 Executive Handbook*) or telephone calls exchanged between the President of the Association and the members of the Executive Committee. Approval of such resolutions requires the consent of a majority of all Executive members. If any Executive member wishes to have the matter discussed, the email/telephone vote will be cancelled and the matter deferred to the next meeting. Votes of the Committee members submitted by email/telephone shall be recorded and filed with the records of the Association until the vote has been recorded in the following month’s Executive Committee minutes, at which time the record of individual votes will be destroyed.”

MOTION: Moved that any member of the Executive Committee who would like to have a motion considered will send it electronically to the Executive Director/ or designate. The motion must include a mover and seconder. Electronic votes will be returned to the Executive Director. Approval of such resolutions requires the consent of a majority of all Executive Members (Executive Committee/2 +1). Votes of the Committee members submitted by email/telephone shall be recorded and filed with the records of the Association until the vote has been recorded in the following month’s Executive Committee minutes, at which time the record of the individual votes will be destroyed. R. Linley; P. Young Carried

MOTION: Moved that electronic votes will take one of two forms:

1. Regular Motion: A vote on an item of regular business shall remain open for 48 hours

from the time of circulation (with mover and seconder) unless all eligible Executive members have voted which will close the vote sooner.

2. Emergency Motion: A vote that is time sensitive, duly indicated in the subject line as 'EMERGENCY MOTION' and accompanied with an explanation about why it is time sensitive, shall remain open for 24 hours from the time of circulation (with mover and seconder) unless all eligible Executive members have voted which will close the vote sooner. Emergency motions shall require that at least 2/3s of the Executive vote to be valid (abstentions are not votes).

Weekends and statutory holidays are not counted in the 24/48 hour limits so that an Emergency Motion that opens on Friday at noon will close Monday at noon if Monday is a regular business day. P. Young; K. Ko Carried

MOTION: Moved that permanent records of electronic votes include the total number of votes cast. C. Adamson; S. Iscoe Carried

5. Meeting and Event Planning Form

To ensure that any meeting or event you wish to hold is planned in advance and runs smoothly, we have designed a Meeting Request Form which can be found on our website:

https://qufa.ca/wp-content/uploads/2018/07/MEETING_REQUEST_FORM_August-2018.pdf

When completed, the form should be submitted to QUFA's Office Administrator.

6. Record Retention & Destruction Policy

Approved by QUFA Executive September 2019

Approved by QUFA Council October 2019

Approved by QUFA Executive and Council October 2022

Purpose

This policy sets out rules and guidelines to enable QUFA staff and volunteers to:

1. Keep paper and electronic records for appropriate periods of time as mandated by statute, by convention or by best practice;
2. Move records of a historically significant nature to Queen's Archives at regular intervals with due consideration for confidentiality;
3. Destroy records responsibly and at regular intervals so as to limit liability for breaches of privacy and to enable good records management.

Member Consent

Member consent to the collection and storage of information as set out in the Policy is implied.

Administration

The Staff Relations Committee (SRC) is in charge of the administration of this policy and the implementation of processes and procedures to ensure that the Record Retention Schedule is followed.

SRC is authorized to:

1. Monitor local, provincial and federal laws affecting record retention;
2. Make modifications to the Record Retention Schedule from time to time to ensure that it is in compliance with local, provincial and federal laws and includes the appropriate document and record categories for QUFA;
3. Monitor compliance with this policy by QUFA staff and volunteers. Housekeeping and compliance changes do not require renewed approval of the policy by the QUFA Executive and Council, but all such changes will be brought to the attention of both bodies as needed.

The Executive Director, or their delegate, shall serve as the Privacy Officer for the purposes of providing access to any confidential information stored on or off site. Access will be approved only on an as-needed basis.

Suspension of Record Disposal in Event of Litigation or Claims

In the event QUFA is served with any subpoena or legal request for documents or any employee becomes aware of a governmental investigation or audit concerning QUFA or the commencement of any litigation against or concerning QUFA, such employee shall inform the Executive Director and SRC and disposal of relevant documents shall be suspended until such time as the SRC, with the advice of counsel, determines otherwise. The Executive Director shall take such steps as is necessary to promptly inform all staff and relevant volunteers of any suspension of the disposal of documents.

Retention Terms

Short Term Retention: 3-5 years then destroyed.

Long Term Retention: 7 years and then transferred to permanent confidential storage, destroyed, or transferred to permanent storage for historical and research purposes.

Permanent Retention: Retained on site for the life of the C.A. and then transferred to permanent confidential storage or transferred to permanent storage for historical and research purposes.

Destruction of Records

Records that are destroyed as part of daily operations will either be disposed of through recycling or shredded if they are of a confidential or private nature. Larger quantities of sensitive documents shall be periodically shredded by a reputable third party where they perform the document destruction on site and guarantee secure disposal.

Electronic records shall be deleted following the same schedule as for physical records. Care

shall be taken to delete files and clear deleted file caches, and wipe devices and drives thoroughly before re-use or disposal.

Record Retention Schedule

Section Topic

- A. Accounting and Financial Records
- B. Association Governance Records
- C. Correspondence
- D. Insurance Records
- E. Grievance & Legal Records
- F. Bargaining Unit and Collective Agreement Records
- G. Personnel Records

A. Accounting and Financial Records

Purpose of retention: Compliance with Canada Revenue rules.

Long Term Retention: QUFA's accounting records shall be kept for 7 years. For clarity, there will always be a full set of accounting records for the seven years prior to the current fiscal year on the premises. Upon the completion of the current year's audit, the files for the fiscal year 8 years in the past will be prepared for shredding.

The following types of accounting and financial records will be retained for 7 years:

- Accounts payable and receivable ledgers and schedules.
- Bank statements and cheque records.
- Credit Card statements.
- Expense claims and receipts.
- Queen's invoices.
- Staff salary and other payment forms.
- Any other documentation normally retained with our accounting files.
- Records of investments.

The following types of accounting and financial records will be retained permanently:

- Annual Budget and Financial Reports to Members.
- Annual Audit Reports.

B. Association Governance Records

Purpose of retention: For reference or historical purposes.

Long Term Retention I: Regular governance records shall be retained on site for 7 years and then either moved to private storage or donated to the Queen's Archives for permanent

storage. Such documents include:

- Agendas and Approved Minutes of:
 - Normal General Member Meetings.
 - Normal Council Meetings.
 - Normal Executive Meetings.
- Official QUFA correspondence with Queen's
- The annual reports summarizing workplace accommodations, grievances, and other grievance related topics.

Long Term Retention II: The following records relating to QUFA committee work and events shall be kept for 7 years and then destroyed:

- Agendas and minutes for Standing Committees except for JCAA (see Section F)
- Agendas and minutes for Ad Hoc Committees
- Any research materials relating to the work of these committees
- Agendas or notes or other materials prepared for QUFA events such as special lectures, workshops or caucuses

Short Term Retention: The following public communications will be posted on the website for 3 years, and then archived permanently with Queen's Archives:

- Copies of normal Member Communications (Voices, out of date Infosheets or Know-Your-CAs, Event Posters, special reports, etc)
- Any special reports or projects produced by Standing or Ad Hoc Committees or Council

Permanent Retention: A single copy of all constitutional documents, policy manuals and handbooks shall be retained permanently. Excess copies can be shared with Queen's Archives following the schedule for normal governance documents above or destroyed.

C. Correspondence (Member, Employer, and Third Party)

Purpose of Retention: To ensure continuity of representation and to identify and track relative provisions of the C.A. or for historical and reference purposes.

It is recommended that records that support a particular project be kept with the project and take on the retention time of that particular project file. Correspondence or memoranda including email that do not pertain to documents having a prescribed retention period should generally be retained for 3 years. Common types of correspondence include member queries, staff correspondence with Queen's arising out of interpretations and application of the Collective Agreement as well as RTP/RCAP processes and documents pertaining to the governance of bodies to which QUFA belongs or has rights of attendance. These may be divided into three general categories:

Short Term Retention: Those pertaining to routine matters and having no significant, lasting

consequences should be discarded within 3 years. Some examples include:

- Routine letters and notes that require no acknowledgment or follow-up, such as notes of appreciation, letters of transmittal, and plans for meetings
- Form letters or announcements from third parties (eg. OCUFA Reports, CAUT Memos)
- Other letters of inconsequential subject matter or that definitely close correspondence to which no further reference will be necessary.

Long Term Retention: At the end of the Short Term retention period correspondence with lasting consequences should continue to be retained for the Long Term retention window of 7 years, where it can be reviewed a final time and either destroyed or retained permanently.

Permanent Retention: Those correspondence pertaining to non-routine matters or having significant lasting consequences should generally be retained permanently on site.

D. Insurance Records

Purpose of retention: In accordance with the advice of QUFA's insurance broker.

