



Mount Royal Faculty Association 2018 Annual General Meeting

May 11, 2018

Officers' reports

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President's Annual Report

Marc Schroeder

Annual General Meeting – May 11, 2018

Overview

June 14, 2018 will mark the last day of my second and final term as MRFA President. It has been my great pleasure and privilege to serve our fine membership. During this term, I have tried to fulfill, to the best of my ability, the aspects of the job that any President needs to undertake, including:

- Chairing the Executive Board, and overseeing the governance, direction, business and all other affairs of the Association;
- Advising and assisting members regarding the Collective Agreement, the MRFA Bylaws, MRFA policies and procedures, and other matters related to faculty welfare;
- Participating heavily in the grievance-resolution process, especially at Step 2 and above (the Vice-President, Policy and Senior Grievance Officer's report contains a summary of this work);
- Assisting members with concerns related to faculty welfare and working environment, even when not grievances;
- Representing members in meetings with Human Resources and management (e.g. workplace medical accommodations and disciplinary situations/investigations)
- In cooperation with our VP Policy and our Academic Liaison Officer, monitoring matters of MRU policy, budget and governance that affect faculty and their working conditions;
- Participating on GFC in the capacity of MRFA President;
- Liaising with senior administration regarding matters of faculty welfare, including regular meetings with the Provost and the MRU President;
- Liaising with external associations, including as the MRFA representative to the Canadian Association of University Teachers;
- Various internal Association matters, including:
 - Preparing for and chairing Association meetings;
 - Participating in the preparation of the MRFA annual budget;
 - Reviewing Association policies, procedures and Bylaws as necessary;
 - Supervising MRFA staff and overseeing the management of the Faculty Centre;
 - Liaising as necessary with MRFA committees and their Chairs;
- Advocating publically for the quality of post-secondary education.

Summary of Goals and Accomplishments for 2017-2018

Goals I identified at the start of this academic year included:

- Review of implications of the move to the Labour Relations Code and a strike/lockout regime; The planning and execution of preparedness steps for the eventualities of strike/lockout;

PROGRESS: this has been a major focus on the Association's Executive Board, and a source of consider workload for the President and others. Building on the significant progress in 2016-2017, a great deal more has been made this year.

Financial preparedness steps were begun prior to this financial year, through budgetary changes to strategically realign spending. In Fall 2017, a successful member engagement campaign concerning the need for financial preparedness and our dues rate culminated in a dues rate increase being passed, effective this past November, in order to join the CAUT Defence Fund, build our own MRFA Contingency Fund, and secure the resources necessary to better support our labour relations work and related strategic initiatives. The MRFA Executive Board established a Strike Pay Policy following member consultation earlier in the year.

Non-financial preparedness steps have included the establishment, for the Fall 2017 semester, an ad hoc Labour Code Transition Committee. This committee produced a detailed framework document (a "matrix") that maps out the various Association efforts that are required in order to manage the transition in the statutory and labour relations context, identifies responsibility for undertaking them, and provides a tentative timeline for their completion. The committee also produced a set of notes and background material to help inform subsequent efforts. Several of these items have now already been completed, whereas others are over a longer time scale and will require continued attention into 2018-2019 and in some cases beyond. In brief, categories of items included in the matrix span wide swaths of the Association, including in relation to collective bargaining, grievance processing and labour law; MRFA organization, governance, operation, staffing and budget, including to ensure we are properly resourced and staffed, and to ensure we are well-prepared for anticipated changes in the bargaining context; and various strategic consideration.

Finally, the Executive Board has recently struck an ad hoc Job Action Preparedness Committee, tasked with developing a detailed, implementation-ready plan for the conduct of job action. A draft report is anticipated by June, with a final report due early in 2018-2019. This work is in no way indicative of any desire for job action; rather, it is a prudent step to ensure that the complex planning required has been done.

- Preparation for, and support during, the winter/spring 2018 round of bargaining;

PROGRESS: early this academic year, I led an ad hoc committee struck by the Executive Board to

review the outcomes of the 2016 bargaining round, and to update the MRFA's long-term bargaining goals strategic document, and also developed a detailed set of article-by-article notes informed by several years of experience administering the Collective Agreement. This work subsequently informed the Executive Board's pre-bargaining submission to the Negotiating Committee. Throughout the current bargaining round, I have consulted with and supported the work of the team.

- Working with the Advocacy Officer, Advocacy Committee and others on updated Standing Advocacy Goals for the Association, submissions on government advanced education policy and budget, and review of the MRFA's Model PSE Platform in anticipation of the next provincial election;

PROGRESS: based on four years of experience focusing on and directly involved in the advocacy efforts of the Association, recommendations on updates to the Standing Advocacy Goals were developed earlier this year. A revised statement of goals was subsequently recommended by the Advocacy Committee, reviewed and recommended by the Executive Board, and approved by the membership this year.

I led the development of the Association's written submission to Statistics Canada's consultation on the PT-UCASS instrument: a planned expansion of its full-time university faculty labour market instrument to contract and limited-term faculty. I also met with representative of Statistics Canada in the fall to discuss our submission.

A review of the MRFA's Model PSE Platform, to be discussed with the Advocacy Committee and Executive Board, has not yet taken place. However, I will recommend that this work be a priority for early 2018-2019, given that the next provincial election is approximately one year away.

I have, from time-to-time, met and corresponded with the Minister of Advanced Education. In light of various provincial initiatives concerning PSE, such as the government's work on the funding model review, and an anticipated opening of the *Post-Secondary Learning Act* in Fall 2017 to address what we expect will include matters of governance, I plan to continue to engage with the province on various advocacy topics leading up to the end of my term.

