



# FAUW FORUM

## Faculty Association Newsletter

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### PRESIDENT'S MESSAGE



Roydon Fraser, Mechanical Engineering

First, I would like to extend a warm welcome to David Wang, our new *FAUW Forum* editor. I am excited by David's enthusiasm to have the *Forum* be a voice of communication among faculty on campus. Second, I would like to extend sincere appreciation to Vera Golini for her dedication and contributions to the *Forum* as its interim editor. And I know Vera extends her best wishes to David in his new position.

**Spousal Hires:** In 2004 the FAUW championed the move to have UW's spousal hiring procedures incorporated into Policy 76 for the purposes of clarity and fairness and, after several months of discussion between the Faculty Association and the Administration at the Faculty Relations Committee, the change became effective in early 2005. It is only fair that those spouses hired into non-permanent positions clearly know the limitations of the commitment being made.

Unfortunately, we are learning that what appears clear to one person is not clear to another. Concern has arisen with regard to the interpretations given to the spousal hiring procedures, and specifically the criteria that, "The spousal appointee should be of such calibre that when the next

vacancy arises in the department / school, he/she would be a credible candidate for that position." As an example, some interpret this criteria to mean that a spousal hire will be considered for the next vacancy, while others impose the implicit restriction that a spousal hire will only be considered for the next vacancy if that department wishes to hire in the spousal hire's research area.

The role of having the spousal hiring procedures as policy is for clarity, not for enabling implicit restrictions. Therefore, the FAUW and the Administration are working on revising the spousal hiring procedure criteria to make clearer to the spousal hire the actual commitment being made by the spousal hire's department, and to make it clear to departments the commitment they are making.

**FAUW Survey:** The Faculty Association is conducting a survey to gather information on two aspects of the working environment which have frequently been mentioned by our members as areas of concern: the merit assessment process and workloads. The survey has been sent to the FAUW Council representative in each department and school. We urge those who received the survey to complete this short questionnaire to help us gather information about these two issues.

**Merit Assessment:** The major reason the merit assessment process is on the radar for consideration is the recent elimination of mandatory retirement. Without mandatory retirement there is some concern about how the current merit assessment process may be used to remove underperforming professors.

(Continued on page 5)

Mark your calendar!

#### 2006 HAGEY LECTURE

Seymour Hersh

Wednesday, 8 November, 8:00 p.m.  
Humanities Theatre, Hagey Hall

*Details on pages 4 & 16*

#### WEDNESDAY, DECEMBER 6

##### MEETINGS

##### **Council of Representatives**

2:00 p.m., PHY 145

##### **Fall General Meeting**

3:00 p.m., PHY 145

*Refreshments will be provided.*

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## EDITOR'S MESSAGE

by David Wang  
*Electrical and Computer Engineering*

My name is David Wang and I am the new editor of the *FAUW Forum*. In my first column, I would like to introduce myself to all of you. I am a professor in the Department of Electrical and Computer Engineering. I have been at Waterloo since 1989 and am 42 years old. I have also done administrative work as an associate chair in my department. I have always loved the environment and challenges at our dynamic young university.

I am also a father of 9 (no typo, the number is correct) and, with most of them involved in competitive sports, have had to find a way to balance work and family commitments. I have also been active in the business community as a founder of two local high-tech start-up companies, including Handshake VR. I am the lead singer and songwriter for a band called Critical Mass, that has won awards from the Canadian Gospel Music Association. One of the highlights of my life was singing for the Pope in Toronto in 2002 in front of hundreds of thousands of attendees. I hope that, with my diverse background, this will allow me to give a fresh perspective to the *FAUW Forum*. In the coming months, we will be trying some exciting new initiatives to increase

participation and interest from our faculty members.