Permanent Retention: All insurance policies and supporting documentation shall be retained permanently on site in accordance with the advice of Insurance Broker, Owen Williams.

E. Grievance and Legal Records

Purpose of retention: To enable compliance with an ongoing financial, administrative or legal obligation, for either the University, QUFA or a member.

Permanent Retention: The following records shall be retained in permanent confidential storage on site:

- All signed memoranda resolving QUFA grievances or disputes involving individual members.
- All signed memoranda of settlement for terminations of QUFA members or staff.
- All agendas and minutes of Special Executive Meetings to decide whether grievances should be arbitrated.
- All legal opinions related to grievances.
- All written decisions from arbitrators on QUFA cases.

Long Term Retention: The following shall be retained electronically or physically for 7 years in confidential storage and then expunged or shredded:

- Tracking forms, correspondence, evidence, other materials related to the grievance.
- Arbitration files including books of documents, correspondence and notes.
- Supporting documents for workplace investigations where QUFA is advising a Member complainant or respondent.

- Supporting documents for workplace investigations within QUFA (volunteers and/or staff).

F. Bargaining Unit and Collective Agreement Records

Purpose of Retention: For bargaining, historical and research purposes.

Permanent Retention: The majority to be held in Permanent Archives (on site) with Anomalies Side Table to be held in Permanent Confidential and also including:

- Records relating to union certification, amalgamations of bargaining units or alteration clarifications of the scope.
- A complete set of all collective agreements.
- A complete record of JCAA agendas, minutes and reports stipulated as per the Collective Agreement including: Equity Report (24.4.4), Article 35 report (35.1.5), Workload Standards (37.1.17), Merit Distributions (42.2.2.14 and 42.5.3.10), Principal's Retention Fund (42.2.5.3.4), Anomalies Side Table is to be held in permanent confidential (42.2.5.2.5)
- All executed memoranda and letters between the parties regarding contract provisions
- A complete set of bargaining notes including proposals exchanged for each round of bargaining
- Member data acquired through QUFA surveys or provided by the employer for the purposes of bargaining.
- A complete set of member communications for each round of bargaining
- Ratification vote results for each contract.
- Membership reports on the shared drive with the University (monthly membership report, Term Adjunct report, termination, promotion, leaves and LTD reports) (6.2).

Short Term Retention: To be retained for 3 years.

- The following Member data provided to QUFA according to collective agreement provisions, shall be retained for 3 years and then destroyed. The purpose of the documents is to ensure the collective agreement is being properly administered. Original documents are to be anonymized into annual reports which will be retained permanently.
 - Copies of advertisements (24.3.1 c)
 - Appointment letters (25.9.6)
 - Term Adjunct Posting Exemptions (25.10.1.6)
 - Special appointments (25.14.5)
 - Negotiated leaves (33.6.6)
 - Continuing Adjunct appointments, duties and FTE (42.3.6)

The following materials related to bargaining and the interpretation of the collective agreement shall be retained for the life of the collective agreement subsequent to the one they pertain to and then be destroyed:

- Notes of caucuses, working groups and committees preparing for bargaining
- Records of informal exchanges of interpretations of the collective agreement between the Parties

G. Personnel Records

Purpose of retention: Staff records are retained for compliance with the ESA and volunteer records are retained for reference or historical purposes.

Permanent Retention: Records pertaining to volunteer participation with QUFA should be retained permanently. Specifically, who comprises each of the governance bodies of the local and who sits on each of QUFA’s committees each year should be recorded and retained.

Short Term Retention: In accordance with the Employment Standards Act, the following records pertaining to current QUFA staff should be kept for 3-5 years, as required by legislation, and then destroyed:

- Monthly time worked records
- Payroll information
- Records of Leaves taken with supporting medical evidence if relevant
- Job descriptions
- Vacation Time records including any payment in lieu of time (5 years)
- Records of bonuses paid (5 years)

Records for past employees shall be kept for 3 years from the date of termination of services and then destroyed with the exception of a record of the employee’s name, start and end dates and any legal settlement regarding their termination which shall be kept permanently.

In addition, there shall be an employee file for all current staff containing the following:

- Basic personal information for purposes of payroll and insurance
- Letter of Engagement
- Annual review materials
- Annual salary letters
- Discipline or coaching materials
- Records of promotion or demotion
- Correspondence between QUFA and the Staff person

Appendix A – Document Retention Timelines

Section	Duration
Accounting and Financial Records	Long Term Retention

	Permanent Archives
Association Governance Records	Short Term Retention Long Term Retention Permanent Archives
Correspondence	Short Term Retention Permanent Archives
Insurance Records	Permanent Confidential
Grievance and Legal Records	Long Term Retention Permanent Confidential
Bargaining Unit and Collective Agreement Records	Short Term Permanent Archives Permanent Confidential
Personnel Records	Short Term Permanent Confidential

7. Elections Policy for Executive Committee Positions

Approved by the Executive, March 2020

Approved by QUFA Council, April 2020

Approved as Amended by QUFA Executive and Council, March 2021

The terms for the Nominations Committee and the process for nominating others or oneself for Executive Committee positions are set out in the QUFA Constitution, By-Law No. 1 and Article 9. Executive terms and cycle of elections and appointments are set out in Art. 9.2(vi). This policy governs the process to be followed upon receipt of a nomination of an eligible Member for an open Executive position.

Each person who accepts a nomination or who self-nominates shall prepare a brief (300 words maximum) statement about their interest in serving on the QUFA Executive committee in the position for which they have been nominated. The statement may address the candidate’s relevant experience, interest in the portfolio, general views of the work of QUFA or ideas for future direction of the Association, or anything else the Member believes is relevant to their candidacy. These statements will be circulated with the agenda package one week before the Spring General Meeting (SGM).

In the case that a person is nominated or self-nominates on the floor of the SGM, they will be given the opportunity to speak to the assembly (maximum 3 minutes) about their interest in serving on the QUFA Executive Committee in the position for which they have been nominated.

In the case that only one Member is nominated for a position, the assembly will be asked to approve the appointment of that Member to the position by a show of hands.

In the case that two or more people stand for the same position on the Executive Committee,

an election shall be conducted at the SGM as follows:

1. The Alternate Chair of QUFA Council will normally preside as Chief Presiding Officer of the election. In the absence of the Alternate Chair, a Chief Presiding Officer (CPO) will be nominated from the floor of the meeting.
2. The nominated CPO shall be a Member of the Association in good standing who is not on the current Executive and is not standing for election or appointment. The nominee must agree to serve and the nomination must be confirmed by a show of hands of those entitled to vote.
3. The CPO shall oversee the distribution of paper ballots to Members of the Association (those of the Bargaining Unit who have elected to join QUFA and are entitled to vote on its internal affairs). All Members of the Association present at the meeting shall be entitled to one ballot.
4. The candidates for the contested position will each be given an opportunity to speak to the assembly for a maximum of 3 minutes. Note that those nominated in advance shall also have the opportunity to speak if they choose. If they are absent, their pre-circulated statement shall be read aloud by the Executive Director or the Chair of the meeting.
5. Members of the Association entitled to vote shall indicate their preference by writing the person's name on their ballot.
6. The CPO shall oversee the collection of ballots. Three ballots shall be sequestered in a sealed envelope: those of the CPO, the QUFA President (or delegate) and the Chair of the Meeting.
7. The CPO shall oversee the counting of non-sequestered ballots, with the help of QUFA staff, outside the assembly hall.
8. Each candidate shall have the option of naming a scrutineer to observe the counting process.
9. When the count is complete, the CPO shall indicate this to the Chair of the meeting who will announce the result including the number of votes for each candidate and the number of blank or spoiled ballots. Write-in ballots will be considered spoiled.
10. The candidate receiving a plurality of votes shall be declared elected.
11. In the case of a tie vote, the sequestered ballots will be counted to break the tie.
12. All ballots shall be retained until the next General Meeting when a motion to destroy them will be entertained.

8. Policy for Executive Committee Elections in Virtual Meetings

Approved by QUFA Executive Committee and Council, March 2021

The terms for the Nominations Committee and the process for nominating others or oneself for Executive Committee positions are set out in the QUFA Constitution, By-Law No. 1 and Article 9. Executive terms and cycle of elections and appointments are set out in Art. 9.2(vi). This policy governs the process to be followed upon receipt of a nomination of an eligible Member for an

open Executive position when the General Meeting to confirm election, appointment or acclamation will be held virtually.

Each person who accepts a nomination or who self-nominates shall prepare a brief (300 words maximum) statement about their interest in serving on the QUFA Executive committee in the position for which they have been nominated. The statement may address the candidate's relevant experience, interest in the portfolio, general views of the work of QUFA or ideas for future direction of the Association, or anything else the Member believes is relevant to their candidacy. These statements will be circulated to all Members with the agenda package seven calendar days before the Spring General Meeting (SGM).

