

# FAUW Fall General Meeting

Thursday, December 5, 2024, M3 1006 & Teams  
12 to 2 p.m.

## Agenda

### 1. Welcome & Territorial Acknowledgment

### 2. Consent agenda (12:10-12:20)

**Motion to:** Accept the following items and written reports.  
Questions are welcome.

- 2.1. Fall General Meeting agenda
- 2.2. Minutes of 2024-04-09 Spring General Meeting\*
- 2.3. Minutes of the 2024-06-07 Special General Meeting\*
- 2.4. Reports\*

### 3. Presidential election results [Katy Fulfer] (12:20-12:30)

### 4. Officer reports

- 4.1.1. President [David Porreca] (12:30-12:50)
- 4.1.2. Treasurer [Leia Minaker] (12:50-13:00)
- 4.1.3. Auditor Report\* [rlb Accountants] (13:00-13:10)
  - 4.1.3.1. Approval of 2025/2026 Auditor (13:10 to 13:15)

**Motion to:** Approve rlb Accountants to perform the 2024-2025 audit

### 5. Authorization for an incremental FAUW Staff position [Porreca] (13:15-13:25)

**Motion to:** Authorize FAUW to create an additional FAUW position, and post and hire an additional staff person to support FAUW operations.

### 6. Bill 166 (OCUFA and CAUT action plans) [Porreca] (13:25-13:35)

### 7. Introducing the FAUW Strategic Plan 2023-2026\* [Porreca] (13:35-13:45)

### 8. Open feedback session

What do you want us to be working on? Are there concerns coming out of your department, school or faculty that we could help address? (13:45-14:00)

### 9. Adjournment

\* attached

# FAUW Spring General Meeting

**\*\* These Minutes are to be considered draft until they are approved at the Fall General Meeting 2024\*\***

Minutes of the Spring General Meeting Tuesday April 9, 2024, DC 1351 in person and Teams  
online  
12:00 to 14:00

12:03 called meeting to order by the Chair Katy Fulfer

Katy Fulfer – Chair

Nicole Burnett – Secretary

Michael Mouritsen– Parliamentarian

Message from the Chair to Teams participants to alert the Chair with hand raise, and to vote when directed.

Territorial Acknowledgement delivered by Chair.

## 2. Consent Agenda

2.1 Approval of Agenda

2.2 Minutes of 24 July 2023 meeting

2.3 Minutes of 07 December 2023 Meeting\*

2.4 FAUW Standing committee reports\*\*

2.5 FAUW representative and Joint University committee reports\*\*

Request to take out item 2.2 July 2023 meeting minutes from consent agenda. Motion approved.

Addition – motion to refer 2024/2025 general meeting chairs to the Board of Directors. Motion approved.

Motion to approve items 2.1, to 2.5, and the general meeting Chair decision to the Board of Directors. Motion approved 12:07.

Chair addressed the removed item 2.2 and invited discussion.

President: *Regarding the 24 July 2024 Special General Meeting, unfortunately, notes of the meeting were not taken. Votes were, however, tabulated on Teams. Those minutes are therefore only a record of the motions themselves as they were proposed, and the corresponding voting records. An appendix to the minutes provides details of the motions and their rationale. This is an expanded version of the material that was circulated in advance of the meeting.*

In terms of approving, it is in the state that they are in. This is what is available.

Chair requested any other comments?

- What was rationale for taking out of consent?
- President: To make the above statement

Chair call vote to approve minutes July 24, 2023, meeting minutes. Motion Approved.

### 3. Officer Reports

#### 3.1. President [David Porreca]

President David Porreca provided an overview of FAUW's Main activities and highlighted key issues accompanied by slides on FAUW's current agenda including;

- CAUT Francophone update: The report will be posted on the FAUW website
- 20 March OCUFA Advocacy Day: March 20, 2024. The President attended. This is where participants lobbied for Higher Education. The most traction was obtained with NDP & Green Party MPPs. Met with ridings Waterloo/Kitchener/Guelph/Scarborough. Shared the crisis higher education is in, and academics need funds as they are affecting education. The PC MPP was initially skeptical, then highlighted Auditor General reports and wasted funds that could be allocated to higher education. Quality of education is affected by job instability. President is encouraging participation from faculty.
- Bill 166: The President highlighted Bill 166 which includes policies to address Racism and Hate. Underneath is threat to academic freedom. The Bill is at the second reading. The powers granted to the Minister threatens autonomy. FAUW will share a statement and link to a petition.
- Bargaining: The Chief Negotiator was unable to attend so the report was read by the President on behalf of the Chief Negotiator. Arbitration was March 25. Final submissions were due April 9. Both parties submitted by April 8. There are no decisions yet. There will be updates with details as they become available. The President acknowledged the team and the work they did on this. FAUW is considering creating standing bargaining committee so that data is collected as it rises and they can get FIPPA as needed. This will ensure continuity of work throughout, not just assembled at times of bargaining. The current committee will remain as the first iteration. More information to follow as this progresses.
- Senate: The UW budget was discussed. There is a \$32 million deficit compensated with one time infusion of funds. Universities have \$293 Million deficit provincially.

#### Policy Highlights:

- Various members have been consulted following the policies 76/77 deal. This has highlighted fairness of workload across campus. The challenge is defining what a course equivalent is exactly in order to generate a fair means of distributing tasks.
- Conflict of Interest in hiring guidelines are still being discussed through FRC. The Dean acknowledged the process with FRC was not fully followed, and has addressed this, and it is almost resolved.
- P33 there is nothing to report since October, these discussions will start up again.
- Objective is to look at P45, which is the terms and conditions of Deans, transparency and accountability, and largely tied to budget.
- SentinelOne is a program being pushed forward by the University. The issue is that it is collecting data, it is foreign owned, and there is no control where that data it collects goes and for what purpose. FAUW has coordinated with other categories of employees (Staff Association, etc.) to protect the security of the data collected.
- Parking Changes were presented as having by addressed with FAUW. Largely due to the previous dysfunction in FAUW some of the opportunities to act earlier fell through

the cracks. These changes will have a good/bad effect on staff and faculty. FAUW were not adequately staffed to attend consultations.

- Faculty of Arts Re-Organization is on FAUW agenda, at the General Arts meeting it was noted that proposals are being submitted.

FAUW Staff: The President introduced the new staff who have been recently hired, and communicated that the Academic Freedom and Tenure Policy Officer position description is under review and will proceed to posting shortly. In order of hire date, the following were introduced.

- Sara Perkins, – Membership and Communications Officer since December 18, 2023
- Sydney Huong – Co-op student and President’s assistant since January 1, 2024
- Nicole Burnett – Executive Manager since March 4, 2024

Research Professors:

- Job descriptions are sufficiently different from tenure faculty and teaching faculty, FAUW can not represent research professors since they are not hired through the UARC hiring processes.
- These types of roles would not have the same benefits as others, and don’t fit into FAUW representation.

Governance Review:

- Now that FAUW has staff FAUW can now review the constitution.
- There are many layers to review, such as policy, guidelines, By-laws, procedures, and appropriate levels.
- All of this is on FAUW agenda to consider.
- This includes a review of peer institutions.

Council of Representatives:

- This Council is headed by the FAUW Vice President, and met March 20, 2024
- The goal is to have a representative in each unit.
- Vacancies on this, and other committees and need participation from members
- NEC will report on this

The Chair invited comments and questions for the President based on the President’s report. A summary of the Questions and Responses was provided by FAUW in a newsletter to all members in April 2024.

### **3. Officer Reports**

#### **3.2. Treasurer [Leia Minaker]**

##### **3.2.1 Budget**

- The Treasurer reviewed the Budget. In the Agenda package faculty received the previous budget approved at the Fall General Meeting, and an updated 2024-2025 Budget.
- The treasurer reviewed the areas with substantial differences.
- The change of \$15, 000 in interest to \$50, 000 is partly because carryover was added.

- Currently there is \$1M in GICs and \$400,000 was in a low interest account, it has been split into four 1-year GICs at a high interest rate to optimize investments at a low risk
- OCUFA fees were lower than budgeted.
- Course buyouts are significantly different as there are no planned policy committees for Policy 76/77, and negotiations, so less is required.
- Travel & Professional Development are increased. This is because there are two new staff, plus upcoming additional position to fill. Need to have the staff highly trained.
- New AF&T members and Equity members, the Chairs have requested to send these members for necessary training.
- Meeting and events budget has increased. This is to allow more in person gatherings with some food. This is important and related to the increase in donations and sponsorships.
- A process is being developed to allow different groups on campus to request funds from the Board to support the events and initiatives. In the past the Board has considered these on demand. The current Board, in order to increase transparency and engagement, will allow requests that align with FAUW objectives to apply for funds. More details to follow on the process.
- Some suggested events that would align with FAUW objectives would be those surrounding Academic Freedom and Tenure, Collegial governance, quality teaching and research, and advancement of human rights.

The Chair invited comments and questions for the Treasurer based on the Treasurer's report. There were no questions.

The Chair called a vote to approve the budget for May 1, 2024, to April 30, 2025. Motion Approved.

#### **4. Committee Updates**

##### **4.1. Board of Directors Election results [Simron Singh, Nominating and Elections Committee]**

- The written report includes the list of vacancies.
- Following the election, the faculties have elected Board members from the Faculty of Arts and the Faculty of Engineering.
- Three Board members were acclaimed, from Faculty of the Environment, Faculty of Health, and Faculty of Science.

##### **4.2. Salary Negotiating Team update [Kate Rybczyski]**

The Chair advised that this has been addressed in the President's Report

#### **5. Open Feedback Session**

What do you want us to be working on? Are there concerns coming out of your department, school or faculty that we could help address?

Ask Chair questions and Chair can direct as appropriate.

A summary of the Questions and Responses was provided by FAUW in a newsletter to all members in April 2024.

- Altay Coskun shared that a blog has started on the FAUW platform and has invited faculty to a monthly debate and discussion in Grad house on topics of academic freedom.
- FAUW in its work looking onto Conflict of Interest in Hiring may upon suggestion from faculty look further into student committees and what relevant policies there may be.
- FAUW shared upon a faculty question that the earliest expected date to share the results of the salary arbitration would be April 16, 2024
- Following a question FAUW reiterated that FAUW represents faculty whose term is longer than one year and has committed to engaging in talks at Faculty Relations Committee and with the Deans and advocating for financial plans that do not lead to layoffs.
- Following a question, FAUW advised that discussions about workload are underway. All components of the discussion (service, workload, what functions faculty should and should not be performing) will be pursued in parallel. {Discussions continued on the workload issue in relation to P76/77} FAUW reiterated that the investigation into the workload components are quite detailed. There will be further investigation into the best approaches to this, and the Council of Representatives will be engaged. Studying workload and equitable distribution is a task FAUW will continue to turn its attention to in the coming months.
- A discussion following a question occurred regarding SentinelOne and the University budget. Both items are ones that FAUW is paying close attention to and having ongoing discussions surrounding both issues and their impact on faculty.

