



**MRFA Department Communicators
Brunch Session
January 11, 2013, 8:30 – 10:00am**

1. Introduction, Kit Dobson

2. Responsibilities of Department Communicators

- a. General Meetings
- b. Liaise with Communications Committee (att.)
- c. Communicate With All Members

Brenda Lang, MRFA Part-time Member Representative

3. Negotiations Report, David Sabiston

4. Executive Board Report, Gerry Cross, MRFA President

- a. Outcome of Department Visits
- b. Instructional Hours
- c. University Budgeting

Announcements

Winter 2013 MRFA Meeting Schedule

Tuesday January 29, 12:00 – 2:00pm in Jenkins Theatre

Friday March 1, 10:00am – 12:00pm in Jenkins Theatre

Wednesday April 3, 4:00 – 6:00pm in Jenkins Theatre

AGM: Friday May 10, 9:00 - 2:00, in Jenkins Theatre

Food For Thought: Sessional Dialogues with the MRFA,

January 30, 4:00 – 7:00 in Faculty Centre

Encourage all Sessional Colleagues to attend

Spring Retreat 2013, May 15-16 2013

Let your colleagues now these are the dates!!

Call for Proposals available at www.mrfa.net/content/pd

Department	Communicator	FT Faculty	PT Faculty	Total
ADC	Rod Corbett	5	0	5
Adv. Specialty Health Studies	Susan Beischel	9	18	27
Biology	Kartika Tjandra	16	16	32
Bissett				
Mgmt, Marketing, Human Resources	Leah Hamilton	17	22	39
Accounting	Barbara Hibberd	10	7	17
	Shiraz Kurji			
Entrepreneurship, Nonprofit, Aviation	Vance Gough	11	12	23
Fin. Services, Ins., Supply Chain Mgmt	Brad Quiring	12	11	23
Chemistry	Nathan Ackroyd	11	7	18
	Susan Garrow-Oliver			
Child and Youth		10	16	26
Communication				
Boadcasting	Jeremy Berry	3	26	46
Journalism	Jeremy Berry	7		
Public Relations	Jeremy Berry	5		
Information Design	Jeremy Berry	5		
Computer Science	Mingwei Gong	14	6	20
Counselling	Jack Dobbs	7	2	9
Earth Sciences	Katherine Boggs	11	14	25
Education & Schooling	Jodi Nickle	6	2	8
English	Kit Dobson	25	22	47
Environmental Science	Ken Cummins	4	6	10
General Education	David Ohreen	8	24	32
Humanities	Maki Motapanyane	21	19	40
Interior Design and Art History	Rob Platts	7	12	19
	Andreas			
Justice Studies	Tomaszewski	11	5	16
Languages and Cultures	Enrique Lopez	10	18	28
Library	Sara Sharun	18	0	18
Math Physics and Engineering	Alexis Morris	22	17	39
Nursing	Andrea Bridge			
	Helena Myllykoski	50	88	138
PERS	Jill Parnell	16	28	44
Policy Studies	Frances Widdowson	14	9	23
Psychology	Bev Mcleod	22	17	39
Social Work and Disability	Kathy Jarrell	11	12	23
Sociology & Anthropology	Annette Tezli	18	13	31
Theatre Speech and Music	Ruth Murdoch	6	26	32
		422	475	897

Reporting Assignments

Department	Communicator	Reporting To
Child and Youth	Susan Garrow-Oliver	Kit Dobson
English	Kit Dobson	Kit Dobson
Humanities	Maki Motapanyane	Kit Dobson
Library	Sara Sharun	Kit Dobson
Policy Studies	Frances Widdowson	Kit Dobson
Social Work and Disability	Kathy Jarrell	Kit Dobson
Communication	Jeremy Berry	Richard Sutherland
Counselling	Jack Dobbs	Richard Sutherland
Justice Studies	Andreas Tomaszewski	Richard Sutherland
PERS	Jill Parnell	Richard Sutherland
Psychology	Bev Mcleod	Richard Sutherland
Sociology & Anthropology	Annette Tezli	Richard Sutherland
Adv Spec Health	Susan Beischel	Nathan Ackroyd
Chemistry	Nathan Ackroyd	Nathan Ackroyd
Biology	Kartika Tjandra	Nathan Ackroyd
Computer Science	Mingwei Gong	Nathan Ackroyd
Earth Sciences	Katherine Boggs	Nathan Ackroyd
Environmental Science	Ken Cummins	Nathan Ackroyd
MPE	Alexis Morris	Nathan Ackroyd
Accounting	Barbara Hibberd	Ruth Murdoch
Accounting	Shiraz Kurji	Ruth Murdoch
Entrepreneurship, Nonprofit, Aviation Fin. Services, Ins., Supply Chain Mgmt	Vance Gough	Ruth Murdoch
Interior Design and Art History	Brad Quiring	Ruth Murdoch
Interior Design and Art History	Rob platts	Ruth Murdoch
Languages and Cultures	Enrique Lopez	Ruth Murdoch
Theatre Speech and Music	Ruth Murdoch	Ruth Murdoch
ADC	Rod Corbett	Shawn England
Education & Schooling	Jodi Nickel	Shawn England
General Education	David Ohreen	Shawn England
Mgmt, Marketing, Human Resources	Leah Hamilton	Shawn England
Nursing	Andrea Bridge	Shawn England
Nursing	Helena Myllykoski	Shawn England

**MRFA Executive Department Visits
2012-2013
Notes**

Below is an abbreviated set of notes from some of the Department Meetings the MRFA Executive Board attended in Fall 2012. These notes are incomplete. Once all departments have been visited a final set of notes will be distributed.

For discussions surrounding any of the following topics, go to www.mrfa.net/1213notes

Appointments

Concerns were expressed about the lack of review/departmental approval when administrators and directors of institutes receive tenured appointments. The MRFA is aware of this and is working on it through negotiations and looking at what is being done at other institutions.