To preserve the integrity of any vote in the case that two or more people are nominated for the same position, all nominations and statements must be received by 12 noon eight calendar days before the General Meeting at which elections are to occur. They should be sent electronically to the Executive Director and the Chair of the Nominations Committee. Nominations made from the floor of the meeting or received after the deadline will not be accepted.

In the case that one Member is nominated for each position, those Members of the Association who are entitled to vote and who attend the General Meeting will be sent a Simply Voting Ballot by email asking them to acclaim the slate of candidates. The electronic vote will open and close during the General Meeting and the certified results will be sent to the meeting Chair who will announce the outcome before the close of the meeting.

In the case that two or more people stand for the same position on the Executive Committee, an election shall be conducted as follows:

1. The candidates for the contested position will each be given an opportunity to speak to the assembly for a maximum of 3 minutes. If a candidate does not attend, their pre-circulated statement shall be read aloud by the Executive Director or the Chair of the meeting.
2. Following the presentation of candidate statements, Members of the Association who are entitled to vote and who attend the General Meeting, will be asked to vote on a Simply Voting Ballot sent to them by email.
3. The electronic vote will open and close during the General Meeting. The certified results will be sent to the meeting Chair who will announce the outcome before the close of the meeting.
4. Three Members (QUFA President, Past President and the Chair of the meeting) will not receive Simply Voting ballots and instead will cast sequestered ballots by sending their choice of candidate to the Executive Director by email, or in the absence of the Executive Director, to the Office Administrator.
5. The candidate receiving a plurality of Simply Voting votes shall be declared elected.
6. In the case of a tie vote, the sequestered ballots will be counted and announced in aggregate to break the tie.
7. The certified vote results will be appended to the meeting minutes.

2 GRIEVANCES

1. QUFA Protocol Regarding Representation: Carriage, Confidentiality, Disclosure, Duty of Fair Representation and Referral to Arbitration

Approved by QUFA Executive 2011

Amended and approved by QUFA Grievance Committee 2013.

Amended and approved by QUFA Executive and Council 2013

Approved as Amended by QUFA Grievance Committee, February 2021

Approved by QUFA Executive and Council, March 2021

Carriage

When a Member brings a complaint or inquiry about their terms and conditions of work to QUFA for assistance, QUFA assumes carriage of the process. Carriage means that QUFA decides the strategy, mode, substance of representation and advocacy, and how far to take the matter. At each step in the process, QUFA will seek and seriously consider input from the Member.

If Members take complaints to forums where QUFA does not have carriage (for example, the Human Rights Tribunal of Ontario), this Protocol does not apply. In forums where QUFA does not have carriage, there is also no duty for QUFA to represent the Member.

Confidentiality

Confidentiality is important to QUFA's work. QUFA will treat information provided by the Member as confidential. This does not mean that the information will remain only between the Member and the QUFA person contacted. It means that the information will be shared only with those who need to know.

Some of the people who may need to know as the process unfolds are:

- QUFA staff dealing with member services: Grievance Officer, Office Administrator, Labour Relations or Member Services Officer, and Executive Director;
- Grievance Committee volunteers who are asked by the Member to attend meetings for note-taking purposes;
- Grievance Committee or JCAA (Joint Committee to Administer the Agreement) members;
- Faculty Relations Office staff and anybody they might have to contact at the university to achieve resolution of the issue.

Everyone involved in this process is aware of or made aware of the requirement of confidentiality. Nonetheless, it is important that Members realize that other people at the university may come to know about issues and attempts to resolve them.

Breach of confidentiality can have serious repercussions, including tainting the process or

jeopardizing resolution of the matter. IF QUFA has carriage of a matter, then the Member must treat all information about the case as confidential unless given permission by QUFA to discuss specific issues with designated persons.

Disclosure

The Member must provide QUFA all relevant information, whether favourable or unfavourable, so that QUFA can represent Members effectively. Early disclosure of all facts will ensure informed decisions are made.

Duty of Fair Representation

The union owes a duty of fair representation (DFR) to Members and this is described in the *Ontario Labour Relations Act*:

74. A trade union or council of trade unions, so long as it continues to be entitled to represent employees in a bargaining unit, shall not act in a manner that is arbitrary, discriminatory or in bad faith in the representation of any of the employees in the unit, whether or not members of the trade union or of any constituent union of the council of trade unions, as the case may be.

In simple terms, *arbitrary* representation is where the Union seems to have made a decision for no good reason and without consideration of all relevant information. *Discriminatory* representation is where the Union treats employees in the same position differently for no good reasons, or for reasons prohibited under the Ontario Human Rights Code. *Bad faith* representation is where the Union makes its decision for an improper purpose.

This is a procedural right rather than a right to a particular outcome. It may be that a Member is dissatisfied with the outcome of a grievance process, for example, but that does not necessarily mean that the union (QUFA) acted in a manner contrary to the DFR provision. It is necessary to keep in mind that QUFA represents the whole Membership, so that sometimes the best interests of the bargaining unit as a whole might override the best interests of a particular Member.

Step 2, Arbitration

The Executive Committee decides whether to move a grievance to Arbitration on the basis of recommendations from the Grievance Committee and in accordance with their Duty of Fair Representation set out above. In addition to the nature of the allegation, consideration will also be given to particular facts and outcomes of the action for the Member, seriousness, costs, the nature of available remedies, and the certainty or uncertainty of the outcome.

Arbitration (Step 2 of the grievance process) is normally reserved for the most serious of cases, including, but not limited to, the following:

1. Job threatening decisions;
2. serious violations of non-discrimination provisions;
3. violations of academic freedom;
4. interpretations of the Collective Agreement that significantly threaten the integrity of the Collective Agreement;
5. excessively punitive action against Member(s);
6. abuse of management rights;
7. any other University action that in the circumstances is deemed to require QUFA assistance.

If a Member does not agree with the final decision of the QUFA Executive, they have a right to appeal as set out below. If a Member believes QUFA has not represented them fairly as per the Duty of Fair Representation, the Member has a right to file a complaint with the Ontario Labour Relations Board.

2. Grievance Appeals Policy

Approved by Grievance Committee 2017

Approved by QUFA Executive and Council 2017

Approved as Amended by QUFA Grievance Committee, February 2021

Approved by QUFA Executive and Council, March 2021

Preamble

QUFA is committed to defending the rights of its Members as bargained with Queen's University. With regard to individual Members, this defense ranges from providing advice and accompaniment during informal resolution processes, to filing and arguing formal grievances with the employer, to bringing formal grievances before Arbitrators for third party adjudication.

This policy affords Grievors (Members for whom QUFA has filed a formal grievance) processes to appeal QUFA committee decisions to withdraw grievances. Normally, these decisions arise when a grievance has been put before the Provost at a Step 1 meeting and the Provost denies the grievance. At this point, QUFA must decide whether to take the grievance to an Arbitrator as Step 2 of the process or withdraw it.

The Grievance Committee is the first body that considers this question and makes a recommendation to the Executive Committee. If that recommendation is positive, the Executive Committee makes the final decision whether to proceed to arbitration. QUFA is responsible to ensure that these decisions are made in a non-arbitrary, non-discriminatory and good faith manner in recognition of QUFA's duty to fairly represent its Members (see the *QUFA Protocol Regarding Representation*). Factors that may be taken into account in these decisions include Collective Agreement limits and impacts, impact on the Grievor, legal merits, cost to the

bargaining unit, and possible remedy. These decisions are considered at Special single-purpose Executive meetings.

This policy affords QUFA Grievors one opportunity to appeal a decision to withdraw a grievance (not take it to Step 2, Arbitration) either in the case that the Grievance Committee does not recommend taking the grievance to arbitration or, if the Grievance Committee has recommended arbitration, in the case that the Executive Committee does not concur. If this internal appeal is unsuccessful, the Grievor will be informed of their rights to file an external complaint against QUFA with the Ontario Labour Relations Board.

Grievors may wish to appeal when, for example:

- they have novel information or evidence they wish to have considered;
- they believe existing evidence has not been accorded appropriate weight; or
- they believe the union has failed its duty of fair representation (see the *QUFA Protocol Regarding Representation* for a clear definition of this duty).

In an appeal, the Grievor will have the opportunity to provide a written statement outlining their concerns.