The Chair addressed that feedback from faculty assists the Board to develop relevant and timely action plans. Feedback is encouraged.

## **6. Adjournment**

Motion at 13:33 to adjourn.

Adjourned at 13:34



# fauw

Faculty Association of  
the University of Waterloo

## FAUW SPECIAL GENERAL MEETING

Friday, June 7, 2024 – 12:00-12:30 online via Teams

### Minutes

**Chair:** M Mouritsen

**Recording secretary:** N Burnett

**Quorum reached as minimum 30 members hit**

The Special General Meeting was called to order at 12:00 by President D Porreca. FAUW President introduced the Chair, and Professional Parliamentarian M Mouritsen

The Chair read the instructions for the meeting and the motion, which was also on the screen of the online meeting. The text displayed:

- 1) This Special General Meeting is being called in response to a petition from 60 verified voting members of the Association, according to the FAUW constitution.
- 2) The motion for debate and the associated background materials are found in the meeting invitation from 3 June 2024. The Notice of Motion with background materials was circulated on behalf of the signatories to the petition and was not drafted, or edited, by FAUW.
- 3) A speaker's list has been started via email and the Chair will recognize members equally from those who wish to speak for or against the motion. Contributions will be kept to 2 minutes to ensure good representation from members. As required by rules of order, the mover of the motion will have the opportunity to speak first and provide closing comments if they wish.
- 4) For reasons of voting integrity, we will circulate via email an electronic poll through Simply Voting to all FAUW members immediately following this meeting. That electronic vote will close at 11:59pm today.

The motion as presented was displayed on the screen, and read by the mover J Nugent:

Be it resolved that FAUW, with urgency, will formally request to the University administration that it:

1. Retract its May 20, 2024 "Formal notice to end encampment and remove all structures"
2. Negotiate with the students in good faith; and
3. Uphold the core principles of freedom of expression on which our universities depend.

The speaker list was assembled in advance. The first and last to speak was the mover of the motion, and speakers alternated between those making arguments in favour of and against the motion. Each speaker was given a time of 2 minutes to speak and were invited to do so in a pre-established order.

Speakers against the motion:

- FAUW is not the correct place to have these discussions, FAUW should focus on working conditions
- The motion is politicizing FAUW, this will lead to deteriorating relation between FAUW and UW Admin
- There is an emphasis on Freedom of Expression, do not see this issue as Freedom of Expression as long as those involved are within the limits of law
- Freedom of expression does not equal freedom to trespass, and does not include hate speech
- This as attempt to get around FAUW's stance of political neutrality as this motion is worded to force FAUW to take a stance
- A view that #2 should be removed from the motion as it is a political stance, and no one should be forced to negotiate





- #3 of the motion is a view that should be respected; there is no connection between #1 and #3
- Individuals are denied entry to the encampment, which is fenced off, and denied opportunity to converse based on race and ethnic background, this is not an environment that supports opinion and thought
- The spokesperson is not a UW student, no idea who it is
- A vote in favour opens door for restrictions and violations at core of our academy
- A small fraction of the community is excluding the 40,000 students, 1500 faculty, 3000 staff

Speakers in favour of the motion:

- The narrow focus of the motion is to address how UW admin has reacted to students regardless of what the students are advocating
- The UW Admin is not being transparent
- This is an example of free inquiry, free expression, and inquiry is public dialogue that engages and challenges ones thinking
- Cannot allow arguments that challenge to be constructed as violence and hate
- A letter was sent to FAUW on behalf of Jewish Faculty Network that endorses the motion, the motion is not anti-Semitic
- Motions, BDS, encampment are legitimate nonviolent tactics
- Battle against antisemitism is vita

It was raised that the meeting went past the allotted time. There was a mover and a seconder to extend the meeting.

There was an objection to the motion to extend.

By a show of hands, the motion to extend the meeting did not pass.

G Lamont motion to call the question. R Mann seconded.

Chair advised that there will be an electronic vote by Simply Voting. The instructions for the vote were shared on the screen. Voting is open until midnight. The results will be shared on Monday.



All FAUW voting members can vote. All meeting participants were verified as members before admitting to the meeting.

The mover was asked for closing remarks.

The Mover asked about the recording of the meeting and whether it would be made available. The recording was started briefly in error at 12:09 and ended by 12:10pm, the meeting was not recorded.

Adjourned at 12:39





# fauw

Faculty Association of  
the University of Waterloo

## Reports

FAUW Fall General Meeting

December 5, 2024

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# FAUW Officers

## President

Submitted by: David Porreca

Date: November 26, 2024

### **Federal**

- CAUT update: I will fill this in orally, since the CAUT Council meeting is happening between when I'm writing this and FAUW's GM.
- Frank Graves, senior pollster for EKON, stated at the most recent OCUFA Board meeting that he has never seen such a gender division in Canadian voting intentions. If only women were voting, a federal election would yield a tossup between Liberals and Conservatives. If only men were voting, a crushing Conservative majority would be the result. The younger the voters, the more extreme the disparity.

### **Provincial**

- New leadership at OCUFA: Rob Kristofferson (my counterpart at WLU) is becoming OCUFA President in July 2025.
- Advocacy Day: Along with a team of local Faculty Association representatives (UW, WLU, UoG), we met with MPPs at the Ontario Legislature to lobby for higher education. Principally, breaking the deadlock on university funding was the primary ask.
- Pollster's observations on universities, ON political climate: The same Frank Graves mentioned that the roughly even split between Liberals and NDP provincially is playing into the Conservatives' hands. He also revealed that the public's trust in various institutions (e.g., politicians, the RCMP, legacy media, corporations) has been in sharp decline. Trust in universities has been declining as well, but less steeply. The only sector where trust has been growing has been in unions, especially in younger demographics (<30).

### **University of Waterloo (since SGM)**

Policy work:

- P12 - Bereavement and Compassionate Care Leaves, P57 - Accommodations: PDCs for both have renewed their activities of late and have multiple meetings scheduled before the end of the calendar year.
- P33 - Ethical Behaviour: Changes to this policy mandated by Bill 166 will be discussed specifically during the designated GM agenda item. New logistical support for PDCs has been put in place by the



Secretariat which is intended to speed up the process of policy development. The test cases for these are P12 and P57. P33 will be addressed thereafter in light of what is learned from the former two.

- P1 - University Policies: The university has been eager to open this policy this year, but FAUW has made it clear that until the backlog in policy development is cleared, we're not interested in opening this one (though we are open to doing so once the backlog has been cleared).
- Finalizing implementation of P76/77 changes: Processes and criteria for promotion to Full Professor are under active discussion.

Compensation, benefits and pensions:

- Arbitrated salary settlement: Salary negotiations earlier this year went to arbitration, and the Arbitrator (Kevin Burkett) opted for FAUW's proposal of salary increases.
- Health Care Spending Accounts (HCSA): In the Arbitrator's Award, an HCSA was awarded for faculty, but approval at the Pension & Benefits Committee (P&B) remains pending. The experience of and reputation attached to HCSAs at other peer institutions (and elsewhere) has been patchy. FAUW has been consulting with other employee groups to assess the level of interest in HCSAs among them, considering the "one plan for all" principle that underlies the functioning of the P&B.
- Employment Agreements & Letter of Understanding: Members (both Teaching Stream and newly hired colleagues) have raised concerns about various provisions in the Employment Agreements that those individuals have been asked to sign. Concerns concentrate around issues to do with academic freedom, intellectual property, and immigration status. During discussions at the Faculty Relations Committee, the administration has agreed to various changes to the language in the EAs on a going forward basis. At the time of writing, we are optimistic that the agreed-upon changes will be enshrined in a Letter of Understanding signed by FAUW and administration representatives that will avoid the need for each individual colleague to have to sign additional documents.
- University Pension Plan (UPP): There is renewed interest among UW administrators to examine the possibility of our institution's pension plan joining the UPP. Former UW people are in positions of authority within that organization which bolsters confidence in what they're doing, but joining is a one-way shift that must be considered with all due care. FAUW is eager to receive feedback from the membership about this prospect.

Other matters:



- Faculty of Arts reorganization: The new Dean of Arts has slowed the process of reorganization and appointed a Task Force that is examining how the reorganization is to proceed going forward. The Task Force is made up mostly of the Dean's Nomination Committee, along with a few additional faces. I am told on good authority that "everything is on the table". I suspect that dealing with the ongoing faculty budget deficit will loom large among the Task Force's considerations.
- Salary Anomalies Working Group (SAWG): The SAWG has completed its work on analyzing salary anomalies along racial lines, as mandated in the previous salary settlement. As this was a jointly agreed-to process, discussions with the Provost's Office are ongoing to determine next steps.

### **Internal to FAUW**

#### Staffing:

- New Academic Freedom & Tenure and Policy Officer: Sue Fraser (started July 29, hired from the Centre for Career Development in Organizational and Human Development).
- Potential new office & meeting spaces for FAUW & staff: Director Nasser Abukhdeir has taken the initiative to identify new spaces for FAUW offices and a meeting room. The longer-term objective would be to have a suite of offices & board room that would be contiguous.

#### Internal processes and procedures:

- Progress on Governance Review: Our internal working group has begun meeting to develop a new FAUW Constitution, by-laws, policies, guidelines, and procedures. We're involving CAUT in this process, as well as 5 FAUW past presidents in the gap analysis that will lead to new governance documents.

#### Membership Engagement:

- Upcoming FAUW-side Chats: Due to the upcoming Performance Review cycle for the vast majority of faculty members, we're considering re-jigging the schedule of upcoming FAUW-side Chats to have one dedicated to APRs and merit increases. Please stay tuned for news on this front over the next few days.
- Membership survey for prioritization: We're contemplating drawing up a list of ongoing issues and consulting the membership to rank them in terms of perceived priorities. This may not happen right away, but it's an initiative we want to launch prior to the next academic year.