Contract Academic Staff Course Allocations

Concerns about not getting a grid step or receiving accumulated experience for teaching high school equivalency courses were addressed. As they are not credit courses, they are not covered by the grid for credit faculty. Departments can stipulate in their hiring criteria, to be approved by the Dean, these courses do count toward accumulated experience; moreover, accumulated experience can be counted in any reasonable way (e.g. SICH, courses, semesters, years etc.).

The 18 month period during with contract academic staff and apply for re-appointment was clarified: essentially, a member can go three full semesters without teaching and apply to be reappointed in the fourth.

In the current fiscal environment members inquired about how we can support faculty not receiving contracts. All we can do is hire them back when positions become available. Departments can give preference to former employees who had performed satisfactorily in their hiring criteria.

Fixed Term Part-time appointments will be continued. Members with satisfactory performance in departments that have sufficient workload to support the contracts will be re-appointed to their Fixed-term Part-time positions. The required peer evaluations assist in determining performance levels.

Budget

Possible savings discussed in meetings (note: faculty members and departments are not constrained in the budget recommendations they make):

- Increased class sizes
- Faculty moving from TSS to TS as they would teach more students that way
- Not filling vacant full time positions
- Early retirement packages

Full time Lab Instructors

Gerry suggested that Full time lab instructors create a committee to make recommendations to the MRFA on any items that need to be addressed as this is a newly created faculty position.

Hours of Instruction

The MRFA is trying to enable departments to keep the instructional hours they deem necessary for courses for pedagogical reasons. By collecting impact statements and preparing cost estimates the MRFA will present a cost benefit analysis of reducing instructional hours. This will give faculty and departments a means by which they can defend maintaining the instructional hours of their courses. Impact statements should describe why the instructional hours are important and what the impact of reducing them would be on the educational outcomes. Hours of instruction are an academic matter and any changes must be approved through the curriculum change process. The fact that there is a budget impact cannot prevent GFC from considering these changes.

Departments that have already increased class sizes to keep the extra hour would, in the short term, be able to reduce the class sizes back if forced to reduce instructional hours. But, in the longer term, there could be pressure to reduce the hours of instruction and keep the class sizes where they are

Leaves and the Academic Year

The Task Force on Leaves and the Academic Year has made recommendations to improve flexibility with respect to when time is available for scholarship. Such recommendations, such as banking time so the teaching load could be reduced, in a subsequent semester, need to be negotiated. This would require accounting for the SICR across academic years: both banked and owed. The only recommendation made by the Task Force Regarding the Academic Year was to consider moving tenure evaluations from the spring to the fall or winter so that there would be more time available for scholarship and course and program development in intersession.

- We need a process for adjudicating secondments and leaves without pay.
- The Negotiating team is working on improvements to parental leaves.
- Improved consultation with the library is regarded in relation to Spring and Summer course offerings. Increased course offerings in the spring/summer are affecting the librarians based on the library services required to offer these courses.
- Maternity Leave provisions have been improved. When the new CA is put together it will be available [here](#).

Miscellaneous Topics

Several other topics were discussed in the department meetings: highlights below:

- Need for increased support for incoming faculty (e.g. assistance with immigration and better relocation provisions).
- Need for a spousal hiring policy
- List A funding is insufficient
- Policy 507 should be revised to allow for electronic submission of final exams to Document Services
- Course outlines are not standardized by policy, but ADC does have a template to assist new faculty in developing course outlines
- Faculty at all levels are urged to resist ranking journals and publishers: writing a book/article is of enormous academic benefit to faculty members, even if it is not published, and the work improves your teaching.
- Discussion of the next Provost:
 - Needs to be, and will be, aware of our culture
 - There should be public presentations
 - Needs to further consider the qualifications required (e.g. type of academic credential)
- The Dean re-appointment process needs to be improved

- TSMP needs better access to the required instructional spaces for their students. Gerry will follow up on this as the Academic Scheduling policy states that the priority for scheduling open access academic space is credit instruction followed by non-credit instruction.
- The final exam policy needs to be improved: APPC has the authority to initiate review of this policy.
- The outcome of the Child Care Task force was unacceptable: the MRFA is following up on this
- Climate control needs to be improved on evenings and weekends
- There was discussion of tenurable members sitting on hiring committees: refer to [MRFA position on Tenure Restrictions for Service](#)
- A member inquired about principles of accepting private donations: the MRFA is following up on this. There may be a discussion series on the topic later in the year.
- Faculty should be able to install software required for marking on personal computers so they do not have to remain on campus for excessive hours to mark assignments.

MRFA

The MRFA represents both full and part time faculty. The Post-secondary Learning Act requires that there be a faculty association which negotiates a collective agreement on behalf of all credit faculty (as designated by the Board). Part-time faculty cannot certify as a separate union.

There have been some changes to the structure of the MRFA Executive and there will be more to come. There is an additional Member at Large position and other Executive Board positions have been refined/refocused. The MRFA is looking at moving some of the President's responsibilities and reassigned time to the VP Policy and will also further consider tenure restrictions and overall service opportunities with the MRFA.

Negotiations:

- The MRFA will consider having separate FT/PT Negotiations Surveys
- The MRFA has established a job action research committee that may do work in preparation for the next round of negotiations

Grievances:

- The grievance procedure is just a dispute resolution mechanism and it is a violation of the CA that is grieved (i.e. the chair is not being grieved)
- The MRFA is working on improving its support of Chairs in the process.

Services:

- At lunch you can buy just the salad or side: you do not need to purchase the meal

Professional Development

Full time PD

Individual professional development allocations are insufficient. With the requirements for promotion, the PD allocation should assist faculty in developing their national/international reputations and right now it barely covers the cost of one flight within Canada. The allotment could be increased or it could be accumulated for more than four years. The MRFA will work on this.