Process

1. Appealing a Decision to Withdraw the Grievance by the Grievance Committee

- a. In the event that the Grievance Committee does not recommend taking a grievance to Step 2, Arbitration, the Member on whose behalf the grievance was filed, the Grievor, will be informed in a timely fashion, normally by the next business day.
- b. The Grievor will have 10 business days to notify the Grievance Committee Chairperson that they wish to appeal this decision to the Executive Committee. The Grievance Chair will inform the President.
- c. The President will call a Special Executive Committee meeting and will inform the Grievor of the date of the meeting.
- d. The Executive Director will inform the University that there is an internal appeal process in effect so as to hold in abeyance timelines for informing the University of QUFA's intention to proceed to Step 2.
- e. The Grievor has the option to provide the Executive Director with a written statement outlining why they believe the grievance should proceed to arbitration at least two working days in advance of the Special Meeting. This statement will be shared with the Executive Committee.
- f. The decision of the Executive Committee will be communicated to the Grievor in a timely fashion, normally by the next business day following the Special Meeting.
- g. If the Executive Committee agrees with the Grievance Committee, the Grievor will be informed of their right to file a complaint with the Ontario Labour

Relations Board and the University will be informed that QUFA will not be taking the grievance to arbitration.

2. Appealing a Decision to Withdraw the Grievance by the Executive Committee

- a. In the event that the Executive Committee does not decide to take a grievance to Step 2, Arbitration, following a recommendation to do so from the Grievance Committee, the Grievor will be informed in a timely manner, normally by the next business day.
- b. The Grievor will have 10 business days to notify the President that they wish to appeal this decision.
- c. The President will call a second Special Executive Committee meeting and will inform the Grievor of the date of the meeting.
- d. The Executive Director will inform the University that there is an internal appeal process in effect so as to hold in abeyance timelines for informing the University of QUFA's intention to proceed to Step 2.
- e. The Grievor will provide the Executive Director with a written statement outlining why they believe the grievance should proceed to arbitration at least two working days in advance of the Special Meeting. This statement will be shared with the Executive Committee.
- f. Following the Special Meeting, the President will convey this second and final decision to the Grievor in a timely fashion.
- g. If the Executive Committee does not reverse its decision, the Grievor will be informed of their right to file a complaint with the Ontario Labour Relations Board.

3. Protocol for Handling of Inquiries by QUFA Executive, Council Representatives, and Other Active Volunteer Members

Approved by QUFA Council 2010

URL updated October 2013

Approved as Amended by QUFA Grievance Committee February 2021

Approved by QUFA Executive and Council March 2021

Approved by QUFA Executive and Council October 2022

As someone who has joined a QUFA committee or QUFA Council, you may find colleagues coming to you with questions or concerns about their Collective Agreement rights or the terms and conditions of their work. They may assume you are "QUFA" and therefore can give them advice, communicate on their behalf with Queen's, or act as a go-between with QUFA staff or Executive Committee Members. You may also hear about matters of concern in informal conversations with colleagues.

This protocol offers some parameters for how to deal with these exchanges to serve the best interests of your colleagues and ensure QUFA is able to help when appropriate.

1. When a Member raises an issue or a problem with you, it is important to be clear about the basis of the conversation: is it simply a collegial exchange of views or is the Member speaking to you because of your QUFA connection? Please keep in mind that all of these matters are extremely confidential.

Collegial Exchanges Can be Important

2. Even if the Member assures you they are not asking for your advice, be careful to repeat that you cannot speak for QUFA.
3. If you suspect that the Member's concerns may benefit from QUFA staff or Executive Committee review, suggest to your colleague that they bring the matter to QUFA staff or ask if you may raise the concern with others in QUFA Executive positions. You can also support the Member by offering to schedule a meeting with the QUFA Grievance Officer (or other QUFA staff) and attending that meeting with the Member for the purposes of taking notes and giving support.
4. For concerns of an individual nature, while you can share the outline of the problem with QUFA Staff, QUFA Staff will not initiate contact with the Member or with Queen's on the Member's behalf, without the Member's clear instruction to do so. The Member has to take the initiative to reach out to QUFA Staff. Again, you can offer to attend a meeting with the Member and the QUFA Grievance Officer (or other QUFA Staff) for the purposes of note-taking and support.
5. For concerns that appear to have a broader impact, it is helpful if you can share as much information as possible with QUFA Staff or Executive Members so that they can assess whether there is a problem for QUFA to address.

Formal Consultations are Always Important

6. If the Member is coming to you because of your QUFA connection, you must clarify that you can discuss the matter but you cannot offer advice on behalf of QUFA; if they want a formal assessment of their situation, the Member has to talk to QUFA Staff. If they do not want to engage with QUFA Staff, they then must contact one of the Vice President, President or Past President.

Terms for any Member Engagement

- If a colleague raises concerns with you, please keep their confidence within the guidelines suggested above.
- If you advise a Member to raise their concerns with QUFA Staff, you will not be kept in the communications loop unless the Member elects to involve you. QUFA Staff will not

divulge whether a Member has consulted with them or not or the outcome of those consultations.

- Even seasoned QUFA volunteers should be cautious in deciding what can or cannot be considered to fall within QUFA's mandate to represent members, so err on the side of referring matters to QUFA Staff or one of the Presidents even if you think it's not a QUFA matter.
- If you're not sure to whom to refer the Member, advise them to contact our main intake phone line or the Office Administrator's email (both on the Contact page of www.gufa.ca).
- If your colleague returns to you because they are dissatisfied with QUFA's response, please refer them to the President or Past President to register their complaint.

3 BARGAINING

1. QUFA Protocol Regarding Authority and Processes for Negotiating Collective Agreements

Approved by QUFA Executive and QUFA Council 2010

Approved by QUFA Executive and QUFA Council 2014

Approved by QUFA Executive and QUFA Council March 2022

This protocol clarifies the Queen's University Faculty Association's (QUFA) decision-making structures and processes related to negotiating collective agreements.

1. *Membership*

QUFA ("the Association") is the sole bargaining agent for members of the Bargaining Unit and is governed by those who also opt to become members of the Association.

- a) Membership in the Bargaining Unit (BU) refers to all Academic Staff covered by one of the Ontario Labour Relations Board (OLRB) Certificates and defined in Article 1 of the Queen's-QUFA Collective Agreement. All Queen's University Academic Staff (with a few exceptions, e.g., clinician faculty who are members of the Ontario Medical Association and therefore excluded by the OLRB) are members of the BU. Membership dues are deducted automatically by Queen's University's Financial Services.
- b) Membership in the Association is open to all members of the BU and to clinical faculty in the Faculty of Health Sciences who are eligible for membership in the Clinical Teachers' Association of Queen's University (CTAQ). Association membership is voluntary and may be obtained by completing an application form and ensuring that it has been received by the Association. No additional payment of dues is required to become a member of the Association.

2. *Membership Rights*

- a) Members of the BU have the right to:
 - i. attend any meeting in which a bargaining mandate is to be approved or amended;
 - ii. speak to and vote on any motion pertaining to bargaining mandates or priorities;
 - iii. attend any general meeting in which bargaining progress is reported and speak to that item of the agenda;
 - iv. grant the Executive the authority to initiate job action (strike) by secret ballot

- vote;
 - v. attend any general meeting in which a tentative Collective Agreement is presented;
 - vi. vote to accept (ratify) or reject a tentative Collective Agreement by secret ballot vote.
- b) Members of the Association have the additional authority to:
 - i. vote on all matters of governance of the Association such as annual budgets, leadership elections and political initiatives;
 - ii. delegate authority to run the affairs of the Association and manage the Collective Agreement to the Executive Committee and Council of Representatives;
 - iii. elect or stand for election to become Officers, Committee Chairs and member representatives who form the Executive Committee;
 - iv. elect or stand for election to become Council Representatives;
 - v. alter the QUFA Constitution.

3. *Delegated Authority*

- a) The Executive Committee has the following rights and responsibilities before and during negotiations:
 - i. selecting and appointing and, if necessary, removing or replacing the members of a Bargaining Team (BT), including the Chief Negotiator (CN);
 - ii. reporting the composition of a BT to Council for approval;
 - iii. informing the BU through appropriate channels (for example, the Association's website, general meetings, email, publications) of the composition of the BT;
 - iv. approving bargaining positions and strategies recommended by the BT and instructing them as negotiations unfold;
 - v. responding to media inquiries (the President or designate is the Chief Spokesperson of the Association);
 - vi. recommending (or not) tentative agreements brought by the BT;
 - vii. authorizing strike votes and job action;
 - viii. managing communications, meetings and votes.
- b) The Bargaining Team has the following rights and responsibilities before and during negotiations:
 - i. consulting with BU members through surveys, unit meetings, town halls, caucus groups in whatever combination suits the situation;
 - ii. developing a bargaining mandate and principles for approval by the Executive and Council;
 - iii. representing the BU at the negotiating table with Queen's University;
 - iv. developing proposed collective agreement language;

- v. communicating developments to BU members in writing or through meetings as appropriate (the CN(s) will normally be the spokesperson/people for the BT);
 - vi. recommending job action to the Executive if appropriate;
 - vii. recommending tentative agreements for ratification.
- c) The Council of Representatives has the following rights and responsibilities before and during negotiations:
- i. approving this Bargaining Protocol;
 - ii. approving general bargaining principles recommended by the BT and Executive;
 - iii. aiding the dissemination of developments at the negotiations table to BU members;
 - iv. recommending (or not) a tentative agreement brought by the BT.