## Treasurer

Submitted by: Leia Minaker

Date: November 26, 2024

Financial statements:

- See Independent Auditor's Report – RLB Chartered Professional Accountants, in meeting agenda package.

Updated budget:

As of Nov 1, 2024				
	a	b	a	a
BUDGET EXPENDITURE CATEGORY	Annual Forecast Total	2024-25 YTD Actuals	BUDGET	Forecast BUDGET Variance
Total Salaries & Wages	367,107.16	100,318.05	325,000.00	42,107.16
Total Course Releases	79,055.36	69,321.76	120,000.00	40,944.64
Total Office Expenses	15,625.75	6,948.01	14,500.00	1,125.75
Sub Total Professional Development	40,929.14	11,779.76	31,500.00	9,429.14
Sub Total Professional Fees	535,015.30	319,152.89	714,250.00	-179,234.70
Sub Total Meeting Expenses	12,659.13	2,408.83	12,100.00	559.13
Total Professional Services & Development	588,603.57	333,341.48	757,850.00	-169,246.43
Total Events	20,308.80	408.80	20,200.00	108.80
Total Sponsorships	95,596.82	18,225.00	88,000.00	-7,596.82
<b>TOTAL EXPENSES</b>	<b>\$1,166,297.46</b>	<b>\$528,563.10</b>	<b>\$1,325,550.00</b>	<b>-\$159,252.54</b>
<b>TOTAL REVENUE</b>				

Faculty Association Dues	May 1 to Oct 31	\$ 674,133.75
Investment Interest	May 1 to Oct 31	\$ 10,424.36
Total Revenue		\$ 684,558.11
Less Total Expenses		\$ 155,995.01

Discrepancies:

- Salaries are higher than budgeted. With full staff complement, forecast for next year will be accurate.
- Professional fees much lower: mainly due to lower legal fees than budgeted.
- Higher office expenses: new staff with little leftover supplies, new computer workstations for staff.

Sponsorships:





- In the Spring, you approved \$55,000 for member-led events and sponsorships: See [uwaterloo.ca/faculty-association/get-involved/donations-and-sponsorships](https://uwaterloo.ca/faculty-association/get-involved/donations-and-sponsorships)
- FAUW has supported 5 events so far since May 2024:
  - Academic Freedom and Aid for Palestine event
  - Workshop on Generative AI in Writing and Communication Instruction
  - Film Screening and Discussion: My Tree – The Environment, Human Rights, and Peace-building in Palestine and Israel
  - Grassy Narrows River Run/Solidarity Walk
  - 21<sup>st</sup> Annual Pow Wow
- We still have \$48,125 left, so please do apply if you have an idea!

Going forward:

- Monthly budget reviews with Treasurer and Executive Manager.
- Quarterly budget reports to Board.
- GICs maturing in 2025: determining where to re-invest.
- Anticipate being under budget by end of fiscal.

## FAUW Board standing committees

### Academic Freedom and Tenure Committee

Submitted by: Lori Curtis, AF&TC Chair

Date: November 18, 2024

The Academic Freedom and Tenure Committee (AF&TC) continues to address an extensive range of issues facing faculty members to ensure fair, respectful processes are upheld within the University. We are currently working on Policy 33: Ethical Behaviour complaints, workplace investigations, discipline, tenure and promotion, and accommodation cases. AF&TC has assisted more than 60 faculty members in new and/or ongoing cases since reporting in the spring. A case can range from a meeting to offer advice to a faculty member on how to interpret a particular policy or to apply for accommodations to support for a member in a possible disciplinary case which may take months, to assisting a faculty member in a Policy 33 investigation which can take many months (a few cases are stretching into years now).

We continue to draw from our dedicated and outstanding AF&TC members, senior faculty who work closely with members as their



academic colleagues. As reported in the Spring, our ranks had shrunk with faculty and staff taking leave and/or resigning from the committee. I am happy to report that Sue Fraser began as our AF&T and Policy Officer in July and has been working diligently to get up to speed in her new position. Renewing our committee, also a top priority, has been more difficult but some strides were made with some members returning from leave, a new member joining, and a few faculty showing strong interest in joining in the new year. If you are interested in joining the committee or hearing more about it, please reach out to the FAUW NEC or the AF&T policy officer ([fauwaft@uwaterloo.ca](mailto:fauwaft@uwaterloo.ca)).

Policy 33 cases continue to grow, become more complex, and take substantial amounts of the faculty members' and their AF&T colleague's time; resulting in substantial stress for involved faculty members. Investigations take longer as administration relies more heavily on external bodies to perform them with little regard for timelines. Investigation reports, once received, seem to languish while, we assume, decisions are made around how to handle them. AF&TC has attempted to push administration to improve timelines under the principles of natural justice spelled out in Policy 33 and the University's own procedural rules in their workplace harassment documents [University of Waterloo Workplace Harassment Program](#) with little success. Clearly, more specific processes and timelines, such as those laid out in the MOA (section 9), need to be put in place if reasonable timelines are not going to be upheld.

AF&TC members supported faculty through last year's Tenure and promotion (T&P) processes (the last case wrapping up in July) and are now assisting members with this year's process (DTPCs started meeting in the last few weeks). T&P cases, historically the majority of AF&TC cases, have become less frequent in recent years as faculty members and committee members understand and abide by Policy 77. A well-attended workshop on applying for renewal and tenure was held in early May 2024 and more are in the works, please stay tuned.

## Compensation Strategy Committee

Submitted by: Michael Wallace

Date: November 9, 2024

This new standing committee will research issues related to salary and compensation to support and inform the compensation negotiating team.



A Terms of Reference document for this committee is currently being developed, and Dave Tompkins has kindly agreed to join the committee. We have been involved with the passage of the Healthcare Spending Account (HCSA) benefit negotiated in our Memorandum of Salary Settlement (MoSS) through the University's Pension and Benefits Committee (P&B).

## Council of Representatives

Submitted by: Graham Murphy

Date: November 14, 2024

The FAUW Council of representatives met three times in 2024. Agendas for these meetings were as follows:

April 20, 2024:

- Board updates: FAUW staff hiring; new Academic Freedom and Tenure (AF&T) Committee Chair; salary negotiations; Faculty of Arts reorganization; P76/77 wrap-up; 2024 Board director election update; governance review
- Peer review of teaching presentation - George Lamont
- Group discussion about being a Council Rep: Appointment processes, responsibilities, communication, etc.

May 7, 2024:

- Nominating and Elections Committee (NEC) report - Katy Fulfer, NEC Chair
- Spring General Meeting (SGM) follow-up
- Up-coming Salary Negotiations Town Hall
- FAUW General Meeting dates: Decision to consistently hold all Fall and Spring General Meetings on the 2<sup>nd</sup> pre-exam study day, to eliminate teaching and meeting conflicts
- Workload/courseload environmental scan: FAUW is looking to undertake a scan across the various departments and Faculties to collate data on how courses are counted in each area, and gain perspective on the many types of courses taught by members

October 17, 2024:

- Introducing Sue Fraser, AF&T and Policy Officer
- FAUW presidential elections - Katy Fulfer, Chair, NEC



- Board updates: Employment agreements (EAs); Childcare Working Group; Healthcare Spending Account (HCSA); FAUW Strategic Plan
- Policy development: P12, P57 and P33: Discussed a pilot program where University Secretary staff would support PDCs by writing the policy terms that have been agreed to by PDC members. The goal is to streamline the writing process, without taking agency away from any group to approve/reject the outcome.
- Course Perception Survey (CPS) comments distribution: Discussed in general terms representatives' thoughts on student CPS comments being available to Chairs/Directors/Deans. Opinions varied as to the value of these comments, and further discussion was warranted.

All Council of Representatives meetings conclude with a feedback and Q&A session.

## Equity Committee

Submitted by: Zack Cramer and Kelly Anthony

Date: November 21, 2024

The Equity Committee (EC) convened today, November 21, for the first time since our appointment as co-Chairs. Our primary focus is restoring the EC to full functionality while fostering an environment where all members feel heard, respected and valued. Monthly meetings are set to resume in January.

In the coming weeks, we will finalize plans to recognize the 2024 Equity and Inclusivity Award recipient at a ceremony tentatively scheduled for the end of January. Additionally, there is interest among members in commissioning a mural in Hagey Hall as a symbol of inclusivity, in response to the hate-motivated attack in June 2023.

As co-chairs, we have also discussed potential new initiatives for the EC, such as supporting the Black Excellence and Indigenous Excellence "cluster hires," which we will present to the committee for consideration in the new year.

## Nominating and Elections Committee

Submitted by: Katy Fulfer

Date: November 21, 2024

Thank you to all the members who nominated candidates and voted in the FAUW Presidential elections. If you are reading this report prior to



election ending, you have until December 3 at 1:30 pm to cast your ballot! [Learn more about the candidates](#). Email [fauw@uwaterloo.ca](mailto:fauw@uwaterloo.ca) if you have difficulties with accessing the ballot.

FAUW is currently looking for a sabbatical replacement for the 2025 calendar year on the Research Data Management Institutional Strategy Working Group. Please submit a statement of interest by December 13. [Learn more or put your name forward](#).

In Spring 2025, we will be seeking candidates for several Board positions: Four directors-at large at a Director from the Faculty of Mathematics. Stay tuned for more details.

## Teaching Stream Faculty Committee

Submitted by: Peter Wood

Date: November 14, 2024

*Note: With the implementation of the Policy 76/77 changes on September 1, 2024, this committee – formerly the Lecturers’ Committee - has been renamed to the Teaching Stream Faculty Committee.*

The committee was busy with several items since our last General Meeting, including:

- issues and concerns regarding the implementation of the P76/77 revisions
- changes to ADDS status and the effects on Teaching Stream Faculty Members
- updates to the committee’s Terms of Reference

The committee has begun work on a survey of all teaching stream faculty members on what the primary goals for the committee should be going forward. We hope to complete that work soon.

## FAUW working groups

### Childcare Working Group

Submitted by: Nasser Abukhdeir

Date: November 26, 2024

A working group was formed in August 2024, following a FAUW-side Chat on the topic, with the goal of assessing current childcare services and capacity, make recommendations to the FAUW Board for the future of



daycare services for all members of the campus community (faculty, staff and students), and advocating for tangible support from the University for expansion of childcare opportunities for the campus community, including faculty.

A survey to collect information will be sent to all stakeholder groups shortly, with the goal of producing a report in Winter term.