Part time PD

Article 18.7.2 of the CA provides individual PD funds of \$400 annually for PT faculty who teach 3 or more courses, or equivalent, in an academic year. The funds are available on a first come, first served basis, but they have yet to be exhausted. Perhaps this is because the amount is so small [or people don't know about it], but PD funds can be used for things such as books and membership fees in professional associations. As well, PT faculty are eligible to apply for Faculty Development Committee PD funding, and could supplement any funds from this source with

individual PD. Part-time faculty who teach 3 or more courses, or equivalent, in an academic year are eligible for reimbursement for credit course tuition fees at another post-secondary institution or for graduate studies program fees under pool 2 of Article 18.3 (the percentage reimbursed will depend on the total amount applied for). All part-time faculty may apply for an honorarium for participating in certain service activities. The funding is provided for by the Memorandum of Understanding regarding funding for part-time opportunities for service on page 125 of the current Collective Agreement. The application form is on the MRFA web site, www.mrfa.net/forms, under *Documents\Reimbursement Forms* and contains a list of eligible activities and the application deadlines.

Scheduling

There has not been substantial progress with the Academic Scheduling Committee. Gerry is hoping to have an Infosilem Engineer come to our campus this year to audit out implementation of the system: this will likely lead to some important improvements.

Policy

- Constraints can be entered for university committees identified by the Provost, and there are other ways to work around conflicts using the system.
- The non-instructional day exception, formerly “research days,” can be used by faculty on TSS and TS.
- We should return to regular class patterns (M W F and T R) and ensure that classes are scheduled at the same time when they are offered more than once a week.
- The MRFA Executive will also discuss a way to initiate a review of having classes run from 8:30 – 4:30 rather than 8:00 – 4:00
- The MRFA will request that the final examination schedule be published with the schedule of courses

Infosilem:

- can weight time slots so you have less classes scheduled at undesirable times (most areas are not currently using this feature),
- can schedule faculty members’ hours into blocks of time (e.g. within a specified eight hour window or in the morning/midday/afternoon time blocks),
- can generate a schedule to which instructors are then assigned. This can still be done by putting multi-section courses in academic blocks without instructor names. The system will produce a schedule with the sections scattered throughout the week and you can then assign instructors.

Users:

- should be working with the other Chairs and to get the required number of seats in a course combination with the required courses in your discipline
- should be familiar with the system: having a faculty member responsible for data entry is preferable to having new staff working with the system.
- are able to move to a better classroom after rooms have been freed up by course cancellations as long as you do not want to change the day or time.

SEIs

Members of Tenure and Promotion Committees must understand the expected standards and then determine from the evidence in the dossier whether the candidate has met these standards. Standards for SEI scores could be considered in terms of a range: the department average is not an appropriate standard. The MRFA Faculty Evaluation Committee developed a series of recommendations on interpreting SEI data last year. These recommendations were overwhelmingly endorsed by the membership in an online vote. The UTPC will strike a committee to review and make recommendations on the evaluation of teaching this year.

Student Enrollment

- Restricting certain core courses to students who are in the program is one way to prevent students from enrolling in one program, fulfilling the requirements of another program and receiving the credential for a program they were not admitted to.
- Concerns about students retaking a course too many times to achieve better grades would need to be addressed by including limits on course attempts in program descriptions. Any existing continuation requirements, such as limits on course attempts, must be approved by GFC and, if they are not, they will be removed.
- The Register and AVP Enrollment Management have started to work on allowing people to take one or two senior level courses as required to maintain their designations etc. without being registered in the program and without having to be admitted to open studies. There will, likely, be a resolution to this in time for next fall's registration.
- If departments want to run spring courses but do not have the budget for it they could be run through Credit Extension arm of Continuing Education. Prerequisites can be used to restrict these courses to program students if they are not being run out of department budgets.

Service and Work Patterns

Faculty seem to be penalized for being on the TSS stream as Service and Scholarship compete for their time. To address this concern, it was noted that some expectations for scholarship are internally generated: faculty may not have to be doing as much as they think they do. Also, faculty with research grants should be able to buy themselves out of a course.

Overall, there needs to be more support for research than there is currently. MRFA's PDC is considering hosting a workshop on grant proposals and Research Services should host workshops supporting scholarship as the ADC does for Teaching. Members appreciate the support for teaching provided by the ADC and strongly believe that, while supporting research, we need to maintain our teaching focus because that is our competitive advantage.