4. *Supportive Committees*

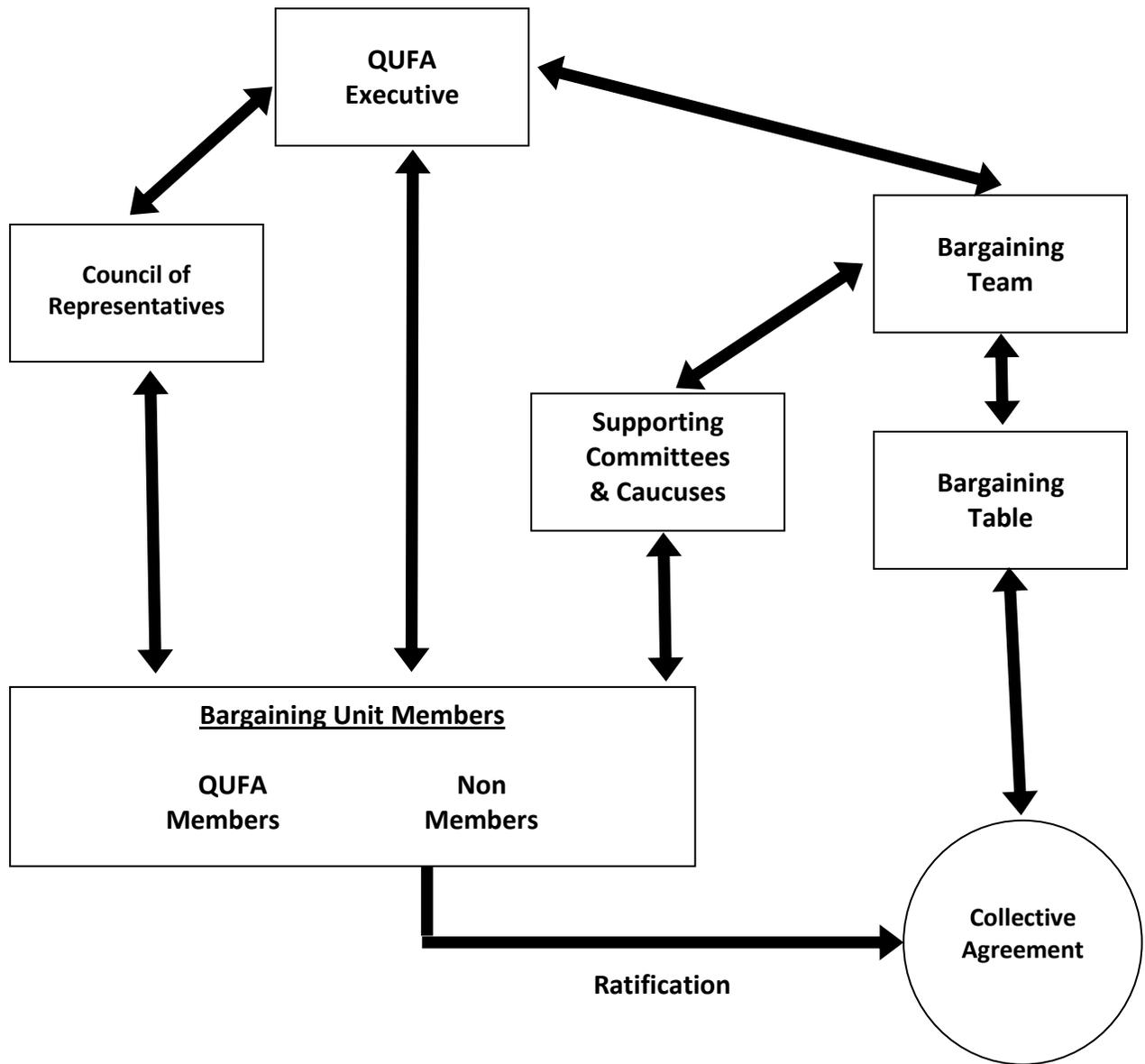
With the exception of the Queen's University Librarians and Archivists' (QULA) Negotiations Committee which is independently struck by QULA, any committees to support negotiations shall be appointed by the Executive and announced to the Council of Representatives following a call-out to Council for volunteers or nominees.

5. *Reporting and Decision Structure*

1. The CN(s) will attend Executive Meetings during active negotiations to report on the progress of bargaining and to consult on strategic questions like moving to conciliation or taking a strike vote.
2. The CN(s) will regularly report to Council and may also attend Council meetings while negotiations are in progress.
3. Any substantive normative or economic proposals developed by the BT outside the mandate approved by the Executive or beyond the bargaining principles approved by Council will be brought by the CN to the Executive and to Council for approval as needed.
4. The BT may ask the Executive to authorize a strike vote if they believe it will aid in negotiations. If the Executive agrees, a secret online vote will be held and a simple majority of BU members who vote will determine the outcome. A vote to approve a strike does not initiate a strike but empowers the Executive to do so if necessary.
5. When the BT determines that negotiations have concluded, they will either:
 - a. bring a tentative collective agreement to the Executive and Council for their review and recommendation (move to #6); or,
 - b. inform the Executive that they have reached impasse and ask the Executive to initiate job action (move to #10).
6. If there is a tentative collective agreement, Executive and Council will separately review

the changes and vote to recommend that members approve or reject the tentative agreement. They do not have to concur. If at least one of Executive or Council votes to recommend the tentative agreement to members, proceed to #7; if neither votes to recommend, move to #10.

7. A general meeting will be called and members will be presented with the tentative agreement by the CN(s) and will be informed of the decisions of Executive and Council to recommend ratification or not.
8. If the BU members in attendance vote to recommend that the tentative agreement be put to the full bargaining unit for a ratification vote, move to #9; if they do not, move to #10.
9. A secret online ratification vote will be held subsequent to the meeting and will be decided by a simple majority of BU members voting.
10. If there is no ratification vote or the BU rejects the tentative agreement, the Executive will either appoint a new BT and/or CN to continue negotiations or it will initiate job action.
11. If the University exercises its option to force a ratification vote, a general meeting will be held in which the University's proposal will be presented and a secret online vote will follow as per #9.



2. Principles for Strike Action

Approved by QUFA Executive June 2011

In the event of a strike:

1. Our initial stance will be symbolic pickets that do not slow traffic (people and cars). Members on our picket lines will not cross the streets (for safety reasons).
2. With regard to strike pay, we will be inclusive and all members are eligible as long as they observe the strike action and do not cross picket lines.
3. We will be generous in our interpretation of why an individual might not be available for picket duty. Other duties may be assigned.
4. QUFA Members with Term or Continuing Appointments will receive full strike pay.
5. Members on pre-approved sabbaticals will not be asked to participate in job action activities. If in Kingston, they will be expected to observe the picket lines and can volunteer to join the picket lines as visitors.
6. Members on leaves (maternity, sick, etc.) will be exempt from job action duties.
7. We will provide passes for minimal support of time or nature sensitive research projects.
8. We will not prevent graduate students from working.
9. When asked by other unions and student and employee groups how they can support us, we will not say anything about crossing picket lines. We will respond to this request by inviting them to participate in events such as rallies or barbeques that are well-advertised and will be well-attended by QUFA members and media.

3. Facilitating Communication with the Job Action Committee

Approved by the Executive June 2011

Reference to QUFA Staff members amended September 2013

Facilitating Communication among JAC, Executive, Negotiating Team and Staff

The President is an ex-officio member of the Job Action Committee (JAC) and will be included in all communications of the Committee.

When a decision has been reached by the JAC, the President will forward that decision to:

1. the Chief Negotiator and the Labour Relations Officer (QUFA Staff) to share with the bargaining team;

2. any QUFA Executive Officers not on the JAC and/or the whole QUFA Executive when appropriate;
3. the Executive Director and any other QUFA staff who need to be aware of the decision.

Communications to QUFA Members

All communications to members must be approved by the President and the Chief Negotiator. The Executive Director must be copied on any decision to post, email, mail or otherwise contact members and shall be sent a copy of the message.

When circulating drafts of member communications, the sender should clarify whether the draft is to be edited, approved or is for information purposes only, so as to avoid duplication of work.

4 FINANCES

1. Investment Policy

Approved by QUFA Council March 2012

The Finance Committee shall manage the investment of the monies of QUFA following the policy laid out below. The Finance Committee is a standing committee as defined in the QUFA Constitution (revised version 2010). The Finance Committee normally consists of the Treasurer (Chair), President, Vice President, and Past President.