- Administration of year 2 of the annual "member census" survey, and analysis of the year 1 data (in conjunction with a review of input from other sources such as the most recent round of Executive Board department visits), to help us better understand, serve and advocate for our members;
 - This work is anticipated to help inform development, in conjunction with the Executive Board and the Contract Member Representative, of an MRFA strategic plan on contract faculty at MRU

PROGRESS: the year 1 data was very helpful this year in informing work of the Association, including with respect to diversity and equity work, contract faculty issues, helping to inform bargaining, and in supporting our work when liaising with senior administration and the Board of Governors. Year 2 of the survey was administered in March 2018, and analysis, including a comparison between year 1 and 2 response data, is ongoing.

The Executive Board's submission to the Negotiating Committee contained a comprehensive set of recommendations regarding contract faculty issues to be considered during bargaining.

- Continued Development and implementation of initiatives to help promote understanding of faculty roles and responsibilities among members of Mount Royal's Board of Governors;

PROGRESS: Mount Royal has experienced near-total turnover in the Board of Governors since the last academic year, and this Board is demonstrating a much higher level of engagement with the University community than previously. I have been active in engaging with Board members, including through written submissions and oral addresses at each public meeting, as well as informal meetings with the Board Chair and other members throughout the year. Issues raised at public Board meetings have included contract faculty matters, and matters of MRU budget and finance.

- Continued advocacy for improvements to Mount Royal's budget-development process;

PROGRESS: this item has received regular attention throughout my time as MRFA President, but it has been particularly intense this year. Initiatives have included the completion of a thorough review of MRU's audited financial statements to identify revenue, expense, asset and other trends, regular reports to the membership raising awareness about budgetary matters, questions at General Faculties Council, and the motion at GFC (carried) to approve the striking, in principle, of a GFC Budget and Finance Advisory Committee (with the terms of reference to be developed by GFC's Bylaws and Striking Committee).

- Succession planning and ensuring continuity of Association operations, services and initiatives through the MRFA Presidential transition in 2018;

PROGRESS: at the time of writing, nominations for 2018 elections are open and this work is active.

- Continuing to strengthen our relations with the faculty associations at the other Alberta and Canadian universities;

PROGRESS: I have attempted to foster and strengthen good relations with other association presidents; in particular through various CAUT forums, as well as through various informal means and visits. Communication and cooperation with other Alberta university faculty

associations has been steadily increasing, and this year involved MRFA participation in the CAFA Labour Conference held during the winter semester.

- Enhancing the communication with and engagement of our members, including via the monthly News to Use publication;

PROGRESS: I have focused on regular and clear communication with our members again this year. I invest a significant amount of effort into the President's Reports that appear in that newsletter. I have continued to reach out to new members, including via presentations at both full-time and contract faculty orientations.

Other specific activities that arose during the year included:

- Work, in cooperation with Sabrina Reed (MRFA VP Policy and Senior Grievance Officer), in responding to various draft new or amended MRU policies and strategic plans. Noteworthy efforts have included with respect to MRU's revisions to the Code of Conduct / Conflict of Interest Policy, as well as the Strategic Scholarship and Research Plan;
- Leading one MRFA staff hiring committee for our new Office Assistant (Lana Funke);
- Representing the MRFA as its appointee on three University search committees (Dean of Arts; University Librarian; Associate Vice-President, Human Resources);
- Beyond the review and updates required in response to the changes in the provincial labour relations context, significant efforts have gone this year into updates to other elements of the Association's Bylaws, policies, procedures and charters. Bylaws amendment proposals are to be presented for approval by the membership at the 2018 Annual General Meeting, and work on policies (subject to Executive Board approval) will continue through the remainder of the presidential term through the work of the Bylaws and Governance Committee. Changes have include with respect to enhanced diversity and equity considerations within the Bylaws and Association committees and processes;
- Leadership of improvements to internal operations within the Association's Executive Offices have included the move to a secure, online document management system.

VP Policy and Senior Grievance Officer's Report

MRFA Annual General Meeting
May 11, 2018

1. Grievances

This year, there were eleven formal grievances, as described in the following chart. In addition to the formal grievances, I met with many faculty on matters which either were not grounds for a grievance or involved alternate processes within the university. In some cases, faculty members decided not to grieve because they feared repercussions. Over the year, I had discussions with faculty members on the following topics:

- Faculty member not assigned desired course and/or number of courses
- order of allocation in Article 4.8.1.1 was not followed
- alleged workplace harassment
- potential and/or actual disciplinary proceedings
- rules around secondment to faculty administrative positions
- reappointment with conditions

I would like to thank the members of the Grievance Committee: Lee Easton, Todd Nickle, Guy Obrecht, Marc Schroeder, and Khatija Westbrook for their help and advice.

Grievances for the period August 15, 2017-April 30, 2018			
Grievance	Articles	Requested Remedies	Resolution
Contract faculty member had taught a course for five years. Format and content of course were changed and the course was given to another person. Procedural irregularities in posting.	4.8.2 (Criteria for sessional re-appointment) 4.8.3 (Seniority)	That the contract faculty member be granted the course, or, failing that, compensation for lost wages.	Advanced to Step Two. After legal consultation, the Board decided not to advance to Step Four (arbitration).
Confidential information revealed without faculty member's consent. Grievance initiated at Step Two	Article 22 Workplace environment	Confidential	Confidential
Faculty member disciplined with a letter of reprimand	Article 25.6 —Discipline "The measures above are normally followed in sequence; however. . . the disciplinary process can begin at any point." Article 26—Personnel file	-Letter of warning reduced to reprimand -Correct factual inaccuracy in letter -Change length of time letter will be on file -acknowledge that university systems contributed to disciplinary issue	Resolution at Step One While the letter remained a reprimand, a factual inaccuracy was corrected and the time the letter would remain on file was reduced by one year. Administration agreed to give more support to faculty involved in conference planning.