Tenure and Promotion

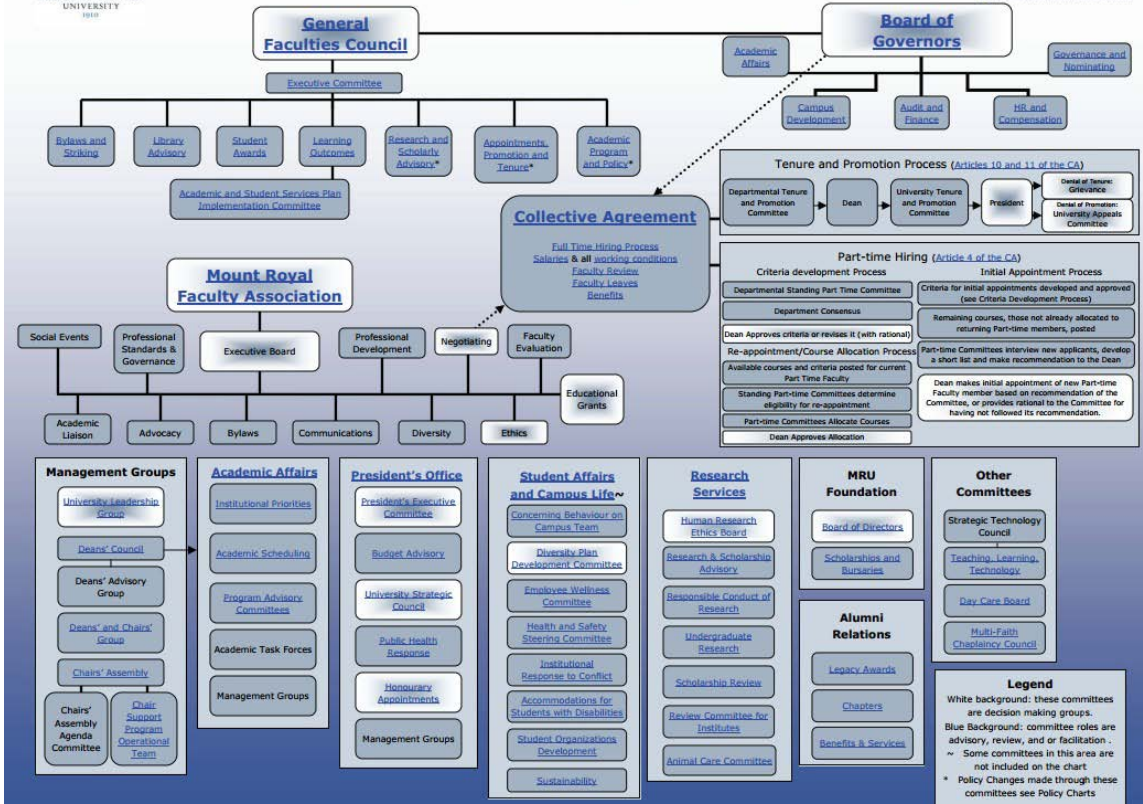
The Composition of TPCs was discussed. There was a suggestion to consider adding externals from other departments or moving it to a faculty level committee, which may be considered at a later date as we require stability right now in the tenure process. There are conflict of interest provisions in the CA. Conflict of interest is defined to be circumstances that may make it difficult for a committee member to render an unbiased judgement on the candidate's application. The candidate may request that a committee member be removed for conflict of interest (Article 9.5.3.3). The request must be made to the Dean before the TPC begins considering the application.

Some faculty consider the mid-term tenure evaluation an opportunity to terminate employment: this is not the intent of the mid-term tenure evaluation. There is nothing in the CA about termination specifically as a result of the mid-term review.

The difference between the tops of the Associate and Professor grids is over \$30,000, but you don't go to the top of the Professor grid immediately upon promotion. You get a step when you are promoted and then your annual step, so that is a 6.6% increase for somebody who had been at the top of the Associate grid (and 3.3% if not).

Workload

We measure instructional workload in SICH, which is an imperfect measure of real workload. When workload is measured by the number of courses taught, the Collective Agreement can list factors, such as marking and the number of preparations, affecting real workload that are to be considered in the assignment of courses. Other universities take these factors into account when assigning workload and this is something we need to improve in our Collective Agreement. The [MRFA Workload Committee's Recommendations](#) (see pg. 3) will assist members in maintaining workload. The first recommendation referred to the definition of SICH in Article 1.24 of the CA which states that "Credit for other forms of teaching, including but not limited to practica, open laboratories, studios, directed study, computer-assisted instruction, team-teaching, rehearsals and productions shall be assigned by the Chair in consultation with the members of the academic unit, and is subject to the approval of the Dean" and recommended that Chairs assign SICH credit for other forms of teaching at the rate of 16 SICH for 3 hours of work per week. This also includes supervising honours students. The report provided a rationale for this conversion factor. The second recommendation was that Chairs and faculty report the results of attempting to assign SICH credit for these forms of teaching to the MRFA Executive.



MRU Organization Chart

This document is accurate to the best of our knowledge as of November 2012. We ask that any additions or changes to Committees and/or Committee Charters be submitted to office@mrf.net so the Chart may be kept up to date.

The MRU Org Chart is available [here](#), and short committee descriptions are below. Each committee name, both on the chart and below, is linked to its respective Charter, Terms of Reference, or website.

Collective Agreement

- Tenure and Promotion Process ([article 10-Tenure and article 11-Promotion](#))
- Part-time hiring process ([article 4](#))
- Full time Hiring Process ([article 4](#))
- Faculty Leaves ([article 17](#))
- Faculty Review Committee ([article 12](#))
- Salaries ([article 13](#))
- Benefits ([article 16](#))

General Faculties Council (GFC)

GFC is the senior academic decision- and policy-making body of Mount Royal. Specific powers of the General Faculties Council (GFC) include approval of the granting of diplomas and degrees (other than honorary degrees), approval of the Academic Plan, academic programs, academic policies, academic awards, and the Calendar. The GFC functions through a standing committee structure consisting of 8 committees that carry out much of the detailed work and recommend actions that the GFC should take.

1. [Executive Committee](#)
Call GFC meetings, set agendas, ensure agenda materials are sufficiently developed for debate, assist Speaker, ensure that the decisions of GFC are properly recorded, transmitted to those concerned, and implemented, supervise the work of GFC committees to ensure that the GFC By-laws are followed, review the organization and procedures of GFC and its committees and make recommendations for improved effectiveness
2. [Bylaws and Striking Committee](#)
Recommend, to GFC and/or the Executive Committee, changes to practices, committee structures/membership and By-laws that would improve GFC proceedings. Provide other recommendations and advice as needed.
3. [Library Advisory Committee](#)
Facilitate communication between the Library and the broader academic community, and provide advice and recommendations with respect to Library planning, policies, and priorities and services, where appropriate
4. [Student Awards Committee](#)
Approve terms of reference and criteria for all awards administered by Mount Royal, as appropriate and make recommendations on any new policy or revisions to existing policy governing scholarships, bursaries, and awards
5. [Learning Outcomes Committee](#)
Provide advice and recommendations, through consultation, to GFC on the development, implementation and assessment of institutional learning outcomes (i.e., program, course, institution), as appropriate.
 - i. [Academic and Student Services Implementation Committee](#)

Oversee and report to all stakeholder groups on the implementation progress of the Academic and Student Services Plans