## Compensation Negotiating Team (2024-2027 settlement)

Submitted by: Kate Rybczynski

Date: November 21, 2024

Our Compensation Negotiations for 2024-2027 concluded in April, with the decision of Arbitrator Kevin Burkett to select FAUW's final offer (see [Salary Settlement Award](#)). The Negotiations Team worked diligently to obtain a fair outcome and a key aspect of this was to provide transparency to members (see [Arbitration Briefs](#)). Transparency will be increasingly important in future rounds, as it critically supports better negotiation outcomes. Further supporting improved negotiations, and the work of the negotiation team, FAUW is forming a standing Compensation Strategy Committee for compensation negotiations, such that the preparatory tasks (e.g. collecting data to determine the bargaining mandate, and support negotiation efforts), are on-going. If you are interested in serving on this committee, please [submit an application](#). Michael Wallace has taken over the role as Chief negotiator (many, many thanks!) and will also be chairing this new committee.

## Hagey Lecture Committee

Submitted by: Jeremy Pittman

Date: November 21, 2024

We hosted Wanda Dalla Costa on November 12 and 13 for the 2024 Hagey Lecture. Dalla Costa provided an engaging lecture on "Decoding meaning in Indigenous design," and participated in two side events during her stay: one with the Association of Graduate Planners (AGP) and one with the Waterloo Architecture Student Association (WASA). The main lecture had approximately 125 attendees, the AGP event 15 attendees, and the WASA event 150 attendees.

The Hagey Lecture Committee is currently seeking three new members and will begin planning the 2025 lecture in January.



## Salary Anomaly Working Group

Submitted by: Kate Rybczynski

Date: November 21, 2024

The Salary Anomaly Working Group that was tasked to investigate potential race and Indigenous based salary inequities has completed their analysis and submitted a report to the FAUW President and the Provost. Plans to communicate the results of the analysis (and the decision of the FAUW President and Provost), and to engage with the community once the report is released, are in the works.

Throughout the process, the co-chairs of the Working Group consulted with IAP, Office of Indigenous Relations, the Equity Unit and Anti-Racism Unit of the Office of Equity Diversity, Inclusion and Anti-Racism, and FAUW's Equity Committee. We also heard from faculty members who directly reached out to the group. We are grateful for this input as it has provided important guidance and informed both the methodological and data decisions. The data and analysis were substantially more complicated than anticipated, and we appreciate your patience as we completed the work. We look forward to sharing the results with you.

## University committees

### Advisory Committee on Traffic Violations and Parking

Submitted by: Steffanie Scott

Date: November 12, 2024

At the June 2024 meeting a summary of the pros and cons of various tech options available to implement the first come, first serve (FCFS) plan:

- No tech support option would enable FCFS sooner
- Signage at lots indicating availability vs on the main roads
- Signage at Staff/Faculty/Visitors lots accessible via Ring Road vs all campus lots
- Signage only vs signage and mobile app - discussion re app and safety/privacy issues
- Use loops to monitor accessibility with signage to indicate available space in lot – loops count in/count out. Signage would have to be installed to work with loops



- Eleven X Sensors in each stall – app would advise of available spot, could be impacted by weather and implementation would cause large disruption in parking lots
- Committee advised that a campus-wide shuttle service will not be implemented this summer, but that work was underway for the future.

#### Committee concerns:

- Wondered about the need for tech support - Feel that the community will adjust to the new system and after first few weeks will adjust to looking for parking
- Cost of signage
- Cost of app plus danger of use while driving on Ring Road
- Cost of loops and signage
- Cost of Eleven X Sensor
- The campus community have raised concerns with their associations that they were not consulted on the changes being considered or the price increase
- Committee members expressed they felt that the No Tech support option was the best option and tabled the idea of each sending a survey to their members. Sharon R suggested the questions be developed by Sustainable Transportation and sent by the various association representatives to their groups to get their input. This survey should describe the options and how the costs would impact their parking fees.

#### Survey to employees would include options (with costs involved):

- No tech support - Sustainable Transportation would continue policy of sending email campus wide when there is an event that impacts availability of parking
- Signage at lots indicating availability
- App
- Loops (would be implemented as a minimum)

New draft Terms of Reference were presented – Parking Advisory name will be retained, as the focus is operational. Sustainable Transportation Planning Committee is now a separate committee with a strategic focus until the Sustainable Transportation Plan is developed, then the two committee would be merged.





## Copyright Committee

Submitted by: Douglas Harder

Date: November 20, 2024

Generative artificial intelligence:

In response to the Canadian government's October 2023 consultation on "Copyright in the Age of Generative Artificial Intelligence," University of Waterloo submitted its perspectives by January 15, 2024: [University of Waterloo response to the Consultation on Copyright in the Age of Generative AI](#). Here, we emphasized the necessity of balanced copyright laws to foster access to information, advance knowledge, and support technological growth; and highlighted the diverse approaches of our researchers in developing artificial intelligence (ai) systems, influenced by factors such as copyright considerations, funding, and international collaborations.

In December 2023, the Canadian Association of Research Libraries (CARL) also submitted a response: [CARL response to the Consultation on Copyright in the Age of Generative AI](#). CARL emphasized the need for clear guidelines on authorship and ownership of AI-generated works, advocating that such works should not receive copyright protection due to the lack of human creativity involved; and called for a statutory provision to confirm that text and data mining (TDM) does not infringe copyright, thereby facilitating research and innovation.

A full list of submissions to the Government consultation is available: [Submissions to Canadian government Consultation on Copyright in the Age of Generative AI](#). The Government has not responded, nor have they proposed changes to the Copyright Act.

Copyright and Indigenous knowledge:

We continue to acknowledge that copyright and Indigenous knowledge merits discussion. The committee is continuing to investigate this and hopefully will make some recommendations. While university researchers working with Indigenous collaborators and knowledge are already aware of many of the issues, as a personal comment, and a personal comment only, not meant to reflect on the opinion or beliefs of the committee, other university members may be interested in some of the issues that must be considered:

1. Seeking permission and collaborate with Indigenous communities, ensuring that Indigenous knowledge is shared respectfully.
2. Recognizing that traditional ownership and cultural protocols must be respected, as Indigenous knowledge often falls outside conventional



copyright frameworks, as it is often collectively owned, rooted in oral traditions, and culturally specific, lacking the individual authorship and fixed form typically required by copyright law.

3. Acknowledging Indigenous contributors as partners, not just sources.

The Government of Canada is currently suggesting an amendment to the Copyright Act that would recognize and respect the unique status of Indigenous heritage and allow Indigenous peoples to maintain control over how their cultural expressions are used, shared, or adapted, safeguarding their integrity and significance. If this moves forward, we will notify our instructors and researchers.

Changes to the Copyright Act:

Two amendments have been made to the Copyright Act:

1. Bill C-244 amended the Copyright Act to support the “right to repair,” allowing individuals to bypass digital locks on devices and equipment for the purpose of repair. It aims to increase consumer choice, reduce electronic waste, and improve access to affordable repairs. For example, if my understanding is correct, a university researcher working in electronics or engineering may need to repair specialized lab equipment that has digital locks preventing modifications or repairs. With this change, the researcher could now legally be able to bypass these digital locks to repair the equipment, enabling continued research without needing to purchase expensive replacements or rely on manufacturer services.
2. Bill C-294 amended the Copyright Act to facilitate interoperability, enabling people and businesses to modify digital products so they can work with other equipment or systems. It supports innovation and flexibility, especially in sectors that rely on integrating different technologies. Again, if my understanding is correct, as an example, a researcher might need to integrate software from one type of equipment (e.g., a drone) with data from another (e.g., sensors) to conduct experiments, and with these changes, that researcher can modify these digital systems.

Online copyright modules for students:

An online collection of modules introducing students to copyright is now available at the University of Waterloo library web site: [Copyright Basics for Students](#). If you’re not already aware, the library has hundreds of such learning modules viewable at the library’s [Online Learning Object Repository](#), including a recent addition of an [Overview of Generative AI](#).



Fair dealings and copyright decision making:

If, as an instructor, you have questions about copyright, please see the [guide for instructors](#). If you have any questions about fair dealings, or copyright issues in general, please contact [copyright@uwaterloo.ca](mailto:copyright@uwaterloo.ca). [Universities Canada](#) is taking on a project of working on revisions to the fair dealing guidelines regarding the use of copyright material in the context of educational copyright practices. The University currently uses the guidelines developed by the Association of Universities and Colleges Canada (Universities Canada predecessor). At Waterloo they are called [Fair Dealing Advisory](#).

Instructors and researchers are encouraged to avoid loopholes around fair dealing such as:

1. Consider avoiding copying chapters from different editions of the same book to bypass the Fair Dealing or Library license limits, as each chapter technically appears in a different "book."
2. Similarly, using an anthologies to bypass limits, as copying a work from an anthology may represents less than 10% of the complete anthology, even if it would exceed limits if copied from the original source.
3. Using a license clause that allows sharing among scholars to distribute content within a learning platform (e.g., LEARN), which extends beyond the intended use. Such clauses are generally included to allow researchers to share articles, book chapters, or other resources with colleagues, typically within the same institution or among a limited network of academic collaborators, without violating copyright restrictions. Using such a clause to share such resources with an entire class (that is, considering students in a course to be "academic collaborators") likely violates at least the spirit of such a clause.

Perceived abuse of such fair dealings may result in legal action by copyright holders and prescribed limits that may, in the future, impose limitations and potentially further administrative burdens of legitimate sharing of copyrighted material by researchers and instructors.

For your interest, consider copyright decisions using the concept of a "[reasonable person](#)." Here is a suggested description of such an individual by David Lametti, a former Minister of Justice and Attorney General:

"A reasonable person is someone who is prudent and shows care for those around them. They think before they act, and where they see a risk of harm to others, they try to prevent it. . . . a reasonable person . . . would want to know what the potential



effects are—both good and bad—and would also take steps to minimize risk where they see it. The legal duty. . . is not based on his or her personal characteristics, but rather by the nature of the activity and the circumstances surrounding [their] failure to take the requisite care. These circumstances do not personalize the objective standard; they contextualize it.”

Such a “reasonable person” is a standard often used in law to determine if someone acted with sufficient care:

1. A reasonable person is prudent, cautious, and considerate of others; thinking before acting, especially when their actions might affect others, and they take steps to avoid causing harm.
2. A reasonable person seeks to understand the potential effects of their actions, both positive and negative, and actively tries to minimize any foreseeable risks.
3. The reasonable person standard is objective, meaning it doesn’t depend on the specific characteristics of the person in question (e.g., their personal beliefs or abilities). Instead, it considers how a typical person, in similar circumstances, would act with due care and caution.
4. The specific context—such as the nature of the activity or the conditions present—helps define what “reasonable care” would look like in that situation.