Grievance	Articles	Requested Remedies	Resolution
<p>Recreation Centre Access Two Continuing term faculty were denied access to the Recreation Centre during summer 2017. They should have been granted access. -Grievance initiated at Step Two.</p>	<p>16.6 (Benefits and Insurance): “Employees . . . Shall be entitled to receive a MR Recreation membership free of charge.” 4.10 (Continuing Appointment)</p>	<p>That the computer system be reviewed and updated so that Continuing Appointment and Fixed-term faculty be ensured access, as is their right under the CA.</p>	<p>Resolved at Step Two. The computer system is being reviewed and updated.</p>
<p>Contract faculty members were not paid on time for the first pay period in January</p>	<p>Article 13.4.2 “Employees shall be paid twice monthly on the 15th day of the month and on the 3rd to last banking day of the month.”</p>	<p>Review of procedures to ensure that contract faculty are paid on time for the work they perform.</p>	<p>In advance of the Step One meeting, Payroll addressed the problem and paid the affected individuals. The Step One meeting was used to discuss why the error had occurred and to suggest ways to avoid such problems in the future.</p>
<p>Two faculty members requested Step One meetings to discuss late List A decisions.</p>	<p>Article 14.9.1 “Applications for reassigned time . . . Must be submitted directly to the Dean by 15 January. . . . The Dean, who may consult on, but not delegate the approval, must notify the applicants by the end of January.”</p>	<p>A timely decision on List A allocations</p>	<p>Resolved. The Dean delivered their decisions on List A one day after the requests for Step One meetings. The grievance(s) were then withdrawn.</p>
<p>Faculty member applied for credit towards the probationary period for tenure. The Department recommended one year and APTC concurred. Unlike other parts of the tenure process, there is no formal way in which a faculty member can comment on or disagree with a tenure committee’s decision. The faculty member asked for a Step One meeting to discuss concerns</p>	<p>Article 10.3.7.1 “Tenurable Employees who have two or more years [of] service in a tenure track position at a Universities Canada accredited, or equivalent, institutions may apply by 15 November . . . To have two years credited towards their probationary period at MRU.”</p>	<p>Technically, there was no grievance regarding the APTC decision, but the faculty member wanted to address some perceived irregularities in the department’s process.</p>	<p>The Dean heard the faculty member’s concerns. The Senior Grievance Officer forwarded a recommendation to the Negotiations Committee regarding the need for a means to comment on the decision of the Tenure Committee and APTC regarding years granted toward tenure.</p>
<p>Faculty member was threatened by a student and launched a Code of Conduct complaint. For various confidential reasons, Administration suggested the Code of Conduct complaint be withdrawn.</p>	<p>Article 22.2 “The Board shall make reasonable and proper provisions for a safe and healthy workplace environment.”</p>	<p>That the student’s conduct be addressed through the Code of Conduct process. That Admin explain the reasoning behind the recommendation to withdraw the Code of Conduct complaint.</p>	<p>Meeting was held with University legal counsel, the Dean, and the faculty member. The Conduct hearing will take place with some provisions for the safety of the faculty member. The faculty member was informed of ongoing measures to address their concerns re safety.</p>

Grievance	Articles	Requested Remedies	Resolution
<p>A contract instructor who has been teaching at MRU for many years applied to teach two sections but the department said the member could only have one. Another instructor, who had not worked for the department previously, was hired.</p>	<p>Article 4.8.2 (criteria for sessional reappointment) Article 4.7.1.1 “Normally, initial Sessional Appointments are initiated after the following reappointments and workload allocation has occurred.”</p>	<p>That the instructor receive the workload they requested.</p>	<p>Resolved at Step One. During the Step One meeting, the contract faculty member, who had previously held a Continuing Term contract, was invited to return to that designation. This would affect the order in which courses were allocated. The group discussed 4.7.1.1 and reaffirmed that this article should be followed. The contract member got an additional course.</p>
<p>Faculty member was commissioned to develop teaching materials. Article 19.5 was not properly followed.</p>	<p>Article 19.5 (Commissioned Works) “where an Employee is specifically commissioned by the University to create a work, that commission shall be recorded in a written agreement, and that agreement shall . . . define copyright ownership and license terms. The University shall provide the Association with a copy of any such agreement.”</p>	<p>That Article 19.5 be followed for any future contracts.</p>	<p>Resolved at Step Two. The University has agreed to follow the stipulations found in 19.5.</p>
<p>A tenure-track faculty member asked to teach a specific course. The request was denied because the individual’s teaching evaluations were not quite at the departmental average. The faculty member discovered that the course had been granted to a contract member with similar evaluation scores.</p>	<p>Article 28.2 “Teaching evaluation shall conform with the Agreement and processes, criteria and instruments . . . established in academic governance forums.” Article 4.8.1.1 (Order of allocation) Article 14.1 “The workload of Full-time Employees shall be assigned by consultation between the Chair and the Employees of each Academic Unit, following consultation with the Dean.”</p>	<p>That in future the faculty member be considered for the course they had requested.</p>	<p>Resolved at Step One. The faculty member will be allowed to teach the course in the 2018-2019 academic year. Note: This will not involve the removal of the contract faculty instructor.</p>

2. Policies and Procedures

On behalf of the MRFA, I assessed and provided comments on the following policies and documents:

- Emergency Response Policy
- Institutional Risk Management Policy
- Presidential Search and Appointment Policy
- Procedure for the Search, Selection and Appointment of a New President
- Procedures for the Comprehensive Assessment and Reappointment of the President
- Revised Code of Conduct Policy
- Revised Conflict of Interest Policy
- Research and Scholarship Plan, draft one
- Research and Scholarship Plan, draft two
- Revised Smoking Policy
- Student Evaluation of Teaching Policy
- Alberta Labour Code—Alignment with MRFA's Article 20 (Grievances)

Respectfully submitted,

Sabrina Reed
Vice-President, Policy and Senior Grievance Officer

April 25, 2018

Vice President Negotiations' Report

MRFA Annual General Meeting

May 11, 2018

Since the last annual report in May 2017, the Negotiations Committee has spent the past year preparing for and engaging in collective bargaining to renew the Collective Agreement which expires June 30, 2018.