6. [Research and Scholarly Advisory Committee](#)
Review annually the Institution's Strategic Research Plan and provide advice on its contents, objectives, and orientation
7. [Appointments Promotion and Tenure Committee](#)
This committee is to recommend to the General Faculties Council the criteria, policies and procedures concerning appointments, promotion and tenure of faculty members subject to any provisions in the Collective Agreement.
8. [Academic Program and Policy Committee](#)
Initiate, review and recommend to GFC policies to maintain and improve academic standards
 - i. Institutional Priorities Committee (Academic Affairs)
Reviews and approves letters of intent proposing new programs, program deletion and program suspension, and forwards them to APPC

Board of Governors (BoG)

The Board is responsible for selecting, appointing and supporting the President, setting the strategic direction and long range plans of the institution, clarifying the institution's mission, approving business plans and monitoring performance, overseeing the educational program, ensuring financial solvency and regulatory compliance, preserving institutional independence, enhancing the public image, and ensuring the effectiveness and functionality of GFC.

1. [Academic Affairs](#)
The Academic Affairs Committee is to advise and make recommendations to the Board of Governors on matters which pertain to academic affairs that fall within the purview of the Board
2. [Campus Development](#)
The Campus Development Committee is to assist the Board of Governors to ensure that the University's buildings, facilities and infrastructure are appropriate for the educational, environmental, social, cultural and economic needs of the University.
3. [Audit and Finance](#)
The Audit and Finance Committee is appointed by the Board to assist the Board in fulfilling its oversight responsibilities with respect to finances, internal controls and risk exposure
4. [Human Resources and Compensation](#)
The purpose of the Human Resources and Compensation Committee is to assist the Board of Mount Royal University improve its effectiveness and to advise the Board regarding contract negotiations, compensation policies for the institution, and compensation for the President.
5. [Governance and Nominating](#)
The purpose of the Governance and Nominating Committee is to assist the Board of Mount Royal University improve its effectiveness, advising the Board regarding governance matters, assisting the Board in developing policies, nominating and recommending potential members for vacancies on the Board of Governors, and recommending Board Sub-Committee appointments to the Board.

Mount Royal Faculty Association (MRFA)

The Mount Royal Faculty Association provides a collective voice for faculty, promotes tenure and academic freedom, advocates for the highest standards of

professionalism in higher education, and upholds the values of diversity, equity and human rights.

1. [Executive Board](#)
Responsible for the overall governance, direction, business, and all affairs of the Association, including the establishment of policies and operating procedures, provide advice on the interpretation of the Collective agreement, represent members in Grievances &c. The Executive Board is responsible to the Regular Members of the Association. All MRFA Committees report to, and may make recommendations to, the Executive Board and the Membership.
2. Academic Liaison Committee
Facilitates communications on faculty-specific issues among Faculty Councils and General Faculties Council. This committee is responsible to the MRFA Membership and may make recommendations to it and to the Executive Board.
3. Advocacy Committee
Develops and recommends strategies for influencing public policy on post-secondary education, social justice issues, and other areas. This committee is responsible to the MRFA Membership and may make recommendations to it and to the Executive Board.
4. Bylaws Committee
Periodic review of the Association's Bylaws and policy documents. This committee is responsible to the MRFA Membership and may make recommendations to it and to the Executive Board.
5. Communications Committee
Responsible for enhancing the Association's communications with and among members. This committee is responsible to the MRFA Membership and may make recommendations to it and to the Executive Board.
6. Diversity Committee
Recommends ways to enhance faculty, academic and institutional diversity at Mount Royal. This committee is responsible to the MRFA Membership and may make recommendations to it and to the Executive Board.
7. Ethics Committee
Ensures that the MRFA Ethics articles are upheld and investigates alleged violations and imposes disciplinary action as necessary.
8. Educational Grants Committee
Reviews, approves, and allocates the MRFA's tuition refunds, student scholarships, and scholarships for dependents of MRFA members. This committee may recommend policy changes related to MRFA's Educational grants.
9. Faculty Evaluation Committee
Recommends policy and process on faculty evaluation and monitors the evaluation process. This committee is responsible to the MRFA Membership and may make recommendations to it and to the Executive Board.
10. Negotiating Committee
Responsible for collective bargaining. This committee acts independently in the contract negotiation process and is responsible to the MRFA Membership.
11. Professional Development Committee
Encourages and facilitates professional development and promotes excellence in teaching. This committee is responsible to the MRFA Membership and may make recommendations to it and to the Executive Board.
12. Professional Standards & Governance Committee
Develops initiatives to support and educate members about professional and Association responsibilities not related to teaching. This committee is

responsible to the MRFA Membership and may make recommendations to it and to the Executive Board.

13. Social Events Committee

Promotes and encourages the use of the Faculty Centre and organizes social functions. This committee is responsible to the MRFA Membership and may make recommendations to it and to the Executive Board.

The following committees, groups, and/or departments have administrative functions. They all report back to the groups above through GFC and are bound to follow the articles in the Collective Agreement.

Management Groups

The following committees/groups are loosely grouped, for the sake of this committee list and chart, into 'management groups.' Not all of these groups have managerial capacities but they all assist, through facilitation, recommendation and/or discussion, the overall and day-to-day operations of the University.

i. [University Leadership Group](#)

Provides a forum for the administrative officers of the University to share information, promote discussion and receive feedback. Comprised of all senior administrators, Deans, Directors, Chairs and managers. No management, operational or decision making authority.

ii. [Deans' Council](#)

Advisory to the Provost and VP Academic. This group is also responsible for facilitating and coordinating the operations of the division of Academic Affairs.

Deans' Advisory Groups

iii. [Deans and Chairs](#)

Receive and share information from within the division of Academic Affairs and other areas, and liaise with and formulate recommendations for submission to relevant bodies within the institution.

iv. [Chairs' Assembly](#)

A forum in which chairs collectively and independently meet to discuss and address issues relevant to the work of Chairs. This group will liaise and meet with other groups as needed and may provide recommendations on MRU policies and procedures as needed.