The major reason for my decision to become the editor of the *Forum* is because I believe that the University of Waterloo may be at a crossroads. Many of you have probably sensed this as well. In my own Faculty of Engineering, we have embarked on a strategic plan called Vision 2010 in Engineering. The goal of the faculty is to become a top 10 university in all aspects of research and teaching. This plan is, to put it mildly, ambitious but was also implemented very quickly. Some have felt that decisions have been made hastily and without significant input from the faculty. There are concerns about whether we have the resources to even pursue these lofty goals and whether our undergraduate program, the cornerstone of our institution, could be damaged in the process. Similar comments from colleagues from other faculties give me the impression that this is not a local phenomenon. With increased pressure from the government, industry and even our students, our working environment has been changing. (See *What Has Happened to the Professoriate?*, pg. 7.) Some would say that research is becoming more

important than the undergraduate programs. For some, UW is starting to look different than the place that attracted us here in the first place. Perhaps this is not a surprise when so many of our chairs, deans and VPs are from external institutions. Others are finding that the pressures put on junior faculty members are overwhelming. This occurs at a time when these talented individuals are looking for something different than just the publication numbers game. (See *Young Ph.D.'s Say Collegiality Matters More Than Salary*, pg 11.)

I would like to make the *FAUW Forum* a place where these issues can be discussed, and where faculty members can go to read about what their colleagues are thinking and feeling. In fact, if you have a concern and want to talk to me about it "off the record", please contact me and I'd love to go for a coffee. I am grateful to the *FAUW* Board of Directors for the opportunity to act on your behalf to provide an avenue for you to have your voice heard in the University of Waterloo community. However, at the end of the day, we need you, the faculty members, to participate and interact with us to make this a success.

(David can be contacted at [dwang@kingcong.uwaterloo.ca](mailto:dwang@kingcong.uwaterloo.ca))

### FAUW FORUM

*The FAUW Forum is a service for UW faculty sponsored by the Association. It seeks to inform members about current Association matters, to promote the exchange of ideas and to foster open debate on issues with a wide and balanced spectrum of views.*

*Opinions expressed in the Forum are those of the authors, and ought not to be perceived as representing the views of the Association, its Board of Directors, or of the Editorial Board of the Forum, unless so specified. Members are invited to submit letters, news items and brief articles.*

*If you do not wish to receive the Forum, please contact the Faculty Association Office and your name will be removed from the mailing list.*

# ACADEMIC FREEDOM AND TENURE COMMITTEE REPORT

by Frank Reynolds

*Statistics and Actuarial Science (Emeritus)*

*Chair, FAUW Academic Freedom and Tenure Committee*

On November 1, 2006 Len Guelke will take over as Chair of the AF&T Committee and I will retire. Accordingly, I am making the normal semi-annual report now.

The work of the committee takes three forms. First, is counselling members on how to handle situations in which they are involved. Second, are short interventions with department chairs and others to sort out frictions that inevitably occur in an organisation as large as the University of Waterloo. Finally, there are the major cases involving re-appointment and tenure appeals and potential disciplinary action and/or dismissal. Normally, the AF&T Chair handles the first two groups. For the third group, the chair meets briefly with the member to assess the situation and then assigns a committee member who will provide active support. The AF&T Chair remains involved as a resource person and as a contact with CAUT. If intervention with senior administrators is deemed necessary, the chair will undertake such action.

## *Cases:*

There have been two cases involving spousal hirings. In these cases the "star" is appointed to a tenure track position and the spouse to a three year definite term appointment. The spouse is told to canvas other local universities for a tenure track position and that if a position becomes available in their field at Waterloo they will be considered for it. In both cases that have come to my attention, the story is similar. The star has worked out well and the spouse's ratings have been about average for their faculty. When looking for positions elsewhere, the spouse ran into the question, "If you are at Waterloo and getting good ratings, why are you coming to us?" The application is not taken further by the other university. More importantly, in each case a position became available at Waterloo in

the spouse's department. However, because of the way the positions were defined, neither spouse could apply. Fortunately the administration appears concerned and hopefully the problems with the Spousal Hiring Policy can be sorted out at the Faculty Relations Committee.

The case which has gone to arbitration continues. It appears likely that a resolution of the case will not take place until the new year. Currently, the arbitrator has imposed a blackout on discussion of the testimony. A detailed report will be made at the case's conclusion.