This round of collective bargaining has been shaped in part by the move to the Labour Relations Code, which rendered parts of the existing provisions for Collective Bargaining null and void. The Board's decision to appoint an external spokesperson has also affected bargaining. As the report details below, the Committee used the Fall semester to prepare for collective bargaining as outlined in the By-laws and since January met with the Board's team 15 times for a total of 45 hours of bargaining. We will be meeting another 15 times with a view to arriving a collective agreement by May 31.

2017-2018 Activities

Fall Semester

- Met bi-weekly to make preparations for collective bargaining in Winter 2018.

As part of those preparations, the Committee

- Engaged in the two day CAUT collective bargaining workshop November 10-11 delivered by CAUT Labour Relations Officer Jeff McKeil
- Administered the Negotiations Survey which saw 72% of full-time faculty and 36 % of contract faculty respond; the overall response rate was 54%
- Consulted further with the membership through meetings with:
 - members of all 33 academic units that comprise the Association's membership.
 - the MRFA President to receive the Executive Board submission
 - the Chairs of the MRFA Diversity and Equity Committee and the MRFA Faculty Evaluation Committee
 - the MRFA members of the Joint Equity and Diversity Committee
- Participated in two days of interest-focused bargaining training as outlined in Article 21 of the Collective Agreement in December 2017
 - President Marc Schroeder, Vice-President Policy Sabrina Reed and Faculty Board member David Clemis joined the training
 - Five members of the Board of Governors including those on the HR and Compensation Committee along with the Provost attended the morning session of the training
- Created and recommended to Executive Board a committee charter to establish an Ad Hoc Collective Bargaining Advisory Committee
 - The committee has met three times to provide advice on bargaining especially with respect to questions related to diversity and equity.
 - Christian Cook and Aliyah Dosani have both served as observers at the table

Thanks to: Christian Cook, Aliyah Dosani, Nicole Welch, and Breda Eubank for their work.

The Committee also worked with the Labour Relations Transition Steering Committee to help map out the impact of the changes to bargaining resulting from Bill 7 and the move to the Labour Relations Code. Thank you to Scott Murray for serving on that Committee.

Winter Semester

- The Committee has met with the Board's team 15 times including April 27 for a total of 45 hours. We have covered all the interests that parties raised.
- Based on the information we gathered in Fall we identified the following priorities
 - **Protect MRU'S personalized learning environment**
 - **Reduce precarious labor / increase job security / create pathways to meaningful full-time employment for qualified contract faculty**
 - **Ensure that faculty wages keep pace with the cost of living**
 - **Create a progressive, responsive Collective Agreement**

The University identified interests in all 29 articles of the Agreement.

Negotiations Summary

- Signed off Green Sheets related to removing MOUs and housekeeping items
- Both parties have agreed that, notwithstanding rights to apply for conciliation under the Labour Code, we will abide by the provisions for Enhanced Mediation in 21.3
- Established dates in Sept and October with mediator Gary Furlong
- We have 15 meetings set aside for May including two full day sessions May 8 and 18.

Other Activities

In addition to these activities, Scott Murray represented the Committee at the CAFA provincial meeting focused on changes to Collective Bargaining. Lee Easton attended the CAUT Chief Negotiators Symposium in Ottawa in March.

Finally, let me reiterate that it is a privilege to work so closely with such hard working colleagues. Your team is:

- David Sabiston, Vice-Chair
- Guy Obrecht (Contract Faculty Representative)
- Scott Murray
- Anupam Das

We will provide a detailed briefing on the state of negotiations on May 11. We look forward to seeing you then.

Respectfully submitted,

Lee Easton

VP Negotiations and Chair, Negotiations Committee

Faculty Nominee to the Board of Governor's Report

MRFA Annual General Meeting

May 11, 2018

Dear Colleagues,

The Board of Governors met twice in the Winter Semester: 26th February, and 16th April. The Board receives information on many matters with which Faculty members will be familiar with through the reports of other bodies (GFC minutes, Faculty Councils' minutes, MRFA general meeting minutes, Town Halls, communications from the Administration, etc.). Accordingly, this report focuses on matters brought to the Board's particular attention or upon which the Board has deliberated and acted in its public sessions. Some elaboration is provided on matters not reported elsewhere. Please note that the Board's agendas and minutes are reproduced on the MRU website at: <http://www.mtroyal.ca/AboutMountRoyal/OfficesGovernance/BoardofGovernors/>

Please note that my report for Board meetings in the Fall semester can be found on the MRFA website.

Board of Governors' Meeting 26th February.

At this meeting the Board received the following reports:

- The Chair of the Board of Governors Report (Sue Mallon)

An oral report was heard by the Board.

- Academic Affairs Committee Report

Keri Smith, chair of the Board' Academic Affairs Committee noted that the Committee had met on 8th February. A presentation were heard from Brad Mahon, Acting Dean of Continuing Education and Extension. A full report on the status of the Faculty will made later this year.

The Board of Governors was advised that the Academic Plan Implementation charter had been approved by GFC on 15th February.

- Finance Committee Report

The Committee recommended that the Board approve the Tuition and Fees

Consultation Committee recommendation for the new Chemistry major programme fees. The motion for the approval of these fees was carried.