Legal cases:

In the case of *Blacklock’s Reporter v. Canada (Attorney General)* 2024 FC 829, the Federal Court ruled that government departments sharing subscription passwords to access Blacklock’s content did not constitute copyright infringement. The Court determined that such sharing was protected under the fair dealing provisions of the Copyright Act, as the materials were used for research purposes. Additionally, the Court found that passwords and paywalls are not considered technological protection measures (TPMS) under the Act, and therefore, sharing them did not violate anti-circumvention rules. That said, this determination relied heavily on the lack of availability of an institutional license. This means it is difficult to replicate the context of this case at Waterloo.

This case is being appealed by Blacklock’s to the Federal Court of Appeal. Given the appeal and the highly context-specific nature of this case, it is not recommended to change copyright practices regarding passwords and TPM circumvention at present.



## Employee and Family Assistance Program Committee

Submitted by: David Mather and Sue Fraser (FAUW staff)

Date: November 19, 2024

### Background:

- As part of the Employee and Family Assistance Program (EFAP), as per Policy 67, eligible UW employees and dependent family members have access to a range of health and wellness services through our EFAP's current third-party provider, Homewood Health.
- UW's EFAP Committee monitors the implementation of this program. The committee includes representatives from employee groups (FAUW, CUPE, Staff Association), administration (HR), and services (Campus Wellness)
- Detailed information about services available and options for access are provided here: [uwaterloo.ca/employee-assistance-program](https://uwaterloo.ca/employee-assistance-program)

### Recent updates:

- Sue Fraser (FAUW staff) joined the committee as a new FAUW representative in October 2024.
- The committee met on Nov 4, 2024 to review the 12-month program utilization report (Sep 2023 to Aug 2024) prepared by our service provider, Homewood Health. The recent utilization rate was similar to the previous 12-month period. There were no significant general issues of concern.

### Contact information:

FAUW members are invited to provide confidential feedback about EFAP services to your FAUW representatives, [David Mather](#) and [Sue Fraser](#), or any other [EFAP Committee](#) member.

## Joint Health and Safety Committee – Architecture

Submitted by: Marie-Paule Macdonald

Date: November 21, 2024

The JHSC (also referred to as the Safety) Committee has been meeting regularly on a quarterly basis (members: Kate Windsor, Kelsey Richardson, replaced by Stephanie Roman in late Spring 2024) Michael Syms, Heinz Koller, and M.-P. M.).



Many of the items addressed in the meeting are routine and regularly scheduled review of safety practices, guidelines, updates and regulations, and documents for review.

Many of the inspections and related events reported and recorded concern small infractions that have been noted and corrected.

For example, doors propped open (i.e. with a brick or rodent trap) materials temporarily stored, or exits obstructed by an object, or piece of furniture, or an area that needs clear access blocked, by someone, often a student.

During the July 25 meeting it was noted that photographic chemicals were unlabelled and labels are needed, otherwise the photographic chemicals would be removed, as was the case.

It was noted that Annual program reviews led to minor changes.

A notable topic in the April 25, 2024, meeting was the protocol for Working at heights presented by Kate Windsor. The fall protection is highly relevant for ladder use considering the high ceilings in the Architecture building.

## Joint Health and Safety Committee – Health Sciences Campus

Submitted by: Praveen P Nekkar Rao

Date: November 20, 2024

The HSC JHSC meets four times every year (members: Trenny McGinnis, Lisa Walsh, Isabelle Ray, Doug Dye, Antoine Hakim, Tuesdae Stone, Monica Tudorancea and Praveen P Nekkar Rao). During the meetings University safety programs, documents, policies, procedures and monthly safety inspection reports are reviewed. The HSC JHSC carries out safety inspections at the School of Pharmacy and the Optometry Clinic (including labs and office space). If safety issues are noted during these inspections, responsible supervisors are contacted to take corrective actions. This year the number of incident reports were minimum which were minor. They were addressed and resolved.

## Pension and Benefits Committee

Submitted by: James R. Thompson

Date: November 21, 2024

Financial status of the Pension Plan:



The pension fund is in a surplus on a going-concern and solvency basis, and in a deficit on a risk-free basis. The size of the surplus/deficit (assets minus liabilities) varies with how it is measured (deficits in parentheses):

	<b>12/31/23</b>	<b>03/31/24</b>	<b>06/30/24</b>	<b>09/30/24</b>
Assets (\$ millions)	2,416.3	2,555.6	2,595.7	2,737.9
<b>Going Concern Basis</b>				
Surplus (\$ millions)	45.9	17.1	24.8	136.5
Assets/Liabilities	101.9%	100.7%	101.0%	105.2%
<b>Risk-Free Basis</b>				
Surplus (\$ millions)	(769.0)	(599.3)	(553.5)	(500.7)
Assets/Liabilities	75.9%	81.0%	82.4%	84.5%
<b>Solvency Basis</b>				
Surplus (\$ millions)	228.1	384.9	403.5	427.3
Assets/Liabilities	110.7%	117.7%	118.4%	118.5%

Alongside the solvency basis, the going concern basis is used by regulators to determine any required extra contributions that UW must make to the pension plan. Conceptually, it analyses the plan’s funded status under the assumption that the plan will continue to operate indefinitely. On the other hand, the solvency basis assumes that the plan immediately stops as of the valuation date. It is in place to test whether the plan has sufficient assets to provide an immediate payout of all benefits that have been earned up to the valuation date. The risk-free basis does not have regulatory implications - it provides an estimate of how much the plan’s investments must make by taking on risk rather than simply investing in risk-free government bonds to pay the plan’s liabilities. It is a figure that is calculated by asking the question: what would happen if instead of holding risky assets, we held only risk-free assets?

Our Assets increased in value each quarter as shown, which followed general market increases; however, our overall investment returns underperformed our benchmark.

Benefits update:  
Benefit changes include: 1) Implementation of gender affirmation coverage for those with a diagnosis from a medical doctor or nurse



practitioner of gender dysphoria, 2) Nurse practitioners now are considered eligible prescribers of covered medical equipment, 3) Adoption of GreenShield's biosimilar transition program.

At our November meeting, the committee voted in favour of maintaining the current maxima of extended health and dental benefits, effective January 1, 2025.

## Policy 12 (Bereavement and Compassionate Care Leaves) Development Committee

Submitted by: Lori Curtis

Date: November 27, 2024

This is a new policy, initiated through our salary negotiations process in early 2021. The [minimum benefits](#) to be covered under this policy already came into effect May 1, 2022.

Progress to date: In January 2023, the PDC submitted responses to questions on the original policy draft to FRC/SRC. After waiting almost a year for the FRC/SRC response, which is dated November 2023, the committee was scheduled to begin meeting again early in 2024. The reorganization of the Secretariat in the early spring caused cancellations of meetings and further delays making progress on the drafting of the policy.

The PDC began meeting again at the end of September 2024 and is now reviewing the FRC/SRC comments on the policy draft.

## Policy 57 (Accommodations) Development Committee

Submitted by: Jay Dolmage

Date: November 21, 2024

In January 2023, PDC 57 submitted the second draft of policy 57 for comments from SRC and FRC.

Between late 2023 and early 2024, PDC 57's liaison with the Secretariat left the university. No one from the Secretariat informed the Chair. The Chair queried the Secretariat after no responses, received a reply several weeks later, and 3 months after that, a new liaison was appointed (end of June 2024).





The new liaison then queried SRC and FRC regarding the long delay in receiving feedback; by that point, PDC 57 had been waiting for that feedback for 18 months.

Nearly 22 months after submitting the draft to SRC and FRC, PDC 57 received the feedback and could begin the final discussions and draft.

Since receiving comments, PDC 57 has met several times and will meet several times more ahead of the winter break as we draft the final version.

The appointment of Dr. Jennifer Gillies as Associate Provost, Campus Support and Accessibility impacts this Policy, as one of its key recommendations was a "Central Office" and "Central Officer" to handle accommodations. Dr. Gillies attended one of our meetings for a discussion on that matter.

As of 21 November 2024, we have reviewed most of the comments and are determining the structure and focus of what will be the final submission through normal procedures for the University and stakeholders to eventually vote upon. We anticipate this wrapping up in the first half of winter term 2025, if not sooner.

After many years of hard work, the PDC can see the finish line on this very important policy.

## Sustainable Transportation Planning Group

Submitted by: Judith Ann Koeller

Date: November 21, 2024

It takes a great deal of long-range planning to get thousands of people to and from our campuses each day. From 2024 to 2025, UW is developing its first institutional [Sustainable Transportation Plan](#). The Sustainable Transportation Planning Group supports transportation initiatives for campus members, such as [discounts for employees on Grand River Transit](#), [carpooling \(with an Emergency Ride Home Program\)](#), [bike lockers and cage](#) and [EV Charging](#).

Thank you to all who completed the Sustainable Transportation survey in November.



Results from the survey will be used to gain a better understanding of the patterns of travel to campus, what modes of travel are being used, and how improvements can be made to support various transportation choices. The survey results will help influence the University's Sustainable Transportation Plan.

#### Purpose:

The Sustainable Transportation Planning Group was formed in Spring 2024 as a time-bound group to advise on the development of the University's first Sustainable Transportation Plan (STP). The group consists of a mix of staff, students, and faculty, and will help with providing strategic insight into the development of the plan, including providing ideas and comments, reviewing draft materials, helping with relevant data collection, and liaising with respective constituencies during consultation efforts. The Group provides this advice and feedback to a core project team from the Sustainability Office, Facilities, and Sustainable Transportation.

Note that this Group is distinct from the Parking Advisory Committee, which is focused on more specific operational activities and changes related to parking. Activities of the STP Group are more focused on longer-term direction setting and planning of transportation, which while inclusive of parking, will not be looking at day-to-day parking management or systems decisions.