There were two cases in which tenure was denied. In one case, there was support at the department and faculty level but not at the University level. The denial was unsuccessfully appealed. The person was an excellent teacher. However, because the person had come from several years in industry, although very promising, research was slow to develop. The case points out the need to ensure that research develops quickly. In the second case, the person was an excellent teacher but the research effort was deemed to be too dependent on work with a senior faculty member. This case illustrates the need for independent research.

There were two cases involving allegations of sexual impropriety. In the first, a staff member accused a professor of harassment. For reasons related to the staff member, finding an appropriate investigator was difficult. A police officer was chosen and conducted the investigation in a very competent manner. The professor was exonerated. There is some evidence that the real reason for the complaint was a desire by the staff member to obtain a transfer to another department.

The second case involved a consensual relationship between a tenure

track professor and a student. A former partner of the student made the relationship known. The relationship was terminated. CAUT was contacted and advised me that this incident should not be considered when the professor comes up for tenure.

The treatment of professors with disabilities continues to be disappointing. In one instance, a professor who is seriously ill has refused to apply for long term disability because of past improper conduct by Human Resources. In this case, I must commend the dean involved for attempting to accommodate the professor's wishes.

In a second case an accommodation agreement was reached with the department chair. It has been very successful in enabling the member to take an active role in teaching and research. Unfortunately, the administrative staff has turned over and a re-education programme was necessary.

A third case is currently the subject of a grievance. Two years ago, an accommodation agreement was reached with the department chair and dean. In early March, the professor, on learning the summer teaching assignments, asked the department chair for the agreed upon accommodation. When nothing happened by the last week of April, the professor wrote several blunt but civil e-mails asking for the accommodation. The response was to remove the professor from the courses and send a letter of discipline. More recently, the department chair has attempted to interfere in the working relationship of the professor and a graduate student. It is time the Administration understood its duty to accommodate and that any subsequent actions of a professor who is not accommodated are the administration's responsibility.

Each year a number of our mem-

*(Continued on page 5)*

## 2006 Hagey Lecture



- Speaker:** Seymour Hersh  
**American Pulitzer Prize winning investigative journalist, author and regular contributor to the New Yorker**
- Topic:** U.S. Foreign Policy in the Middle East: The Road from 9/11 to Abu Ghraib to Today
- Date:** Wednesday, 8 November 2006
- Time:** 8:00 p.m.
- Location:** Humanities Theatre, Hagey Hall of the Humanities

SEYMOUR HERSH is widely acknowledged as the most influential and acclaimed investigative reporter of the past 35 years. His special focus is, and has always been, the abuse of power in the name of national security.

Hersh's journalism and publishing prizes include the Pulitzer Prize, a record five George Polk Awards, the Lennon-Ono Peace Prize, and more than a dozen other prizes (Sigma Delta Chi, Worth Bingham, Sidney Hillman, etc.) for investigative reporting. His ground-breaking reports include many that are landmark events in American journalism: the Abu Ghraib prison abuse in Iraq, the My Lai massacre in Vietnam, the C.I.A.'s bombing of Cambodia, Henry Kissinger's wiretapping of his own staff, and the C.I.A.'s efforts against Chile's assassinated President, Salvador Allende.

Most recently, Hersh's articles in the *New Yorker* have probed the underside of the Iraq war and the intelligence and military quagmire caused by the conflict.

Hersh began his newspaper career as a police reporter for the *City News* Bureau of Chicago. He served in the Army and worked for a suburban newspaper and then for UPI and AP until late 1967, when he joined the Presidential campaign of Eugene J. McCarthy as speech writer and press secretary. Mr. Hersh joined the *New York Times* in 1972, working in Washington and New York. He left the paper in 1979 and has been a freelance writer since, with two six-month returns on special assignment to the Washington Bureau of the *Times*.

Mr. Hersh has published seven books. His book prizes include the 1983 National Book Critics Circle Award, the *Los Angeles Times* Award for biography, and a second Sidney Hillman award, for *The Price of Power: Kissinger in the Nixon White House*. Mr. Hersh has also won two Investigative Reporters & Editors prizes, for the Kissinger book, in 1983, and in 1992 for a study of American foreign policy and the Israeli nuclear bomb program, *The Samson Option*.