- the following reports were received from the University's executive officers:

- the President (David Docherty)

The President indicated that the following policies are undergoing review and at the time of the meeting were within the 30 day consultation:

- The Code of Conduct Policy
- Conflict of Interest Policy
- Code of Student Conduct Policy

- Occupational Violence and Harassment Policy
- Space Management Policy
- External Funding Policy
- Research Policy
- the President's report on the activities of General Faculties Council.

The report reiterated matters in the GFC minutes.

- The Provost and Vice-President, Academic Affairs (Lesley Brown)

The Provost reported that there is still significant unmet course seat demand from existing MRU students. The adjusted forecast enrolment for 2017-18 is reported as: 9,641 FLE (actual FLE for 2016-17: 9,534).

Alberta Education has committed to four years of funding for new dual credit initiatives. Deans' Council will examine further MRU involvement in this initiative.

- Vice-President, Administrative Services (Annalise Van Ham)

Connie Young has been appointed Associate Vice President, Finance and Risk Management.

It is thought that by Spring 2018, the Ministry will submit to Cabinet proposals for a formula-based funding model to supersede the existing incremental grant funding structure.

It is expected that the upgrade to Banner 9 will be completed by June 2019.

- Interim Vice-President, Student Affairs and Campus Life (Steven Fitterer)

- Vice-President, University Advancement (Paul Rossman)

It was reported that the Foundation donation revenue as of 31st Jan. 2018 was \$1,578,039; this represents a 59% increase over the same period in the previous year. In 2017 the number of employee donors rose to 257, a 43% increase; and amount of employee donations rose 39% over the previous year.

- Report of the President of the MRFA (Marc Schroeder)

The MRFA President's written submission noted MRFA concerns about: the overreliance on contract appointments; the need for a demonstrable alignment of resources allocation with MRU's core, credit instruction function; amendments to the *Code of Conduct* Policy; and, the Presidential Search Policy. In response to questions from Board members, Marc Schroeder commented on the apparent relative decline of the instructional budget in proportion to institutional spending and the threat of an imbalanced full time/ contract faculty member ratio to pedagogical quality.

- Report of the President of the MRSA (Baset Zarrug)

- Report of the President of the SAMRU (Shif Gadamsetti)

- The Board received or approved the following reports or statements:

- Mid-year financial report to 31st December, 2017;
- Short-term investment report to 31st December, 2017;
- Investment reports to 31st December, 2017;
- Melanie Rogers, Associate Vice-President, Marketing and Communications, and Andrea Ranson, Director of Communications, made a presentation to the Board on the roles and activities of the various Marketing and Communications teams.

Further information on these reports will be found in the Board minutes on the

“Agendas and Minutes” page of the Board’s web pages, see: <http://www.mtroyal.ca/AboutMountRoyal/OfficesGovernance/BoardofGovernors/AgendasMinutes/index.htm>

Policy Approvals

- Comprehensive Assessment and Reappointment of the President Procedures

The term of the President is normally five years with one consecutive term renewal. Although not normally the case, a President may be invited to serve more than two consecutive terms.

- Presidential Search Committee Terms of Reference

The voting membership of the Presidential Search Committee has been revised as follows:

- Chair of the Board as the Chair of the Committee;
- Vice-Chair of the Board as Vice-Chair of the Committee;
- three additional public members of the Board (serving as a member on the Board Human Resources Committee or the Board Governance Committee), appointed by the Board Chair;
- the faculty member of the Board (serving on the Board when the committee is established);
- the student member of the Board (serving on the Board when the committee is established);
- the staff member of the Board (serving on the Board when the committee is established);
- GFC Faculty Councillor (serving as a member on the GFC Executive Committee), appointed by GFC;
- Chair, Chairs’ Assembly;
- two members of the University Strategic Council (USC), one of whom shall be a member of Deans’ Council, selected by USC;
- Vice-President, University Advancement;
- one additional member of the President’s Executive Committee (PEC), selected by PEC.

- Search, Selection and Appointment of a New President Procedures

The details of these policies may be viewed in the “Policy and Procedures” webpage on the MyMRU website. Search for: “Search, Selection, and Appointment of a New President Procedures - Feb 2018”; “Presidential Search Committee Terms of Reference - Feb 2018”; and, “Comprehensive Assessment and Reappointment of the President Procedures - Feb 2018.”

Board of Governors’ Meeting 16th April 2018

At this meeting the Board received the following reports:

- The Chair of the Board of Governors Report (Sue Mallon)

The Chair informed the Board that at a meeting with the Minister she had been advised that the provincial government is committed to “accessible and affordable post-secondary education,” and that the Campus Alberta Grant would be increased by two percent. The Ministry has established “Talent Advisory Panel” to advise on the allocation of new seats in technology programmes are to allocated throughout the Province. A new funding model is still being contemplated by the Ministry.

The Province intends to create a central labour committee to oversee collective bargaining in post-secondary institutions. The extent and nature of that oversight is yet to be determined.

A revised *Conflict of Interest Act* has been recently approved by the legislature. The legislation entails new financial interests disclosure provisions, which have been a matter of some concern for universities in the process of conducting executive searches.

The Province is concerned to foster great system collaboration. This may include such a matters as a single application process for those seeking admittance at more than one university — perhaps like OUAC in Ontario or the Universities and Colleges Admissions Service (UCAS) in the U.K.

Three public members of the Board attended the Canadian University Board Association (CUBA) meeting in Victoria.