#### Objectives:

Recognizing the significance of transportation choices and systems to the University, including the cost of parking and vehicle infrastructure, health and wellbeing benefits, environmental outcomes, and safety and accessibility considerations, the objectives of the STP include the following:

- Improving the quality of and removing barriers to sustainable transportation options to enhance employee, student, and stakeholder wellness and satisfaction
- Optimizing effective and efficient use of university assets, including land, parking lots, and fleet
- Effectively delivering core operations and logistics
- Reducing greenhouse gas emissions and environmental impacts from commuting and fleet
- Strengthening safe and accessible use of the campus for all users

#### Scope:



The Sustainable Transportation Plan is meant to cover the following four scope areas:

1. **Commuting:** Relating to efforts to improve choices and quality for students, employees, and visitors to travel sustainably to/from the campus.
2. **Movement/Circulation:** Relating to efforts to move people and goods around and between campuses, including walkways, roadways, and shuttles.
3. **Fleet:** Relating to efforts to decarbonize and ensure efficiency of University-owned vehicles.
4. **Parking:** Relating to efforts to provide efficient parking that aligns with sustainable transportation directions and campus goals/needs. Note, again, that this planning process is looking at longer-term direction setting and strategic considerations, not at immediate implementation of specific operational changes to parking systems.
5. Within each of these areas, the STP will have policy, infrastructure, programs/services, and engagement considerations.

Project timeline:

The following are the major project phases and activities:

- May 2024 - Project Initiation: confirm project plan, timelines, resources, and populate Working Group
- June-Sept 2024 - Research and background review: including literature, peer review, municipal plans, other context
- Oct 2024 – Jan 2025 – Consultations: including workshops, open houses, Fall 2024 survey, and any targeted partner and user engagement
- Nov 2024 – Mar 2025 - Ideation and development: Including action and initiative identification, modelling, and preliminary cost-benefit analysis
- Mar – May 2025 - STP drafting: development of final document and communication materials
- +May 2025 - Approvals: through various University committees and groups.

Progress:

The STP Group first met in July and has since had three meetings, providing input on the project charter, the preliminary research review, and approaches to consultations. The Group recently participated in a barrier identification exercise that can complement feedback received from wider University consultations and engagement efforts.



The Fall 2024 Travel Survey was also recently completed, providing an opportunity for members of the campus to share feedback on both how they currently travel to and from campus, and the challenges and opportunities that they may experience. In early 2025, the Group will be reviewing feedback received from the campus community to help inform recommended directions and actions.

## Research Data Management (RDM) Institutional Strategy Working Group

Submitted by: Joel Dubin

Date: November 19, 2024

- The working group, continuing to be co-led by Alison Hitchens (Associate University Librarian, Collections, Technology, and Scholarly Communication), and Ian Milligan (Associate Vice-President, Research Oversight and Analysis, and Professor of History) is in its implementation stage, following the planning state that ended last year.
- The working group, made up of various members including from the University Library, Office of Research, IST, and Faculty, meets monthly, though some members are meeting more often to tackle various aspects of implementation.
- There is also a UW Research Advisory Board that is being consulted during the current implementation phase.
- The Institutional Research Data Management Strategy (RDM), though now established, continues to evolve. As stated via an RDM link provided below "The RDM Strategy is a living document, intended to shape our activities over the next 3-5 years, but the implementation roadmap will change as priorities emerge."
- Far more details, including a FAQ page, information on data governance, Indigenous data sovereignty, and other important research data concerns, can be found on the University's RDM website: [uwaterloo.ca/research/research-data-management-institutional-strategy](https://uwaterloo.ca/research/research-data-management-institutional-strategy)



# CAUT/OCUFA committees

## OCUFA Contract Faculty Committee

Submitted by: Kaishu Wu

Date: November 13, 2024

As the FAUW representative on the OCUFA CFC Committee, I have regularly attended the OCUFA meetings and participated in the discussions regarding recent updates relevant to contract faculty members. I have also participated in campaigns such as Social Media Day and Fair Employment Week, where I shared posters on social media accounts to raise people's awareness on the rights and benefits of contract faculty members.

## OCUFA Grievance Committee

Submitted by: Lori Curtis & Sue Fraser

Date: November 21, 2024

The OCUFA grievance committee is a confidential committee of grievance officers (faculty and staff) who meet regularly, in person three times per year and online monthly. The purpose of the meeting is to keep grievance officers at Ontario universities apprised of grievances and other issues at other universities in hopes that it will assist them in their work at their own university.

While cases discussed are confidential, trends seem to be pointing toward a decrease in collegial governance and willingness to work with faculty and an increase in risk aversion at universities.



**THE FACULTY ASSOCIATION OF THE UNIVERSITY OF WATERLOO**  
**FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED APRIL 30, 2024**

**THE FACULTY ASSOCIATION OF THE UNIVERSITY OF WATERLOO**  
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## INDEPENDENT AUDITOR'S REPORT

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To the Members of: The Faculty Association of the University of Waterloo

### **Opinion**

We have audited the accompanying financial statements of The Faculty Association of the University of Waterloo, which comprise the statement of financial position as at April 30, 2024 and the statements of changes in net assets, revenues and expenditures and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, these financial statements present fairly, in all material respects, the financial position of The Faculty Association of the University of Waterloo as at April 30, 2024 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not for profit organizations.

### **Basis of Opinion**

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of The Faculty Association of the University of Waterloo in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Responsibilities of Management and Those Charged with Governance for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not for profit organizations and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the association's ability to continue as a going concern, disclosing, as applicable, matters related to a going concern and using the going concern basis of accounting unless management either intends to liquidate the association or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the association's financial reporting process.

### **Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements, as a whole, are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.



As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

A handwritten signature in black ink that reads "RLB LLP". The letters are stylized and cursive.

Kitchener, Ontario  
November 21, 2024

Chartered Professional Accountants  
Licensed Public Accountants

**THE FACULTY ASSOCIATION OF THE UNIVERSITY OF WATERLOO**  
**STATEMENT OF FINANCIAL POSITION**  
**AS AT APRIL 30, 2024**

	<b>2024</b>	<b>2023</b>
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash and cash equivalents	\$ 922,899	\$ 1,599,851
Accounts receivable	47,697	53,057
Prepaid expenses	1,144	1,144
Current portion of guaranteed investment certificates (note 6)	<u>500,000</u>	<u>0</u>
	1,471,740	1,654,052
<b>TANGIBLE CAPITAL ASSETS</b> (note 4)	9,517	3,235
<b>GUARANTEED INVESTMENT CERTIFICATES</b> (note 6)	<u>446,800</u>	<u>546,800</u>
	<u>\$ 1,928,057</u>	<u>\$ 2,204,087</u>
<b>LIABILITIES</b>		
<b>CURRENT</b>		
Accounts payable and accrued liabilities	\$ 56,584	\$ 343,649
<b>NET ASSETS</b>		
<b>GENERAL FUND</b>	<u>1,871,473</u>	<u>1,860,438</u>
	<u>\$ 1,928,057</u>	<u>\$ 2,204,087</u>

**THE FACULTY ASSOCIATION OF THE UNIVERSITY OF WATERLOO**  
**STATEMENT OF CHANGES IN NET ASSETS**  
**FOR THE YEAR ENDED APRIL 30, 2024**

	<b>2024</b>	<b>2023</b>
<b>NET ASSETS, beginning of year</b>	\$ 1,860,438	\$ 1,637,662
Net surplus for the year	<u>11,035</u>	<u>222,776</u>
<b>NET ASSETS, end of year</b>	<u>\$ 1,871,473</u>	<u>\$ 1,860,438</u>

**THE FACULTY ASSOCIATION OF THE UNIVERSITY OF WATERLOO**  
**STATEMENT OF REVENUES AND EXPENDITURES**  
**FOR THE YEAR ENDED APRIL 30, 2024**

	<b>2024 Budget (Unaudited)</b>	<b>2024</b>	<b>2023</b>
<b>REVENUES</b>			
Membership fees	\$ 1,268,897	\$ 1,273,105	\$ 1,211,550
Investment income	<u>15,000</u>	<u>40,027</u>	<u>25,934</u>
	<u>1,283,897</u>	<u>1,313,132</u>	<u>1,237,484</u>
<b>EXPENDITURES</b>			
Mediation/arbitration/legal fees (note 8)	106,000	347,906	43,490
CAUT fees	289,430	304,499	280,895
OCUFA fees	288,400	281,111	277,809
Course buyout costs	90,000	147,550	27,799
Salaries and related benefits	404,500	138,314	290,159
Donations (note 7)	25,750	39,791	24,088
Audit	8,056	11,236	7,797
Public lectures	4,500	8,510	7,682
Insurance	6,600	6,205	6,205
Travel and professional development	15,500	5,668	8,741
Office	9,360	5,328	7,101
Amortization	0	3,070	1,200
Functions	5,500	2,909	1,742
Daycare support	0	0	30,000
Renovations	<u>2,500</u>	<u>0</u>	<u>0</u>
	<u>1,256,096</u>	<u>1,302,097</u>	<u>1,014,708</u>
<b>NET SURPLUS for the year</b>	<u>\$ 27,801</u>	<u>\$ 11,035</u>	<u>\$ 222,776</u>

**THE FACULTY ASSOCIATION OF THE UNIVERSITY OF WATERLOO**  
**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED APRIL 30, 2024**

	<b>2024</b>	<b>2023</b>
<b>CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES</b>		
Net surplus for the year	\$ 11,035	\$ 222,776
Items not requiring an outlay of cash		
Amortization	<u>3,070</u>	<u>1,200</u>
	14,105	223,976
Changes in non-cash working capital		
Accounts receivable	5,360	(39,972)
Accounts payable and accrued liabilities	<u>(287,065)</u>	<u>252,237</u>
	<u>(267,600)</u>	<u>436,241</u>
<b>CASH PROVIDED BY (USED IN) INVESTING ACTIVITIES</b>		
Additions to capital assets	(9,352)	0
Investment in guaranteed investment certificates	(400,000)	(265,000)
Proceeds from maturities of investments	<u>0</u>	<u>197,000</u>
	<u>(409,352)</u>	<u>(68,000)</u>
<b>NET (DECREASE) INCREASE IN CASH AND CASH EQUIVALENTS</b>	(676,952)	368,241
<b>NET CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR</b>	<u>1,599,851</u>	<u>1,231,610</u>
<b>NET CASH AND CASH EQUIVALENTS, END OF YEAR</b>	<u>\$ 922,899</u>	<u>\$ 1,599,851</u>
<b>CASH AND CASH EQUIVALENTS CONSISTS OF:</b>		
Bank	\$ 859,431	\$ 1,156,359
Savings accounts	<u>63,468</u>	<u>443,492</u>
	<u>\$ 922,899</u>	<u>\$ 1,599,851</u>

**THE FACULTY ASSOCIATION OF THE UNIVERSITY OF WATERLOO**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED APRIL 30, 2024**

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**1. NATURE OF ORGANIZATION**

The Faculty Association of the University of Waterloo has been organized to promote scholarship and academic freedom at the University of Waterloo while regulating employment relations between Association members and the university.