Chairs' Assembly Agenda Committee

Develops the agendas and is responsible for the records of Chairs' Assembly.

[Chair Support Program Operational Team](#)

Develops workshops and provides other resources to assist Chairs in their roles.

President's Office

As part of the governance structure of Mount Royal University, the President's Office has established the following committees:

i. [President's Executive Committee](#)

The President's Executive Committee is the senior operational decision-making body of Mount Royal University. The Committee is chaired by the President and is comprised of the vice-presidents and advisors to the President.

ii. [Budget Advisory Committee](#)

Provides a formal mechanism for broad stakeholder participation in the development of the University's annual budget. Advisory to the President

iii. [University Strategic Council](#)

Supports the development and implementation of institutional plans that have been approved by the Mount Royal Board of Governors. USC may consider major institutional committee work and work of institutional task forces that support but may not be directly identified in institutional plans.

iv. [Public Health Response Committee](#)

Develop and implement a response plan in the case that MRU has a public health crisis. Makes recommendations to the President.

v. [Honourary Appointments Committee](#)

The Honourary Appointments Committee considers nominations for recipients of the title “emeritus/emeriti” and for recipients of honorary degrees

vi. Management Groups and Task Forces

Management groups can provide advice to or be required to report to the President’s Office or its Committees. Task Forces may be created as needed. Contact the [President’s Office](#) for information on current Task Forces.

Academic Affairs

Academic Affairs is responsible, through direct involvement and sponsorship of numerous committees across the institution, for ensuring that academic programs remain relevant, current and offer high-quality instruction, preparing, implementing and updating an Academic Plan, overseeing the development and implementation of new degrees, administering policies and procedures which guide the division, developing, implementing and updating a [Comprehensive Institutional Plan](#), guiding the process of student and faculty recruitment and retention, pursuing partnerships with other institutions, advising on institutional initiatives, fostering a culture of scholarship, directing the establishment of institutes, promoting institution-wide collegiality and co-operation, and overseeing the allocation of space.

i. [Institutional Priorities Committee](#)

Reviews and approves letters of intent proposing new programs, program deletion and program suspension, and forwards them to the [Academic Program and Policy Committee](#) of GFC.

ii. [Academic Scheduling Committee](#): (Policy 516-1)

Under the sponsorship of the Provost and Vice-President, Academic, this committee is responsible for overseeing both the academic scheduling and events scheduling policies from an institutional-wide perspective; providing a forum to identify and resolve issues and challenges around timetabling; working cooperatively with divisions/units to ensure the needs of the students and faculty and in some cases clients are kept in the forefront of the scheduling process; performing continual review and improvement of scheduling business processes; and making recommendations to the Provost and Vice-President, Academic on issues that may arise.

iii. [Program Advisory Committees](#)

The role of advisory committees is to help Mount Royal University ensure that its credit programs, credit extension courses, and credit-free programs and courses meet the needs of its students and of the community it serves. Recommendations of PACs will be submitted to the Dean/Director and the ultimate responsibility for action with regard to these recommendations rests with the Provost and Vice-President, Academic.

iv. Management Groups and Task Forces

Management groups can provide advice to or be required to report to Academic Affairs or its Committees. Task Forces may be created as needed. Contact the [Office of Academic Affairs](#) for information on current Task Forces.

Student Affairs and Campus Life

1. [Concerning Behaviour on Campus Team](#) (CBCT)
The CBC team is responsible for the careful and contextual identification and evaluation of behaviors and/or threats that raise concern and that may precede violent activity on campus. The team will provide regular reports to the Health and Safety Committee.
2. [Diversity Plan Development Committee](#)
This committee is to establish a strategic Diversity Plan, which will serve as a framework for incorporation of principles of diversity, access and equity into Mount Royal's institutional and departmental policies, procedures and practices.
3. [Employee Wellness Committee](#)
The Employee Wellness Committee is to provide a forum for information gathering and sharing of programs, services, initiatives, and activities to support MRU's employee health and wellness.
4. [Health and Safety Steering Committee](#)
The Committee is to bring together those individuals at the University who have responsibilities and accountabilities on issues of health and safety. The Committee will coordinate those accountabilities to advise, assist and make recommendations on policies and programs that will address the health and safety of members of the University community. Advisory to the President's Executive Committee
5. [Institutional Response to Conflict](#)
Developing a process framework that will be used to assess situations that may generate controversy or conflict and presenting recommendations to senior management will assist in the decision making process.
6. [Policy 517 Accommodations for Students with Disabilities Review](#)
The purpose of this committee is to conduct a robust review of Policy 517 Academic Accommodation for Students with Disabilities. The Committee will make recommendations to the Vice President Student Affairs & Campus Life and Provost & Vice President Academic.
7. [Student Organizations Development Committee](#)
To develop policy regarding student organizations such as, but not exclusive to, academic interest, societies, legally incorporated organizations, recreation and sports clubs. Mount Royal University policy will encourage and support engagement while considering the image/reputation of MRU and its affiliates.
8. [Sustainable MRU Project-Steering Committee](#)
To build on past efforts of institutional and cultural change at Mount Royal and continue to progress towards a showcase of environmentally and socially responsible organizations. To create an opportunity for students, staff, faculty and administrators to work together to improve the quality of their environment and address important social and economic issues, while assisting with the financial and energy efficiency of Mount Royal.
9. Committees not listed on MRU Org Chart
 - i. [Alumni-Student Mentorship Task Force](#)
The committee is to further community consultation and engagement in the development of an alumni student mentorship strategic plan. This committee reports to Student Learning Services.
 - ii. [Campus Connect Working Group](#)
The purpose of Campus Connect is to improve access to, and awareness of, services, support and opportunities for students within the Mount Royal University (MRU) community. The committee shall

make recommendations to the VP of Student Affairs and Campus Life.

iii. [Co-Curricular Record Implementation Committee](#)

This committee is to design and implement the co-curricular record (CCR) project at MRU. This committee shall make recommendations to the CCR Steering Committee.

iv. [CCR Steering Committee](#)

Oversees the implementation of the CCR Record project (see above).