- Human Resources Committee Report

The membership of the Presidential Search Committee has been established:

Sue Mallon, Chair of the Board of Governors (PSC Chair)
Paul Kundan, Vice-Chair of the Board of Governors (PSC Vice-Chair)
Whitney Smithers, Public Member, Board of Governors
Corinne Jamieson, Public Member, Board of Governors
Susan Swan, Public Member, Board of Governors
David Clemis, Faculty Member, Board of Governors
Donna Palmer, Staff Member, Board of Governors
Shif Gadamsetti, Student Member, Board of Governors
Kenna Olsen, GFC Faculty Councillor
David Hyttenrauch, Chair of Chairs’ Assembly
Paul Rossmann, Vice-President University Advancement
Lesley Brown, President’s Executive Committee

- the following reports were received from the University's executive officers:

- the President (David Docherty)

- The University's draft cannabis policy will be revised to accord with the recently passed Cannabis Consumption Bylaw.

- The President stated that the two percent increase to the base grant and the tuition freeze backfill will add approximately \$3 million to the University's revenue assumptions.

- the President's report on the activities of General Faculties Council The report reiterated matters in the GFC minutes.

- The Provost and Vice-President, Academic Affairs (Lesley Brown)

- In the matter of enrolment strategy management, the Provost reported that updated projection for 2017-18 FLE is 9,875; and for 2018-19 FLE is projected to be 10,275. Actual FLE for 2016-17 was 9,534.

- Academic Affairs expects to finalize operating reductions of 2.5%.

- A fund will be established with view to hiring additional tenure-track faculty and facilitate growth.

- Two new Canada Research Chairs will be established at Mount Royal: a Tier Two CRC for an emerging researcher, and a Tier One CRC.

- Vice-President, Administrative Services (Annalise Van Ham)

- Vice-President, Student Affairs and Campus Life (Steven Fitterer)

- Vice-President, University Advancement (Paul Rossman)

- Report of the President of the MRFA (Marc Schroeder)

- The MRFA President's written submission noted MRFA concerns about the redirection of funds from the instructional budget to finance strategic priorities. He supplied data on key revenues by source, key expenditures by function, and the University's overall financial position. It was argued that this data indicates that instruction and non-sponsored research have been subject to prolonged restraint relative to other spending by the University. Dr. Schroeder also challenged the validity of the use of expenditure per FLE as measure of costs or potential instructional capacity. Concern was expressed that internally directed cost-cutting and increases in workload were achieving budget surpluses but these were reducing MRU's capacity to respond to future reductions in provincial funding without undermining quality of educational provision. Several Board members asked questions and some discussion ensued.

- Report of the President of the MRSA (Baset Zarrug)

- Report of the President of the SAMRU (Shif Gadamsetti)

- The Board heard a presentation by Dr. Michael Quinn, Associate Vice President, Research, Scholarship, and Community Engagement on Mount Royal's success in securing to Canada Research Chairs.

- The Board heard a presentation by Dr. Tracy for Friedel, Associate Professor and Canada Research Chair in Indigenous Studies, on her current work.
- The Board also received the following reports, documents, or statements for information:
 - Internal renovations master plan phasing pertaining to the renovation of the old Conservatory space, the repurposing of the old library space, the revitalization of Main Street and the creation of additional study spaces, classrooms, as well as office and administrative spaces.

Further information on these reports will be found in the Board minutes on the

“Agendas and Minutes” page of the Board’s web pages, see: <http://www.mtroyal.ca/AboutMountRoyal/OfficesGovernance/BoardofGovernors/AgendasMinutes/index.htm>

Policy Approvals

The Board approved the following policies or policy changes:

- The Board reviewed the Code of Conduct Policy and approved it for submission to the Ethics Commissioner for review.
- The Board reviewed and approved the Emergency Management Policy.

Board of Governance Matters

- Paul Kundan has stepped down as Chair of the Finance Committee and will be succeeded by Susan Swan effective June 1, 2018.
- Fern Cyr has been appointed as an external advisor to the Audit and Risk Committee.

The Next Board General Meeting is on 28th May 2018 at 3:00 pm in EC 2010.

Please do not hesitate to contact me if you have questions or comments.

Respectfully submitted,

David Clemis

Faculty Nominee

Contract Member Representative's Report

MRFA Annual General Meeting

May 11, 2018

MRFA Executive officer duties

- Attended twelve regular MRFA executive meetings
- Attended MRFA day long executive retreat
- Attended two special executive meetings
- Attended MRFA regular meetings whenever possible
- Attended weekend workshop on fairness for Contract academic staff put on by CAUT and reported to executive
- Wrote a monthly column on contract faculty issues for MRFA's News to Use monthly newsletter
- Served as contract faculty representative on Benefits Committee, attended one meeting
- Spoke to Fall and Winter FDC new faculty workshops introducing contract faculty to the key areas of the collective agreement
- Attended two information sessions regarding contract hiring and workload allocation
- Met two times with contract faculty members informally at the faculty centre to discuss negotiations and contract faculty issues ("WAC2S" events) and reported back to the Executive board

Negotiations Committee

- Met with Negotiations Committee fourteen times to discuss surveys, meetings and reports from Executive, Faculty Evaluation, and Diversity and Equity Committees
- Attended six departmental meetings for consultations regarding negotiation interests
- Developed proposals around contract academic staff, a sustainability article, the benefits article, a MOU on the use of contract faculty
- Participated in day long interest focused bargaining training
- Met with Board's team eighteen (18) times for three hour meetings

Grievance Committee

- Met with contract faculty members who were considering grievances
- Met with senior grievance committee officer Sabrina Reed to discuss potential grievances
- Attended four grievance committee meetings

Other Activities

- Served in an advisory capacity to members who requested confidential help in understanding the collective agreement.