Membership in the Association is available primarily to faculty members of the University of Waterloo. The Association maintains its office on university premises without paying rent, and the Association depends upon the university's administrative resources.

As an unincorporated, not for profit organization, the income earned by the Association is exempt from income tax.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

The financial statements have been prepared in accordance with Canadian accounting standards for not for profit organizations and include the following significant accounting policies:

**(a) REVENUE RECOGNITION**

The Association follows the deferral method of accounting for contributions.

The organization derives its revenue from its members who are primarily faculty members of the University of Waterloo. Membership fees are based upon the academic classification of faculty members with higher levy rates being applied to higher ranking faculty classifications.

Membership fees are collected and remitted to the Association through the payroll systems of the University of Waterloo. Revenue from membership fees is recorded in the period in which the related salaries are earned.

Investment income is accrued over the period earned and includes interest and changes in fair value.

**(b) CASH AND CASH EQUIVALENTS**

The Association's policy is to disclose bank balances under cash and cash equivalents, including savings accounts and term deposits with a maturity period of three months or less from the date of acquisition.

**(c) TANGIBLE CAPITAL ASSETS**

Tangible capital assets are recorded at cost and amortized on the basis of their estimated useful life using the following methods and rates:

Computer equipment	- 5 years straight line basis
Furniture and office equipment	- 10 years straight line basis
Office renovations	- 10 years straight line basis

**THE FACULTY ASSOCIATION OF THE UNIVERSITY OF WATERLOO**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED APRIL 30, 2024**

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

(d) USE OF ESTIMATES

The preparation of financial statements in conformity with Canadian generally accepted accounting principles for not for profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the period. Actual results could differ from those estimates.

(e) FINANCIAL INSTRUMENTS

The Association initially measures its financial assets and liabilities at fair value.

The Association subsequently measures all its financial assets and financial liabilities at amortized cost.

Impairment

For financial assets measured at cost or amortized cost, the organization determines whether there are indications of possible impairment. When there are, and the organization determines that a significant adverse change has occurred during the period in the expected timing or amount of future cash flows, a write-down is recognized in income. If the indicators of impairment have decreased or no longer exist, the previously recognized impairment loss may be reversed to the extent of the improvement. The carrying amount of the financial asset may be no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in income.

Transaction costs

Transaction costs attributable to financial instruments subsequently measured at fair value are recognized in income in the period incurred. Transaction costs related to financial instruments originated or exchanged in an arm's length transaction that are subsequently measured at cost or amortized cost are recognized in the original cost of the instrument. When the instrument is measured at amortized cost, transaction costs are recognized in income over the life of the instrument using the straight-line method.

**THE FACULTY ASSOCIATION OF THE UNIVERSITY OF WATERLOO**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED APRIL 30, 2024**

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**3. FINANCIAL INSTRUMENTS**

Unless otherwise noted, it is management's opinion that the Association is not exposed to significant interest, credit, currency, liquidity, or other price risks arising from the financial instruments.

The extent of the Association's exposure to these risks did not change in 2024 compared to the previous period.

The Association does not have a significant exposure to any individual customer or counterpart.

**4. TANGIBLE CAPITAL ASSETS**

	<b>Cost</b>	<b>Accumulated Amortization</b>	<b>Net 2024</b>	<b>Net 2023</b>
Computer equipment	\$ 12,120	\$ 4,638	\$ 7,482	\$ 0
Furniture and office equipment	12,540	10,505	2,035	3,235
Office renovations	<u>3,252</u>	<u>3,252</u>	<u>0</u>	<u>0</u>
	<u>\$ 27,912</u>	<u>\$ 18,395</u>	<u>\$ 9,517</u>	<u>\$ 3,235</u>

**5. EMPLOYEE FUTURE BENEFIT OBLIGATION**

This obligation represents the estimated future costs of sick leave benefits relating to current employees of the Association. The obligation does not vest or accumulate upon an employee's retirement or termination. Because of this, as at April 30, 2024, the obligation is estimated to be \$0 (2023 - \$0). The actual value of the obligation may differ materially from the amount reported if the sick leave obligation occurs in the future.

The University of Waterloo has acknowledged responsibility for all benefit costs that will arise after the date of retirement of an employee of the Association. Because the university has acknowledged its responsibility in this regard, the Association has not recorded any liability for post-retirement employee benefit costs.



**THE FACULTY ASSOCIATION OF THE UNIVERSITY OF WATERLOO**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED APRIL 30, 2024**

**6. GUARANTEED INVESTMENT CERTIFICATES**

	<b>2024</b>	<b>2023</b>
RFA Bank of Canada Guaranteed Investment Certificate, 4.38%, maturing July 2, 2024	\$ 100,000	\$ 100,000
Home Trust Co. Guaranteed Investment Certificate, 5.28%, maturing March 7, 2025	100,000	0
HomeEquity Bank Guaranteed Investment Certificate, 5.28%, maturing March 7, 2025	100,000	0
ICICI Bank (Canada) Guaranteed Investment Certificate, 5.28%, maturing March 7, 2025	100,000	0
RFA Bank of Canada Guaranteed Investment Certificate, 5.28%, maturing March 7, 2025	100,000	0
Fairstone Bank of Canada Guaranteed Investment Certificate, 4.46%, maturing June 30, 2025	20,000	20,000
Equitable Bank Guaranteed Investment Certificate, 1.37%, maturing July 21, 2025	50,000	50,000
Vancity Savings Credit Union Guaranteed Investment Certificate, 1.1%, maturing July 21, 2025	31,800	31,800
Home Trust Co Guaranteed Investment Certificate, 1.89%, maturing May 14, 2026	100,000	100,000
Versabank Guaranteed Investment Certificate, 1.71%, maturing May 14, 2026	100,000	100,000
Canadian Western Bank Guaranteed Investment Certificate, 4.63%, maturing June 30, 2027	50,000	50,000
Fairstone Bank of Canada Guaranteed Investment Certificate, 4.62%, maturing June 30, 2027	50,000	50,000
Laurentian Bank of Canada Guaranteed Investment Certificate, 4.73%, maturing July 26, 2027	<u>45,000</u>	<u>45,000</u>
	946,800	546,800
Less current portion:	<u>(500,000)</u>	<u>0</u>
	<u>\$ 446,800</u>	<u>\$ 546,800</u>

**7. COMMITMENTS**

The Association has committed to \$10,000 a year until 2026 for scholarships to Six Nations students attending the University of Waterloo. The commitments are as follows:

2025	\$ 10,000
2026	<u>10,000</u>
	<u>\$ 20,000</u>

**THE FACULTY ASSOCIATION OF THE UNIVERSITY OF WATERLOO**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED APRIL 30, 2024**

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**8. CONTINGENCIES**

Negotiation costs

The Association has entered into an agreement with the University of Waterloo under which mediators may be appointed to assist in negotiations concerning annual salary changes and grievances. The expenses of any mediator or arbitrator at a stage one grievance shall be borne equally by the parties to this agreement. The expenses of any mediator or arbitrator at a stage two grievance shall be borne 80% by the Association and 20% by the member involved in the legal matter. As both the frequency and cost of such activities are contingent upon future events, the amount of any such potential future liability is not determinable. Any mediation or arbitration payments made in the future will be charged as an expense in the period paid. Due to the nature of the activities of the Association, legal actions against the Association may take place. At April 30, 2024, no grievances were in progress.

Faculty Association of  
University of Waterloo



# STRATEGIC PLAN

## 2023-2026





**fauw**

Faculty Association of  
the University of Waterloo

# Standing for academic freedom, equity, and collegial governance since 1957

Founded in 1957, the Faculty Association of the University of Waterloo (FAUW) is the official representative of the bargaining unit that includes all “regular faculty” at the University of Waterloo who hold definite term, probationary, tenured, permanent, or continuing appointments (as set out in Policy 76 – Faculty Appointments). We currently have approximately 1,380 members.

## MISSION

Faculty Association of University of Waterloo (FAUW) members are diverse, engaged, and secure in their employment. In an environment of academic freedom, curiosity, and collegiality, they drive a culture of teaching, research, and community engagement that leaves lasting and positive impacts on society.

Our purpose is to represent and defend the interests of our members by negotiating working conditions, advocating for member rights, and connecting with faculty across all campuses of the University and the country.

## VISION

All faculty feel heard, capable, inspired, and supported.

## VALUES

- ◆ Academic excellence
- ◆ Academic freedom
- ◆ Collegial governance
- ◆ Curiosity
- ◆ Equity
- ◆ Inclusiveness
- ◆ Integrity
- ◆ Respect

## OBJECTIVES

To ensure fairness for and equitable treatment of members by negotiating and defending sound policies, practices, and procedures.

To defend and promote academic freedom and tenure within the university.

To promote a climate of collegiality, and in other ways to promote the welfare of faculty within the university as a community of scholars.

To promote an environment that supports quality teaching and research.

To promote a diverse and inclusive university where the advancement of human rights is a priority.

To deal with matters considered to be in the interests of the Association and its members.

To communicate with the membership on a regular basis about priorities and actions.

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## **OPPORTUNITIES**

The FAUW Board of Directors oversees FAUW governance and strategic direction. The current Board was formed in 2023 and will serve until 2025 or 2026. Directors are elected for two-year terms and can serve up to three consecutive terms.

As FAUW looks toward the coming years, we reflect on the internal and external challenges and opportunities ahead of us. Being deliberate in how we approach these challenges and opportunities allows us to prepare and respond to them more effectively. It also allows us to take advantage of opportunities that may be presented by these challenges. Approaching this with determination and tenacity will allow FAUW to be better prepared and more proactive, rather than reactive, to the challenges ahead.

## **STRATEGIC PLANNING PROCESS & ENGAGEMENT APPROACH**

The development of this strategic plan was guided by the FAUW Board of Directors. All members of FAUW were given the opportunity to provide input on the development of this strategic plan at a FAUW-side Chat on November 8, 2024, during which the FAUW President, David Porreca outlined the strategic priorities and actions for the rest of the academic year and beyond.