Research Services

1. [Human Research Ethics Board](#)

This committee is empowered to ensure that all research conducted under the auspices of the University is designed and conducted in such a manner that it protects the rights, welfare and privacy of research participants. This committee has the authority to approve, reject or propose modifications to any proposed or ongoing research involving human participants that is conducted within, or by members of, the institution.

2. [Research & Scholarship Advisory Committee](#)

This committee provides the AVP Research, GFC and the Strategic Technology Council with advice and recommendations with respect to policies, programs and other initiatives related to research, creative and other scholarly activities at MRU.

3. [Responsible Conduct of Research Committee](#)

This committee is to ensure that integrity is maintained in all aspects of research endeavors and to ensure there is no conflict of interest that may jeopardize the quality of the research undertaken. This committee shall advise the Provost and VP Academic.

4. [Undergraduate Research Standing Committee](#)

This committee is to examine successes and literature related to undergraduate research programs and recommend a strategy, activities, and performance indicators for implementing and sustaining a program at MRU. The committee shall provide advice to the Provost and VP Academic and to the VP Research.

5. [Scholarship Review Committee](#) (Internal Grants)

Reviews all institution-wide internal grant applications and makes recommendations for funding to the VP Research. This committee can also be called on to review and provide advice on Human Research Ethics Board Applications.

6. [Institutes Review Committee](#)

Review, approve, revoke, or amend all institutes, their directors and appointment recommendations to Institute Advisory committees. This committee reports to GFC and the President.

7. [Animal Care](#)

This committee has authority over all uses of animals in teaching, testing, and research. No research, teaching, or testing project involving animals can commence without prior ACC approval of a written animal use protocol.

MRU Foundation

1. [Board of Directors](#)

The Board monitors and approves external funding agreements.

2. [Student Scholarship and Bursary Management](#)

Provides information on current Scholarships and Bursaries and how to donate.

Alumni Relations

1. Legacy Awards

The Legacy Awards honour and celebrate four alumni per year in different recognition categories: Horizon Award, Lifetime Distinguished Achievement Award, and two Outstanding Alumni Awards.

2. Chapters

Alumni chapters and branches offer great ways to reconnect with other alumni.

3. Benefits and Services

Campus benefits & services at discounted rates and Partner benefits & services from MRU's affinity partners: TD Insurance Meloche Monnex, BMO Mount Royal University Mastercard, Industrial Alliance Pacific, Bounty Cellars, The Calgary Stampeder Football Club and Renfrew Chrysler.

Other Committees

1. Strategic Technology Council

Teaching, Learning Technology Roundtable

Advises the Strategic Technology Council (STC) on matters pertaining to the effective integration of educational technologies in teaching and learning. The TLTR focuses primarily on strategic, cross-institutional issues related to the use of technology in teaching and learning, including but not limited to matters of policy, user support, training and PD needs of faculty and instructional staff, piloting and adoption of emergent technologies, and technology infrastructure for teaching and learning.

2. Day Care Board

3. Multi-Faith Chaplaincy Council

To provide institutional support and guidance to the Chaplaincy Coordinator and the Multi-Faith Chaplaincy Association and to be the final point of appeal in matters concerning the Multi-Faith Chaplaincy at MRU.

Department Communicators' Information Session
August 28, 2012

1. Introduction, Kit Dobson, Communications Officer
 - a) Role and Expectations
 - Department Communicators were just entered into the MRFA bylaws and the role is now more defined. Having this position in our Bylaws highlights and cements the importance of ensuring that the MRFA has a presence across campus and that members know what is going on in the MRFA.
 - Department Communicators are integral in departments that are less connected to the MRFA
 - The goal is to make sure we have constant contact with members
 - As Communications Officer, Kit oversees the network of Department Communicators.
 - Throughout the year, Communicators will be contacted by their liaison on the Communications committee with requests from the Committee and/or the Executive Board. Communicators are, also, encouraged to bring matters to their liaison on the Committee.
 - One of the things that department communicators are not is shop stewards. This is however the closest thing we have to that function. We are not a union and do not have a right to strike: this is not such a labour oriented task.
 - Your job is not to find problems with Collective Agreement in your department. If however you see things in your department that are concerns we strongly encourage you to bring those things up to your liaison, Kit or Gerry. This is an important part of this role
 - Communicators are information conduits in both directions.
 - It would be good for Communicators to ask to be on department meeting agenda to remind people of your role and the purpose of it. It is good to let new members know that you are there to provide information about the MRFA and to provide clarification on certain things that are going on (e.g. mediation in negotiations)
 - b) Terms
 - There is now a slightly more formal process in appointing Communicators. Each year the Communications committee will request that departments appoint communicators for the coming year.

2. Executive Board Report, Gerry Cross, MRFA President

- We really want to strengthen the Department Communicators network and in particular to have them bring issues and suggestions for improvement to the MRFA.
- a) Department Visits
 - The MRFA Executive visited every department two years ago and it was a very useful exercise which generated a long list of things for the Executive to work on.
 - Gerry and the appropriate Member at Large as well as one or two other members of the Executive will be coming to your department meetings
 - Members at large are now representative of specific faculties