Submitted by,

Guy Obrecht, MRFA Contract Member Representative

Treasurer's Report

MRFA Annual General Meeting

May 11, 2018

	2016-2017	2016-2017	2017-2018	2017-2018	Difference	2018-2019	Difference
	Budget	Actual	Budget	Financial Results	Actuals from Budgeted Amount	draft budget	Budgeted Amounts year to year
Revenue							
Dues - Regular Membership	525,000	572,616	562,000	728,003	166,003	956,000	394,000
Dues - Social Membership	2,500	2,400	2,500	2,100	-400	2,100	-400
Dues - Associate Membership	300	420	400	180	-220	200	-200
Faculty Centre - food, beverage and rental revenues	25,000	19,243	15,000	15,060	60	15,000	0
Faculty Centre - cleaning allowance	6,000	3,800	4,000	3,194	-806	3,000	-1,000
Negotiated - Education grant (18.2)	64,000	64,000	64,000	64,000	0	64,000	0
Negotiated - Contract Service Honoraria (14.15)	10,000	20,000	20,000	20,000	0	20,000	0
Professional development - retreat registrations			9,000	9,658	658	9,500	500
Professional development - donation from BoG	10,000	10,000	10,000	10,000	0	10,000	0
Interest	1,500	1,143	1,500	1,274	-226	1,500	0
Total Revenue	644,300	693,622	688,400	853,470	165,070	1,081,300	392,900
Expenses					0		0
Staff salaries and benefits	160,000	126,398	165,000	147,725	-17,275	216,000	51,000
Exec and NC reassigned time/stipend	120,500	83,995	132,000	133,900	1,900	170,000	38,000
Total Compensation	280,500	210,393	297,000	281,625	-15,376	386,000	89,000
Books and subscriptions	2,000	651	1,200	1,223	23	1,200	0
Staff professional development			1,500	1,218	-282	4,600	3,100
Officer PD (New Pres, SGO, VP Neg, Contract Rep)			1,000	1,742	742	15,500	14,500
Total Professional Development	2,000	651	3,700	4,182	482	21,300	17,600
Education grants	64,000	64,000	64,000	64,000	0	64,000	0
Contract Service Honoraria	10,000	16,790	20,000	11,133	-8,867	20,000	0
Total Negotiated Expenses	74,000	80,790	84,000	75,133	-8,867	84,000	0
Awards	3,500	3,082	3,500	3,317	-183	3,500	0
Student scholarships	6,000	6,000	6,000	6,000	0	6,000	0
Retirement contributions	2,000	936	2,000	818	-1,182	2,000	0
Memorial contributions	2,000	2,382	2,000	2,330	330	2,500	500
Compassionate Fund	10,000	2,160	5,000	7,000	2,000	5,000	0
Total Awards, Scholarships and Contributions	23,500	14,560	18,500	19,466	966	19,000	500
Executive Board	3,500	702	1,000	1,260	260	1,500	500
Political action and advocacy	4,000	2,000	4,000	4,000	0	4,000	0
CAUT Academic Freedom Fund	1,000	1,000	1,000	1,000	0	1,000	0
Travel and conference (1819 "Travel: MRFA Delegates to CAUT and CAUT Defence Fund")	12,000	8,974	13,000	12,932	-68	6,000	-7,000
Travel: Advocacy and Government Relations						1,000	
Travel: Discretionary Conferences (e.g. New Activists / Other)						3,500	
MRFA Membership Meetings	8,000	7,430	7,000	6,942	-58	2,500	-4,500
MRFA BBQ, Committee Transition and other Events					0	3,500	3,500
Total General Expenses	20,500	20,105	26,000	26,134	134	23,000	-3,000
Advocacy Committee	2,000	968	2,000	1,804	-196	2,000	0
Professional Development Committee	40,000	28,556	34,000	33,940	-60	35,000	1,000
Professional Standards and Ethics Committee	2,000	1,369	1,000	1,038	38	1,000	0
Negotiating Committee	4,000	972	10,000	7,993	-2,007	10,000	0
Communications Committee	2,500	279	1,000	1,355	355	2,000	1,000
Social Events Committee	8,000	7,883	7,000	7,000	0	8,500	1,500
Other committees	1,000	264	3,500	2,933	-567	1,000	-2,500
Total Committee Expenses	59,500	40,291	58,500	56,063	-2,437	59,500	1,000
Copier/printing	4,000	3,009	4,000	5,166	1,166	5,500	1,500
Phone/postage/courier/supplies	4,500	4,584	4,500	4,611	111	4,500	0
Web page/surveys/LabourWare	5,000	4,986	10,000	9,647	-353	6,000	-4,000
Online DMS Software and Server			10,080	10,240	160	6,000	-4,080
Bank charges	1,500	1,067	1,500	1,404	-96	2,000	500
Total Office Expenses	15,000	13,647	30,080	31,067	987	24,000	-6,080

Supplies/maintenance	6,600	6,081	4,000	6,020	2,020	5,000	1,000
Food	17,000	12,478	10,000	12,132	2,132	12,000	2,000
Liquor	7,000	4,715	5,000	3,627	-1,373	3,000	-2,000
Friday socials and bar snacks	500	190	500	273	-227	500	0
Cleaning	3,000	4,176	4,000	3,964	-36	4,000	0
FCC Mileage	3,000	2,591	3,000	2,176	-824	2,500	-500
Insurance	2,000	2,017	2,000	2,130	130	2,100	100
Total Faculty Centre Expenses	39,100	32,248	28,500	30,321	1,821	29,100	600
Contingency Fund	25,000	25,000	40,000	40,000	0	250,000	210,000
Professional fees (legal) - formerly audit and legal	18,000	20,203	22,000	21,039	-961	25,000	3,000
Professional fees (audit)					0	11,000	11,000
CAUT dues	75,000	78,375	80,100	79,642	-458	81,500	1,400
CAUT Defence Fund					0	51,000	51,000
Alberta Federation of Labour					0	15,500	15,500
Total Operational Expenses	122,000	127,579	142,100	140,682	-1,418	434,000	291,900
Total Expenses	636,100	540,264	688,380	664,671	-23,709	1,079,900	391,520
Difference	8,200	153,358	20	188,799	188,779	1,400	