The FAUW Strategic Plan will be communicated to all members, following small group consultations, at the 2024 Fall General Meeting. This plan will serve as a guide for FAUW's work into 2026 and will be used as a benchmark to track our progress toward these strategic priorities.

## **STRATEGIC PRIORITIES**

This plan outlines five strategic priorities that will guide our work from 2023 through 2026. Each priority includes areas of focus and action items for operationalizing the plan. FAUW's strategic priorities are:

**Support teaching and research**

**Membership engagement**

**Transparency with our membership**

**Working effectively**

**Advocate at Waterloo and beyond**

**Future focussed**

# SUPPORT TEACHING AND RESEARCH

## ACADEMIC FREEDOM

Establish FAUW as an academic freedom champion by defining and defending our position. We plan to:

- ◆ Invest in meaningful training for Academic Freedom and Tenure (AF&T) committee members and staff.
- ◆ Recruit additional volunteers to expand the capacity of the AFT&T Committee.
- ◆ Protect faculty's rights as laid out in the Memorandum of Agreement, University policies, guidelines and processes.

## WORKLOAD EQUITY

FAUW is committed to exploring ways to improve equity between research and teaching faculty streams. FAUW recognizes the importance of all faculty ranks and will work to create an environment where they both thrive. We plan to:

- ◆ Undertake a workload review to determine if existing practices are suitable and equitable following the changes to Policies 76 & 77.
- ◆ Assess workloads across different types and formats of courses and other teaching-related activities (e.g., graduate student supervision), and determine suitable advocacy to improve equity.
- ◆ Explore how to achieve workload equity between teaching and research faculty, and within and across units and faculties.
- ◆ Enlist internal and external expertise (e.g., from associations such as the Ontario Council of University Faculty Associations (OCUFA) and the Canadian Association of University Teachers (CAUT)) to answer the question "What is a course?" and then identify anomalies in course distribution and how to address those.
- ◆ Help our members understand their workload.
- ◆ Leverage internal expertise in the creation of polls and surveys to collect information and feedback from our membership.
- ◆ Assist members with strategies to reduce and/or address excessive workloads.

## INSTITUTIONAL NEUTRALITY

FAUW will establish our position on, and definition of, institutional neutrality and use that to inform our actions and communications. We plan to:

- ◆ Define institutional neutrality for FAUW and communicate that definition and the reasoning behind it to our membership.



# MEMBERSHIP ENGAGEMENT

## EFFECTIVE REPRESENTATION

Our members guide the work of FAUW, and FAUW works for our members. Clear and transparent two-way communication with FAUW members is of paramount importance. FAUW resolves to increase the ways in which it engages with, and solicits feedback from, our members.

We plan to:

- ◆ Establish regular town hall-type forums and other topic-focused conversations to enhance member engagement and provide opportunities for members to share their ideas and concerns.
- ◆ Set a predictable schedule and format for newsletters.
- ◆ Set a predictable annual schedule for Spring and Fall General Meetings.
- ◆ Establish a predictable schedule of the Council of Representatives meetings.
- ◆ Develop channels, establish expectations and encourage engagement between FAUW committees, representatives, and the Board to share information, trends and overlaps and collaborate on strategies.
- ◆ Establish a consistent and thorough onboarding process for all FAUW volunteers and representatives.
- ◆ Ensure that the representation of members on FAUW and University committees, task forces, and working groups is meaningful. Representation must connect to FAUW's objectives and strategic plan to benefit our membership.

## TRANSPARENCY WITH OUR MEMBERSHIP

### FAUW OPERATIONS

As a representative organization, FAUW must be transparent and accountable to its members. FAUW resolves to develop clear and transparent processes where our President, Board of Directors, committee chairs, and volunteers are accountable for their actions. We plan to:

- ◆ Develop a role description for all FAUW positions, including: the president, vice president, treasurer, Executive Committee members, and standing committee chairs.
- ◆ Publish a clear decision-making process chart to define when the Board will decide as an elected representative body, and when the Board will call for a vote of the membership.

- ◆ Publish General Meeting recaps and documents on our website.
- ◆ Develop and share information on the scope of FAUW's mandate with our members.
- ◆ Review FAUW internal procedures and guidelines.
- ◆ Ensure that action items and new proposals are measurable in terms of effectiveness.

## COMMUNICATIONS

To be transparent and accountable to our members, FAUW resolves to develop a comprehensive communications strategy that includes frequent, meaningful, and transparent communication processes. We plan to:

- ◆ Publish monthly members newsletters to increase awareness of FAUW's actions, policies, items of interest, progress, supports, and benefits.
- ◆ Deploy branded, consistent and regular communications, on appropriate platforms, tailored to our audiences.
- ◆ Increase awareness of FAUW's feedback channels, including: [fauw@uwaterloo.ca](mailto:fauw@uwaterloo.ca), [fauwaft@uwaterloo.ca](mailto:fauwaft@uwaterloo.ca) and [fauwpres@uwaterloo.ca](mailto:fauwpres@uwaterloo.ca)
- ◆ Use appropriate social media platforms to deliver and receive information from our members and other stakeholders.
- ◆ Provide increased information to members on the context of decisions made by the FAUW Board and representatives.
- ◆ Establish communication processes that allow all sides to be heard.
- ◆ Establish a dedicated email account to effectively host member meetings.

## WORKING EFFECTIVELY

### CONTINUOUS IMPROVEMENT

FAUW wants our members to know that we are committed to continuously improving our governance, operations and engagement. We plan to:

- ◆ Modernize FAUW's existing Board member onboarding process.
- ◆ Improve succession planning and mentorship within FAUW to support a consistently strong and enduring association.
- ◆ Undergo a governance review to revise and update FAUW's Constitution, bylaws, policies, procedures, and guidelines for congruity and effectiveness.

- ◆ Modernize and update all Terms of Reference for all our standing committees.
- ◆ Create a Strategic Plan as a framework to assist in developing future strategic plans.

## **COMMITMENT TO CARE**

FAUW is committed to demonstrating care for our members, our staff, and all employees at University of Waterloo. We plan to:

- ◆ Demonstrate care for our members by being more involved in providing support for new faculty.
- ◆ Demonstrate care for FAUW as an organization.
- ◆ Demonstrate care for FAUW staff.
- ◆ Demonstrate care for the ongoing relationship with the employer in a way that is collaborative and effective.
- ◆ Propose a Faculty Relations Committee retreat to develop plans for how to work together and establish goals for the coming year.
- ◆ Explore ways to support childcare on campus to support faculty members' ability to work while maintaining caregiving balance.

## **ADVOCATE AT WATERLOO AND BEYOND**

### **PROVINCIAL AND NATIONAL PARTNER**

FAUW continues to support and engage with our Provincial and National partner organizations, including the Ontario Council of University Faculty Associations (OCUFA), Canadian Association of University Teachers (CAUT) and Canadian Association of Labour Media (CALM). We plan to:

- ◆ Continue to liaise with OCUFA and CAUT on equity and solidarity issues, including Provincial university funding, Bill 166 and the Bargaining Stronger Together campaign.
- ◆ Raise the needs and concerns of our members to our partner organizations through regular meetings, conferences and committee representation.
- ◆ Work collaboratively with CAUT as an outspoken defender of academic freedom.
- ◆ Amplify National and Provincial solidarity issues with our membership through labour media best practices.
- ◆ Work with OCUFA and CAUT to improve the quality and accessibility of post-secondary education in Canada.
- ◆ Support FAUW Board members, member representatives and staff to attend training and council meetings with our partner organization.

# FUTURE FOCUSED

## INSTITUTIONAL CONTINUITY

FAUW has and is re-building the Association to ensure longevity and stability as an institution. FAUW support staff are at the core of the stability, institutional knowledge, and operations of the Association. FAUW is building a strong support team and re-building a strong Board of Directors. We plan to:

- ◆ Update the executive manager job description and fill the vacant role.
- ◆ Update the academic freedom and tenure and policy officer job description and fill the vacant role.
- ◆ Fill the vacant communications and membership services officer position.
- ◆ Invest in meaningful training and professional development for staff.
- ◆ Assess the current staffing complement to determine if additional support is required and what this position would be.
- ◆ Foster a work environment that encourages creativity, excellence, and high morale in faculty and staff by responding to changing needs, embracing diversity, valuing communication and collaboration, and being respectful, trusting, fair, and collegial.
- ◆ Establish knowledge management systems that facilitate easy access to, and transmission of, information and historical records and developments as leadership evolves through elections.

## A STRONG FINANCIAL POSITION

FAUW operates solely on membership dues, which fund our operations and FAUW staff salaries. We plan to:

- ◆ Ensure clear and accurate budget and expenditure reporting.
- ◆ Ensure the stability and sustainability of FAUW's financial position through safe investments.
- ◆ Ensure adequate funding for legal challenges and association grievances.
- ◆ Increase members' active approval of discretionary expenditures through information sharing at General Meetings.
- ◆ Create a policy on Course Buyouts for FAUW service.
- ◆ Create a travel and expense policy for FAUW volunteers.
- ◆ Create an investment policy for FAUW reserve funds that includes an Environment, social, and governance (ESG) strategy and aligns with FAUW values.
- ◆ Build a team/group to advise on FAUW investment policy.

- ◆ Establish a dedicated, standing Compensation Strategy Committee to focus on research and comparators to support the Negotiating Team during bargaining years.
- ◆ Investigate alternate banking for the best use of FAUW funds.
- ◆ Pilot a one-year trial Donation and Sponsorship policy to support faculty events and initiatives.



## **IMPLEMENTATION AND MONITORING**

FAUW will bring this Strategic Plan to life by developing and implementing operational plans for the coming three years. These operational plans will lay out clear actions to operationalize the goals identified in this strategic plan. Updates will be published on FAUW's website, at General Meetings, and in an Annual Report to share the progress that has been made toward our strategic directions. As appropriate, quantitative and qualitative data will also be captured and reported. This evaluation will support further strategic planning and will help inform dynamic operational plans.

## **CONCLUSION**

If we have learned anything from the past few years, it is that circumstances can change quickly and dramatically. It is important that the FAUW Strategic Plan be adjusted as conditions warrant. The priorities, as set out in this strategic plan, should not change—but how we get there might. The FAUW Strategic Plan is a living document and will evolve as necessary. A webpage will be dedicated to the FAUW Strategic Plan, including transparent action items and clear metrics to report how we are meeting our priorities and how our activities and outputs have evolved to remain responsive to challenges and opportunities as they arise.