**A student colloquium will be held on Wednesday, 8 November 2006, at 1:30 p.m. in DC 1301**

***No tickets required for lecture or colloquium — free admission to everyone***

### Hagey Lectures Committee Members:

Vera Golini (Chair), St. Jerome's University (x28217)

- Robert Gibson, Environmental Studies (x33407)
- Jake Sivak, Science (x33174)
- Gerd Hauck, Arts (x32169)
- Hamid Tizhoosh, Engineering (x36751)
- Don McLeish, Mathematics (x35534)

*(President's Message continued from page 1)*

The FAUW is currently engaged in the process of determining "best practice" as it pertains to the merit process. Should merit decisions be made by a department's chair alone or by a committee? Should small departments pair up with other departments? The merit assessment practices across campus vary a great deal. Some of the variety is the result of discipline differences, but much is the result of tradition, simplicity, or personal opinion. The FAUW is not looking for one best practice, but rather a set of best practices to meet individual discipline needs and demands. The FAUW is interested in specific merit assessment practices that are viewed as something to emulate (best practice) or something to be avoided (poor practice).

If you have specific examples or suggestions please feel free to forward them to the FAUW via Pat Moore (facassoc@uwaterloo.ca) so that they may be added to the information we collect for consideration in determining best practice.

**Workload:** The FAUW plans to look more closely at faculty workload over the next year or so. What effect are the continual across the board budget cuts having on workload? How are new faculty coping with what some call the "new reality" that they must perform many of the clerical tasks that in the past would have been done by staff, for example, assisting with the typing of papers, assisting with the creation of graphics for papers, assisting with scheduling meetings, etc.? How are departments and faculty coping with changes in class sizes, tutorial support,

and lab support? What is the workload impact of changes in research expectations over the past decade or so? Have the opportunities for time to simply "think" increased, stayed the same, or decreased? This last question is how I like to look at workload given the wide variety of specific duties, tasks, and activities we each engage in. It is hoped that if the FAUW can acquire some reliable data then we may be able to more forcefully argue for change where change is desirable. Ultimately, I would hope that all faculty will be able to say that they have time to "think".

In closing, if you would like to find out more about what the FAUW is doing for you, or if you are curious about how to become involved with FAUW, please plan to come to our Fall General Meeting on December 6 at 3:00 pm in Physics 145.

*(AF&T Report continued from page 3)*

bers go on unpaid leaves of absence to take up temporary, prestigious fellowships elsewhere. When the professors return with a much increased research record, they find that the Administration does not recognise the record at annual review time. While this is well established policy, a review of its equitableness and effect on morale would seem appropriate.

A major attack on a member's academic freedom by a department chair was particularly odorous. A committee chaired by the dean decided that major changes should be made to a multi-section core course. The member tried to get direction as to whether or not the new version should be implemented about six weeks in advance. Nothing was forthcoming. The member and one other instructor decided to prepare their lectures based on the new curriculum. About the time classes started, the course co-ordinator called a meeting and it was agreed that some sections would be taught the new way and some the old. A student complained to the dean about the new curriculum. Instead of handling the matter by backing the member, the dean referred the complaint to the department chair.

The member's annual review letter contained very negative comments relating to the incident - basically that the member had exercised his right of academic freedom and that this was totally unacceptable. The member appealed to the dean who ordered the offensive comments removed from the review and the rating changed. This was done but then the department chair wrote a memo to the member's file with the same negative comments. Another appeal was made to the dean and the offending memo was removed.

A graduate student complained to the department chair about the workload as a T.A. The department chair did not follow policy and refer the student to the professor. Instead the department chair sent a memo to the professor outlining the student's allegations. The member was called to a meeting without being told accompaniment by an academic colleague was appropriate. The member denied the charges. The department chair sent a memo threatening the member and demanding the member terminate supervision of the student. The professor did so and again denied wrongdoing. My concerns are the flagrant breach of policy and the failure to notify the professor that accompani-

ment by a colleague was appropriate.