The investment policy followed by the Finance Committee is as follows:

1. The overall investment strategy is to maintain liquidity and security of principal and generated interest.
2. In accordance with point 1 above, the monetary assets of QUFA shall be invested in redeemable investments such as guaranteed investment certificates and bonds offered by Canadian financial institutions, Canadian federal and provincial governments, and government agencies.
3. Normally, the assets of QUFA shall be invested in a laddered, balanced fashion with maturation intervals ranging from six months to three years.
4. Maturity dates should be spread over the year, if possible.
5. All investments, new investments and re-investments, shall be assessed and approved by the Finance Committee. The signatures for purchasing new investments or re-investments shall be from the President (or designate) and the Treasurer.
6. When an opportunity for increased return presents itself, the Finance Committee shall assess the opportunity and decide whether to proceed or not. A decision to proceed shall be forwarded to the Executive for approval.
7. The Finance Committee shall monitor the investment performance of the assets and report to the Executive from time to time, but at least twice a year during the periods leading up to the Spring General Meeting and the Fall General Meeting of the association members.

2. Reserve Fund Policy

Approved by QUFA Executive and Council 2017

In keeping with sound financial planning and practice, QUFA will maintain a Reserve Fund equivalent to one year's operating expenses. This fund may be used for exceptional legal, financial or labour action needs.

Any change to the Reserve Fund, including setting new fund levels or spending from the Fund, requires the approval of Members in a regular vote taken at a duly convened General Meeting.

5 PENSIONS

1. University Pension Plan Consent to Transition Process

Approved by QUFA Executive September 2018

Approved by QUFA Council October 2018

In the event that a University Jointly-Sponsored Pension Plan is created and Queen's University seeks QUFA's consent, on behalf of its members, to join the new plan, QUFA will determine its answer based on consultation with eligible QUFA members. Information about the proposed change of pension plans will be shared with QUFA members via a variety of media including the QUFA website, email blasts, Facebook and twitter notifications and any other mode that will reach members effectively.

QUFA will hold a referendum to gauge member support for joining the new pension plan as follows:

- The vote shall be open to all QUFA members who are, at the time of the vote, contributing members of the QPP.
- The vote shall be held electronically and shall be hosted by a reputable third party.
- The vote shall be open for at least two weeks and shall be repeatedly announced to ensure that eligible members have the opportunity to vote.

In order for QUFA to assent to the conversion of pension plans, two thirds (2/3s) of eligible QUFA members must consent to the change.

QUFA will announce that either it grants consent or that it is withholding consent.

2. QUFA Sponsor Board Delegate Terms of Reference

Approved by QUFA Executive April 2019

Approved by QUFA Council September 2019

QUFA will, from time to time, have the right to name a member of the Labour Side of the University Pension Plan (UPP) Sponsor Board. The delegate's term is four years with one renewal possible. QUFA retains authority over recalling their delegate at any time. There is a Labour Sponsor Board Agreement (originally signed January 10, 2019) governing how rights to name delegates rotate among participating Faculty Associations of the UPP.

Appointment & Recall Process

The QUFA Executive will make recommendations to fill a Sponsor Board vacancy or recall a QUFA delegate to the Sponsor Board to the QUFA Council. The appointment or recall will be

enacted upon ratification by QUFA Council. Appointments and recalls will be announced to QUFA Members by regular channels.

Eligibility & Qualifications

1. The QUFA delegate to the Sponsor Board must be either a contributing member of the pension plan or a staff person employed by QUFA.
2. The successful candidate will have a(n):
 - a. Working knowledge of pension benefits and governance;
 - b. Understanding of and respect for QUFA's structure and QUFA Members' needs;
 - c. Demonstrated ability to work cooperatively within QUFA;
 - d. Working knowledge of board governance;
 - e. Commitment to doing Sponsor Board Member work over the term.

Responsibilities and Expectations

1. The QUFA delegate to the UPP Sponsor Board shall regularly attend meetings of the UPP Sponsor Board including those face-to-face meetings convened from time to time that require the delegate to travel.
2. Reasonable expenses incurred by the delegate in carrying out their duties will be borne by the UPP or QUFA. If the latter, the delegate will abide by QUFA's Travel Expense Policy.
3. The delegate will report to the Executive Director and/or the President on an ad hoc basis as to the activities of the Sponsor Board. They may attend QUFA Executive or Council meetings from time to time for the purposes of updating leadership on UPP matters.
4. The delegate will be empowered to use their discretion in voting on behalf of QUFA at the Sponsor Board but will be expected to seek a mandate for any issue which has significant material or political consequences for QUFA Members or QUFA as a trade union.
5. The delegate will produce an annual report in March of each year for circulation to the Executive, Council and to Members as part of the Spring General Meeting Agenda package.
6. Normally, the delegate will attend the Spring General Meeting to take questions from members.

Substantive breach of these expectations may result in recall.

6 POLITICAL ACTION & COMMUNICATIONS

1. Protocol for Communications to QUFA Members

Approved by the QUFA Executive 2011

Amended and Approved by QUFA Executive and Council 2013

General Principles

1. All communications are previewed for accuracy and style unless they are formulaic and have already been vetted.
2. All sensitive communications should be approved by relevant Executive Officers which may include PACC Chair, JCAA Co-Chair, Grievance Chair, President, Vice President, Past President, Council Chair, and Chief Negotiator.
3. Not every communication is 'sensitive' and so may be approved by smaller numbers of people.
4. All emails are authored and list specific contacts for more information in the body of the email.
5. Normally, emails will include proper salutations (Dear Members, Sincerely, etc.)
6. All emails will have an accurate subject line with 'QUFA' included for ease of searching.
7. QUFA-L includes all Members all of the time – no exceptions, no 'unsubscribe' possible so that it can be used for essential notice of meetings.
8. QUFANews is for informational emails (Voices, Digest).
9. Notices of meetings shall be sent from qufa@ with qufa2@ as the alternate when the ED is away.
10. As much as possible, all communications can also be found on the website in appropriate places and in a timely manner.
11. Every key role in the communications process will have a back-up to ensure timely processing.

1. Notices of Meetings

a. General Meetings

Medium: Sent to the QUFA-L listserv that includes all Members

Timeline: Constitutional and other motions are sent two weeks prior to the meeting; agenda packages are sent one week prior. General Meeting Agendas (not Agenda Packages) are posted on the website Events page on the day they are sent and an Announcement is created on the home page to indicate that the Agenda is available.

Author: Notification emails are authored by the Secretary.

b. Council Meetings

Medium: Sent to QUFREP-L listserv that includes Reps and Executive.
Timeline: Notice of Meeting and Draft Agenda are sent one week prior. A complete Agenda Package is sent before the weekend preceding the meeting.
Author: The Executive Director is the contact person on these emails.

c. Bargaining-Related Meetings (Proposal Review, Updates, Strike Vote, Ratification when there is no job action)

Medium: Sent to QUFA-L listserv (all Members).
Timeline: One week in advance of the meeting with appropriate notices (as determined by the Chief Negotiator and President) posted to the website.
Author: The President and Chief Negotiator are the contacts.

d. Ratification Meetings During Job Action

Medium: Sent to QUFA-L listserv (all Members).
Timeline: One day (24hrs) in advance of the meeting with *appropriate notices* (as determined by the Chief Negotiator and President) posted to the website.
Author: The President and Chief Negotiator are the contacts.

2. Educational & Mobilization Communications

a. Reminders of Deadlines & Procedures

Medium: Sent to appropriate listserv (Adjuncts, all Members, Representatives) from appropriate staff email with announcement posted to website.
Timeline: As appropriate.
Author: As appropriate with contact information.
Content: As determined by the CA and relevant committees.

b. QUFA Voices

Subject Line: QUFA Voices [Month Year]
Medium: Sent by Voices editor (Communications Support Person) to QUFANews listserv (and Faculty Relations) and posted to website.
Timeline: As determined by the Executive and Editor and allowing for editorial review.
Author: Editor is the contact in the email.
Content: As approved by the Executive Committee.

c. QUFA Digest

Subject Line: QUFA Digest [Month Year]
Medium: Sent from qufanews@ to QUFANews listserv with linked material on the website.
Timeline: Monthly following each Executive Committee meeting.
Author: Executive Director is the contact.
Content: As approved by the PACC and Executive Committees.

d. General Collective Agreement Information/Interpretations (KYCA, Infosheets, brochures etc)

Medium: Sent from staff emails to appropriate listserv OR posted directly to website using appropriate template for consistency of colour, design and style.

Timeline: As required and following preview for content, accuracy and style.

Author: As required so that brochures may carry no specific attribution though there will always be contact information.

Content: As determined by the CA and approved by relevant committees.

e. Bargaining Updates

Medium: Sent from qufa/fitzgibb to QUFA-L listserv and posted on the website as appropriate.

Timeline: As determined by the Chief Negotiator in consultation with the President and with preview for accuracy and style.

Author: Chief Negotiator is the primary contact.