- Marc Schroeder: Faculty of Arts, Student Counselling, the Faculty of Science and Technology, and the Faculty of Teaching and Learning
 - Marnie Kramer-Kile: Bissett School of Business, the Faculty of Communication Studies, the Faculty of Health and Community Studies, and the Library.
- The purpose of these visits is to give the members a chance to talk about any issues they want to talk about: we are anticipating discussions of negotiations and reductions in instructional hours

b) Impact Analysis of Changes to Instructional Hours

- Deans' Council made some form of decision last year that in the future all courses will be funded for 3 hours of instruction unless they have a lab: there would be no tutorial funding.
- The MRFA Executive Board has developed a plan to respond to this which was initiated last year.
 - The chair of one department wrote an impact analysis which Gerry presented to the Board of Governors. This program had converted from an Applied degree to a Bachelor Degree and in that conversion they reduced the hours of instruction in some courses. They still have four of the main courses with four hours of instruction. Two of these were writing courses specific to discipline which are absolutely essential to the program and the other two were large project courses. The argument was that the program could not function properly without these courses maintaining the four hours of instruction.
 - The board had not heard of the matter of hours of instruction at all despite the fact that administration said that GFC could not talk about it as it was budgetary and should go to board. The Board said it was academic and should be brought to GFC to make recommendations to the Board.
- The MRFA is requesting that all departments write such impact statements and send them to the MRFA to be collected and then the MRFA will try to do a cost analysis.
 - We will cost out how much is actually saved if the courses are reduced from four to three hours of instruction and then do a savings/harm analysis.
 - Then, the MRFA will look at what other ways there are to achieve these necessary budget savings

c) Negotiations Update

- We exist under the PSLA and that prescribes binding arbitration as the dispute resolution mechanism in negotiations: if the teams do not reach an Memorandum of Agreement by May 31 then they are to proceed to the intermediate step of mediation before arbitration.
- Mediation is scheduled for last three days of October
 - The mediator shuttles back and forth between the two teams meeting separately. The goal is to draw the two sides closer together and resolve outstanding differences.

- The mediator will then submit a report with recommendations on the outline of what the settlement should be. If it is accepted by both sides we will go to ratification. If it is not accepted we go to binding arbitration.
- If it goes to arbitration the external arbitrator makes a binding decision
- Discussion:
 - With mediation being in last three days of October, if mediation is successful then we could have new CA by November?
 - After mediation the mediator writes a report and makes recommendations: then both sides would have to look at it and accept it so it could take longer than this.
 - What is the timeline for arbitration?
 - We do not want to go to arbitration it is very expensive, very slow and divisive. Neither we nor the Administration wants to go to arbitration
 - Both sides have been using interest focussed bargaining and both are, likely, hoping that the mediation will function as an extension of interest focused bargaining.
 - There are timelines for arbitration in the Collective Agreement
 - Who appoints the arbitrator?
 - The Collective Agreement specifies the selection of the arbitrator.
 - Both teams have to agree to either a single arbitrator or a panel of three arbitrators. If it is decided to have three arbitrators, each side selects an arbitrator and the two arbitrators then pick the third.
 - Do we have any control of how long it takes to get the mediator's report?
 - No we do not.
 - Olds went to arbitration and it took over a year for them to receive the report. Mind you this was a particularly bad situation in which 66 items were taken to arbitration as the board's team would not negotiate. We only have two or three items being brought to mediation so it should simplify it.
 - Contract lawyers are quite busy with many cases. If a denial of tenure case came up it would take precedence over other contract administration cases like this one. We have no control of this.
 - New members of the association may have no idea of what mediation or arbitration are. Many will not understand the process. If you have questions, seek clarification so you can inform your colleagues.
 - If the result of mediation is an agreement that both teams can agree to then it goes through the normal ratification process: the members of the MRFA and Board of Governor

will have a ratification vote. and to the board for a rat vote.

d) Grievance Session Package

- The MRFA President and Communications Committee hosted this session in May 2012
- This was very successful half day workshop for Department Communicators
- Part of what was handed out in that meeting is attached to today's agenda.
- The goal was to have Department Communicators to improve their understanding of the procedure so that when there are issues in their departments they could provide direction and/or advice on whether something should go through the grievance process and to inform colleagues of who they should contact.
 - The Grievance procedure is a dispute resolution mechanism but it is not the only one and it is not relevant for certain issues. When it is needed, however, it needs to be used.

e) Attendance at MRFA Meetings

- We really need to have one or two people from each department attending all General Meetings
- Members, including Department Communicators, cannot be informed about MRFA affairs if they do not come to at least half of the general meetings. Please encourage your colleagues to attend these meetings as well.

f) Events

- First Social Event
 - Friday September 7, 3:30 – 7:00 in the Faculty Centre
 - This event is primarily for the purpose of welcoming new faculty to the Faculty Centre and to the MRFA
 - Over half of our members are part time and we want to get them to come to the centre as well
 - Members get extra draw prizes for bringing new and part-time faculty members.
- Part-time Grub'nGab
 - September 13 in the afternoon
 - This is run by the Part-time Member Representative and is for part time members
 - Please encourage your part-time colleagues to attend
 - We have had the same Part-time Member Representative for the past three years and will be electing a new one in September. If there are long serving Part-time members in your department you can suggest to them that they consider this position. They can speak to Gerard or Gerry for more information.
 - There are also two positions to be filled on the Professional Development Committee

3. Communications Committee Updates

- The Communications Committee has not met yet but has started up over email
 - We are going to have two MRFA flags: banners on poles to represent the Association. The immediate use for these flags is the Calgary Pride Parade
 - All members are invited to join us in the parade.
 - This year the Communications Committee is going to be engaged in mapping the committee structure of the University
 - The administration has a version of this that is not up to date and so there is no current committee map that exists
 - This was a suggestion from a member to give to new faculty
 - If you see things we can possibly improve please bring them to us
 - If you are on Facebook you can search for the MRFA Facebook page and request membership: it is a private group.
- Discussion:
- Organizing department visits
 - Chantelle will be organizing these. If chairs do not respond then Department Communicators will be contacted
 - General Meetings
 - Encourage members to attend
 - May 15-16, 2013 Spring Retreat
 - There is GFC on May 16 but people will be able to make it back from the retreat for the meeting
 - Ensure your part time members know they are invited to attend
 - If you have ideas for a keynote email them to Jodi Nickel or Jenn Pettit.