#### *The Administrators*

As chair of AF&T, contact with chairs and deans is inevitable. With few exceptions, I was promptly and courteously received and the meetings were used to resolve problems. In particular, I would like to cite George Dixon and Bob Kerton for their efforts. On occasion some senior administrators have shown a curious lack of judgement. For example, a professor well known for expertise in exam writing was told that the proper way to set exams was to have a bank of eight questions and choose five each year.

Finally, I would like to thank Amit Chakma for his handling of grievances. While never conceding a grievance, in most instances things happened to largely correct the problem.

#### *The Committee*

I would like to thank all of you for the countless hours you have spent and the support you have given me.

## SEPTEMBER 2006 NEW FACULTY WELCOMING EVENTS

*Organized by the New Faculty Programming Committee  
(TRACE, LT3, WatPort and FAUW)*

*Evening barbecue co-sponsored by the University and the Faculty Association*



*BBQ at President Johnston's Chatterbox Farm*



*E-Orientation in the Flex Lab, Dana Porter Library*



*E-Orientation Debriefing in Rod Coutts Hall*



*Lunch & Panel/Discussion "How to Succeed at UW"*

### ACADEMIC FREEDOM AND TENURE COMMITTEE ANNOUNCEMENT

Effective November 1, Len Guelke will serve as Chair of the AF&T Committee. If you have any questions or concerns about the terms and conditions of your employment at UW, please call Pat Moore in the Faculty Association office at x33787.

*The articles 'What Has Happened To The Professoriate?' by Stanley Katz, 'Young PH.D. 'S Say Collegiality Matters More Than Salary' by Piper Fogg and 'E-Mail Is For Old People' By Dan Carnevale were originally re-printed with permission from the Chronicle of Higher Education. The Chronicle of Higher Education does not permit the posting of articles. These articles can be found in their entirety in the paper version of the Forum Newsletter or at the following websites:*

*What Has Happened to the Professoriate? (<http://chronicle.com/weekly/v53/i07/07b00801.htm>)*

*Young PhD's Say Collegiality Matters More Than Salary (<http://chronicle.com/weekly/v53/i06/06a00101.htm>)*

*E-Mail Is For Old People (<http://chronicle.com/weekly/v53/i07/07a02701.htm>)*

## CAUT National Asbestos Related Diseases Database (NARD)

In November of 2004, CAUT initiated a National Asbestos Awareness Campaign to raise awareness among CAUT Associations regarding the hazards of exposure to asbestos products in the workplace. Over the past 18 months, it became clear that there was no mechanism to collect data on educational staff who have become ill or succumbed to a workplace asbestos related disease. To remedy this problem, CAUT's Health and Safety department has constructed such a database, with the goal of having members or their survivors participate in a confidential gathering of vital statistics regarding asbestos related exposures.

Asbestos is regulated in Canada as a Designated Substance, and is recognized as a carcinogen. However, it is often misdiagnosed and under reported as an occupational disease. This has had devastating consequences not only for those affected, and their families, but also for creating effective prevention safety models in the workplace.

The database will compile statistics to provide data to document the extent of the problem, to create a compelling case for increased protection for current staff and students, to assist with potential workers' compensation claims, and to assist academic staff associations with sick leave and work accommodation programs for affected members. Greater recognition of the danger can also result in earlier diagnosis and treatment.

CAUT encourages you to participate in NARD. For further information and/or to participate in the program, please visit the CAUT NARD database website by clicking on the following link:

[http://www.caut.ca/en/issues/asbestos/meso\\_default.asp](http://www.caut.ca/en/issues/asbestos/meso_default.asp)

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The 2006  
Hagey Lecture

**Seymour Hersh**  
Pulitzer Prize  
Recipient and  
Premier Investigative  
Journalist  
**US**  
**Foreign Policy**  
**in the**  
**Middle East:**  
**The Road from**  
**9/11**  
**to Abu Ghraib**  
**to Today**



**Public Lecture**

Wednesday, November 8, 2006  
8 pm  
Humanities Theatre, Hagey Hall  
Free Admission

**Student Colloquium**

"National Security" and Investigative Journalism  
Wednesday, November 8, 2006  
1:30 pm  
1301 Davis Centre (Fishbowl Lounge)