Content: As approved by the Chief Negotiator and President.

3. Website Management

a. Structure/Layout

The Website Committee considers changes to this and sends its recommendations to the Executive Committee.

b. Content

Website content mirrors other communications such that approval is generally pre-determined under #2 above. Novel content (website only) will be approved following protocols for commensurate types of information or General Principles. The Executive Director and Communications Support Person will be responsible to update the website with GoSaBe (Sarah and Ben) as back-up.

4. Social Media (Twitter, Facebook)

a. Management

The Communications Support Person is responsible for QUFA's Twitter and Facebook accounts. The Executive Director will serve as back up.

b. Content

The Executive Director and Communications Support Person will determine what to tweet or post to Facebook from among pre-approved communications. During bargaining, the Chief Negotiator and President will decide what can be cross-posted to these media.

2. Municipal, Provincial and Federal Elections Policy

Approved by QUFA Executive December 2014

Approved by QUFA Council January 2015

1. When an election at any level involves issues germane to QUFA and its Members, a message will be sent to Members and posted on the QUFA website that includes:
 - a. a reminder to vote with the date of the election;
 - b. links to reliable sources of information, news and analyses from organizations with which we are affiliated (CAUT, OCUFA, CLC, OFL, KDLC).
2. This message and web post may additionally include:
 - a. details of community or campus events such as all-candidates meetings;
 - b. information about voter registration for Members new to Kingston.
3. QUFA will not endorse particular candidates. The QUFA website may link to online candidate endorsements made by organizations with which we are affiliated (see list above) for information only. QUFA will not distribute candidate endorsement flyers or links by email.

7 MEMBER RELATED

1. Accessibility Standards for Service Provision

Approved by QUFA Executive September 2017

Approved by QUFA Council, as amended, November 2017

1. PURPOSE AND POLICY STATEMENT

The goal of the *Accessibility for Ontarians with Disabilities Act, 2005* (the “Act”) is to create a more accessible Ontario, by identifying, and to the extent possible, preventing, and eliminating barriers experienced by persons with a disability. The Accessibility Standards for Customer Service (“the Standard”) has been established under the Act to ensure goods and services are, where at all possible, equally accessible to every member of the public.

QUFA strives to make its services accessible to persons with disabilities. The objective of this policy (the “Policy”) is to ensure we meet the requirements of the Standard and promote its underlying core principles, described below.

2. APPLICATION

The Policy applies to all persons who, on behalf of QUFA, deal with QUFA Members or other third parties. This includes our employees, volunteers, agents and contractors.

The Policy also applies to all persons responsible for the development, implementation or oversight of QUFA policies, practices and procedures.

3. DEFINITIONS

- i. *Assistive Device* - Any device used to assist a person in performing a particular task or tasks or to aid that person in activities of daily living.
- ii. *Disability* – Has the same definition as is provided under the Act and Human Rights Code, R.S.O. 1990, c. H.19.
- iii. **Guide Dog** - means a guide dog as defined in section 1 of the *Blind Persons’ Rights Act*
- iv. **Service Animal** - An animal is a service animal for a person with a disability,
 - (a) if it is readily apparent that the animal is used by the person for reasons relating to his or her disability; or
 - (b) if the person provides a letter from a physician or nurse confirming that the person requires the animal for reasons relating to the disability.
- v. **Support Person** – A person who accompanies a person with a disability to assist with communication, mobility, personal care or medical needs or with access to services.
- vi. **“We”, “Our” and “Staff”** means QUFA and its employees, volunteers, agents and contractors.

4. CORE PRINCIPLES OF THE POLICY

We endeavor to ensure that the Policy and related practices, policies and procedures are consistent with the following four (4) core principles:

- i. **Dignity** – Persons with a disability should be treated as valued persons as deserving of service as any other person.
- ii. **Equality of Opportunity** – Persons with a disability should be given an opportunity equal to that given to others to obtain, use and benefit from our services.
- iii. **Integration** – Wherever possible, persons with a disability should benefit from our services in the same place and in the same or similar manner as any other person. In circumstances where integration does not serve the needs of the person with a disability, services will, to the extent possible, be provided in another way that takes into account the person’s individual needs.
- iv. **Independence** – Services should, where possible, be provided in a way that respects the independence of persons with a disability. To this end, we will be willing to assist a person with a disability but will not do so without the express permission of the person.

5. IMPLEMENTATION

QUFA is responsible for:

- i. Developing and implementing policies, practices and procedures to ensure the accessible provision of services to persons with a disability.
- ii. Developing and implementing an accessibility training program as required by the Standard.
- iii. Developing a feedback procedure as required by the Standard.

6. PROVIDING GOODS AND SERVICES TO PEOPLE WITH DISABILITIES

I. Policies, Practices and Procedures

QUFA shall make all reasonable efforts to ensure that its policies, practices and procedures which impact the delivery of its services to Members or to other third parties are consistent with the principles of dignity, equality of opportunity, integration and independence as defined above.

II. Communication

QUFA strives to communicate with members of the public in a manner that is accessible and that takes into account the disability.

III. Assistive Devices

Persons with a disability are permitted, where possible, to use their own Assistive Device when on our premises for the purposes of obtaining, using or benefiting from our services.

If there is a physical, technological or other type of barrier that prevents the use of an Assistive Device on our premises we will first endeavour to remove that barrier. If we are not able to remove the barrier we will ask the person how he/she can be accommodated and what

alternative methods of service would be more accessible to him/her. We will make reasonable efforts to provide an alternative means of assistance to the person with a disability.

IV. Service Animals

Persons with a disability may enter the QUFA premises accompanied by a Service Animal or Guide Dog, and keep the Service Animal or Guide with them, if the public has access to such premises and the Service Animal or Guide Dog is not otherwise excluded by law.

If a Service Animal or Guide Dog must be excluded by law, we will explain why this is the case and explore alternative ways to meet the person's needs.

V. Support Persons

A person with a disability may enter QUFA's premises with a Support Person and have access to the Support Person while on the premises. QUFA may require a person with a disability to be accompanied by a Support Person where it is necessary to protect the health or safety of the person with a disability or the health or safety of others on the premises.

VI. Notice of Temporary Disruptions

QUFA will send out a notice if there is a planned or unexpected disruption of a facility or service persons with a disability use to access our services. The notice will be posted at the entrance of the applicable premises and on the home page of QUFA's website.

The notice will include the following information:

- That a facility or service is unavailable.
- The anticipated duration of the disruption.
- The reason for the disruption.
- Alternative facilities or services, if available.

6. TRAINING

QUFA will provide training, and ongoing training as required under the Standard, to all persons to whom this Policy applies.

A. Content of Training

Training will include:

- A review of the purpose of the Act and requirements of the Standard.
- A review of this Policy and any others related to accessibility.
- How to interact and communicate with persons with various types of disabilities.
- How to interact with persons with a disability who use an Assistive Device or require the assistance of a Service Animal or Support Person.

- How to use equipment or devices made available on our premises to assist persons with a disability to obtain, use or benefit from our goods and services.
- What to do if a person with a disability is having difficulty accessing our premises and/or services.

B. Timing of Training

Training will be provided to all persons to whom this Policy applies as soon as practicable after he or she is assigned the applicable duties.

7. FEEDBACK PROCEDURE

A. Receiving Feedback

QUFA welcomes and appreciates feedback regarding how it delivers services to persons with disabilities. Feedback can be provided in the following ways:

- i. In person at the QUFA office.
- ii. By telephone at 613-533-2151.
- iii. In writing to 9 St. Lawrence Ave., Kingston ON, K7L 3N6.
- iv. Electronically to qufa@queensu.ca or on disk.

B. Responding to Complaints

Where possible, we will respond to complaints within two (2) weeks of the date that the complaint is received. In certain circumstances we may be required to take more action to effectively address the complaint. In such circumstances the complainant will receive an acknowledgement that the complaint has been received within two (2) weeks and we will respond to the complaint as soon as is practicable thereafter.

8. QUESTIONS ABOUT THIS POLICY

For more information about this Policy or for questions regarding QUFA’s accessible customer service practices please contact:

Leslie Jermyn, Executive Director
 Tel: 613-533-3033
 Email: jermynl@queensu.ca

9. POLICY REVIEW

This policy will be reviewed annually by the Executive Committee and QUFA Council, usually at the Executive Committee Retreat or Council Training, but at least by the end of fall term.

2. Travel Information for QUFA Volunteers & QUFA Staff

Revised 2018 to reflect new CAUT per diem rates and staff changes

Approved by QUFA Executive 2018

Revised in the Staff Employment Policy, Approved by Executive and Council 2020

1. QUFA Travel Guidelines

The fundamental principle underlying these guidelines is that people should not be out-of-pocket for necessary expenses incurred while on QUFA business, providing such expenses are reasonable.

QUFA will not be responsible for undue charges. QUFA will pay for return transportation, including airport transfers, taxi or public transit fares, hotel accommodation and per diem prorated to the time away.

Payment of expenses is contingent upon submission of an Advance Travel Form, full attendance at the authorized meeting, submission of and expense claim and receipts where required, and authorization by the Treasurer or ED of the expenses incurred.

TRAIN: Book economy fares; business class is used only if you are travelling over a mealtime.

CAR: Mileage is reimbursed at the current CAUT rate of \$0.58/km.

PARKING: Parking may be claimed where necessary. Save receipts when available.

PUBLIC TRANSIT/TAXI: Use public transit when efficient and safe to do so. Taxi charges are allowable where necessary.

MEALS: QUFA follows CAUT's per diem rates which are currently: Breakfast \$21.90, Lunch \$22.15, Dinner \$54.40, Sundry \$17.30 = \$115.75/day. Only expense meals that were not otherwise provided at the venue or during travel. Receipts are not required.

HOTELS: When possible, reserve early using conference rates which are available for CAUT and OCUFA events. Receipts are required.

REGISTRATION FEES: Book as early as possible where early bird discounts are available.

MISCELLANEOUS: The following items will not be reimbursed: hotel services such as movies, mini-bars, laundry, etc., pet care, personal entertainment and refreshments.

2. Advance Approval For Travel

Your travel on behalf of QUFA must be authorized in advance by the ED or the Treasurer. To fulfill QUFA's obligations to our auditor, please fill out an Advance Travel form and bring it to our Administrative Officer. An Advance Travel Form is available from the QUFA website:

https://www.qufa.ca/wp-content/uploads/2022/06/Advance-Notice-of-Travel-June_2022.pdf

3. QUFA Reimbursement For Travel

Please submit your receipts attached to a list of all expenses that you are claiming with a date and your signature to the QUFA Office Administrator. An Expense Claim Form is available from the QUFA website: <https://www.qufa.ca/wp-content/uploads/2022/06/QUFA-Travel-Claim->

4. Travel Paid by OCUFA

For travel to some OCUFA events, arrangements are made with them through ocufa@ocufa.on.ca. They have different policies and forms for expense claims. Please see here for information: <https://ocufa.on.ca/members-area/expense-claim/>

5. Travel Paid by CAUT

Any expenses covered by CAUT will not be paid by QUFA; conversely, if you are attending a CAUT event for QUFA, expenses not covered by CAUT will be covered by QUFA following normal practices. More information can be found on the CAUT website:

<https://www.caut.ca/membership/resources-for-members/expense-claims>

i) CAUT Council

CAUT pays for one delegate's travel from each local Association per CAUT Council meeting. Normally QUFA's delegate is the President or Vice President and ED.

ii) CAUT Committees

If you have been elected to a CAUT Committee, your expenses will be paid by CAUT. Expense forms are provided on their website or at your committee meeting.

iii) CAUT Workshops or Conferences

QUFA pays for your attendance at CAUT Workshops or Conferences unless you are an organizer. If you are an organizer, you are likely a member of a CAUT committee in which case CAUT will cover your expenses.

3. Recording Member Attendance at QUFA Events

Approved by QUFA Executive and Council (as amended) 2013

QUFA invites Members to a variety of events each year. Some are required by the constitution and have quorum requirements for business to be conducted (Executive Committee, Council, General Meetings). Proper procedure dictates that we keep records of attendees at these meetings to demonstrate to any Member or auditor that quorum was met when decisions were made.

Other meetings are for information sharing or mobilization purposes (Annual Lecture, Socials). Any time a Member takes the time to respond to a QUFA callout, we should be aware of who they are and what drew them to us. In addition, all events require the expenditure of resources and so should be 'accounted for' in our records. Member completion of attendance sheets at non-business meetings will be voluntary and QUFA would retain these records in strictest

confidence.

MOTION: Moved that attendance records be kept for all QUFA events (formal or informal) to which general Members are invited. These records should include name, department/unit of work and contact information (email or work telephone). C. Christie; J. Morelli Carried

4. QUFA Distinguished Service Award Policy

Approved by QUFA Executive and Council 2013

QUFA will honour dedicated and long-serving Members or those who have gone above the call of duty with a Member appreciation award as follows:

Name: QUFA Distinguished Service Award

Frequency: Annual

Number of Awards:

- There are two categories of award:
 - one to acknowledge those with continuing appointments;
 - one for those on term contracts.
- There is no minimum or maximum number of awards. There may be years with no suitable recipients and others where we wish to honour a number of people (e.g., when a number of long-serving members retire or following bargaining).

Awards Committee: the Nominations Committee struck each January.

Process: In the same way that the Nominations Committee seeks candidates for committee positions, it will invite all active volunteers to suggest anyone they think ought to be considered for a DSA (by direct contact, Voices or other announcements). Nominators will complete the Nomination Form (see below). Nominations will be accepted from QUFA Members but staff are encouraged to suggest names. The Nominations Committee will submit its recommendations to the Executive Committee for final approval by March each year.

Criteria:

- The primary criterion is outstanding service to QUFA Members either over a long period of time or through intensive participation in specific activities like bargaining or strike preparation.
- The types of contributions that will be considered include:
 - committee participation/leadership;
 - alliance building on campus or in the community;

- leadership on particular projects of import to QUFA members (eg. pension analysis/reform);
- intense behind-the-scenes work to support more public activities; and,
- long-term and consistent contributions to QUFA’s mandate.
- Current or past Membership in QUFA.

The Nominations Committee will take into consideration the fact that Term Contract Members often take greater risks and make bigger sacrifices to participate when making its recommendations.

Outcome: Members selected to receive a DSA will be notified in advance of the Spring General Meeting and invited to attend the meeting where the Award will be presented. With the permission of DSA recipients, their names will appear in QUFA Voices and on the website.

Appendix A

QUFA Distinguished Service Award Nomination Form

Date: _____

Nominee Information

Name: _____

Type of employment contract:

- Continuing Appointment
- Term Contract
- Retired
 - Continuing Appointment
 - Term Contract
- Not sure

Unit or Faculty: _____

Nominator Information

Name: _____

Unit or Faculty: _____

Reason for Nomination

Please outline why you think this person should receive a QUFA DSA. Attach additional documents if necessary.

Nominator Signature

5. Campus Closure Policy

Approved by QUFA Executive and Council 2020

In the event that Queen’s University closes the campus for health and safety reasons, QUFA will suspend constitutionally necessary face-to-face meetings until they can be rescheduled on campus.

If the closure results in delays in necessary governance processes including but not limited to Executive Committee elections, budget or financial statement approvals, or constitutional reviews or revisions, the status quo will be assumed to prevail until required meetings can be convened. Constitutional deadlines will be in abeyance during the closure and for a reasonable period thereafter.

The sitting QUFA Executive Committee will continue to manage QUFA’s day to day business and any time sensitive matters using email and telephone communications during the closure.

8 HISTORICAL POLICIES

1. Policy on Accessibility

Approved at the SGM 2001

MOTION:

Given that,

1. Undergraduates in Ontario now carry, on average, a \$20,000 debt at graduation, while graduates carry debts of \$50,000 and up (in the professional programmes these figures are much higher);
2. Accessibility studies reveal declines of up to 9% throughout Ontario between 1991-1998 in enrollment of students from lower socio-economic backgrounds and it has been demonstrated that nothing even close to an adequate study of the full implications of rising tuition costs in Canada has been made;
3. Tuition increases have been used to meet shortfalls in public funding so that fees, as a share of Canadian university operating revenues, have increased from 11.6% in 1981 to 26.7% in 1999 and at Queen's the increase is from 15% (1981) to 28.2% (1999);
4. In a referendum of Queen's Arts and Science Students (Fall 2000), 91% of students, in a record turnout, opposed tuition deregulation;
5. QUFA has endorsed the Queen's Senate document "Accessible Education for Citizens and Leaders in a Global Society of the 21st Century," (March 30, 2000);
6. Canada endorses the UN Universal Declaration of Human Rights, which reads, in part: "Everyone has the right to education ... [and] higher education shall be equally accessible to all on the basis of merit.";
7. To rapidly move Queen's with its (CAN) \$350 million endowment toward an American model of a private university with an endowment of (US) \$8 billion is unfeasible;

It is moved that QUFA supports Queen's status as a publicly-funded university that shall be accessible to all students motivated and talented enough to enroll in any of the University's programmes;

That QUFA opposes additional deregulation of tuition that would lead to increased economic burdens placed on students, and to a further decline in accessibility in terms of both entry and retention of students;

That accessibility be defined in terms of affordability, without unmanageable debt for students independent of socio-economic background; and

That any studies of accessibility must include factors such as those linked to class, race and gender than may prevent potential students from considering Queen's.