MRFA Fund Report for 2017-2018

Contingency Fund

<u>Opening Balance</u>	<u>Closing Balance</u>	<u>Debits ('exp.')</u>	<u>Credits ('rev.')</u>
425,719	414,745	50,974	40,000

Contingency Fund - Grievance Expenses	5,148
Contingency Fund - Related to file	13,355
Contingency Fund - ALRB Expenses	4,876
Contingency Fund - CAUT Defense Fund	27,594

Operating Fund

<u>Opening Balance</u>	<u>Closing Balance</u>	<u>Debits</u>	<u>Credits</u>
424,795	458,051	843,222	876,477

Building Fund

<u>Opening Balance</u>	<u>Closing Balance</u>	<u>Debits</u>	<u>Credits</u>
13,280	32,598	30,904	50,222

Grants Account

<u>Opening Balance</u>	<u>Closing Balance</u>	<u>Debits</u>	<u>Credits</u>
17,861	22,321	79,540	84,000

A detailed breakdown of the MRFA's budget and financial results will be presented at the AGM and will be available online.

Advocacy Officer's Report

MRFA Annual General Meeting

May 11, 2018

The Advocacy Committee of the MRFA met monthly throughout the year in order to implement the Advocacy Goals approved by the membership. The members of the committee for 2017-18 were: Michael Truscello (chair), Brenda Lang (Communications Officer), Kimberly Williams, Jessie Loyer, Christian Cook, Sean Carleton, Joy Chadwick and Mandana Sobhanzadeh.

Listed below are some of our key accomplishments for this year:

1. The Committee organized activities in conjunction with the Canadian Association of University Teachers (CAUT) Fair Employment Week (October 23-27). This event focuses on raising awareness around the inequities faced by contract faculty members across the country. Rob Platts and Brenda Lang designed a game to test students and faculty of their knowledge of contract faculty at MRU; this game was hosted on main street during FEW. The Committee submitted a press release for local media. Posters from CAUT adorned the campus, and postcards with information and actions to be taken were distributed.
2. When 12,000 college instructors in Ontario went on strike in Fall 2017, the MRFA authorized a \$2000 donation to OPSEU. At the urging of the Advocacy Officer, \$1000 was sent as a donation and the other \$1000 contributed to feeding members of OPSEU Local 562 on the picket line; this action was publicized on their and our social media. The idea was to generate a visible sign of inter-association solidarity.
3. The dormant Twitter account (<https://twitter.com/MRUFaculty>) was revived to become a regular source of MRFA and general labour-related news. We have increased our number of followers to 444, focusing on Alberta media personalities and politicians, as well as labour advocates and allies. In the 28 days before the completion of this report, our tweets earned 11,300 impressions. Some of our most successful tweets have engaged the strike of CUPE 3903, which is part of a deliberate effort to connect with faculty associations across the country and especially Alberta. As a result of our Twitter activity, the MRFA was approached by a candidate for the leadership of the Alberta Party; this communication resulted in a meeting on campus.
4. In February, the Committee organized its fourth annual Advocacy Week (February 26 to March 2). The theme for 2018 was "Sustainable Funding for a Just System." Events open to the public included the following: On Monday, February 26 and Friday, March 2 from 10am to 2pm, the art installation "Remember | Resist | Redraw: A Radical History Poster Project" was hosted on the main street of the Lincoln Park Campus. The exhibit has been featured on CBC and in Canadian Dimension magazine. According to The Graphic History Collective, the posters featured "alternative perspectives on well-known historical events, and highlights the histories of Indigenous peoples, women, workers, and other oppressed people who are often overlooked or marginalized in mainstream historical accounts." On Tuesday, February 27 in the Ideas Visualization Lounge of the Riddell Library and Learning Centre from 2pm to 4pm, visitors were encouraged to watch *Junct: The Trashing of Higher Ed. In America*, a documentary film in development that explores the crisis of "adjunctification" of American universities. The

filmmakers joined us via Skype from Philadelphia, after the screening. Monday through Friday from 8am to 10am of Advocacy Week, visitors were encouraged to catch a screening of the 2016 Canadian documentary *Migrant Dreams*, which “takes you into the world of migrant women who have left home to work in Canada to support their families.” This film, awarded the 2017 Canadian Hillman Prize for Journalism and a selection of the Hot Docs festival, played in the Ideas Visualization Lounge of the Riddell Library and Learning Centre. On Friday of Advocacy Week, the Committee hosted a discussion about advocating for a better taxation regime in Alberta. Later, the Committee participated in a social event to cap off the week. The Committee encouraged everyone to tweet about Advocacy Week combining the hashtags #BeAnAdvocate and #ABPSE.

5. The MRFA Advocacy Officer continues to be part of the MRU Coalition, established in 2014 as a way to unite the MRFA, the MRSA, and SAMRU in our advocacy efforts, and meets with this committee regularly. The Advocacy Officer also participated in the Labour Code Transition Committee and the Bylaws and Governance Committee.

Submitted by,

Michael Truscello

Academic Liaison Officer Report

MRFA Annual General Meeting

May 11, 2018

Committee Membership

Allison MacKenzie	Chair
Milena Radsikowska	Faculty of Business & Communication Studies
Namrata Khemka-Dolan	Faculty of Science & Technology
Erik Christiansen	Library
Breda Eubank	Faculty of Health & Community Wellness
Shawn England	Faculty of Arts
Glen Ryland	General Education

Activities

Pre General Faculties Council caucuses

Academic Liaison Committee (ALC) met monthly both in-person and online one week in advance of each General Faculties Council (GFC) meeting to review the agenda package and to identify agenda items that would impact on members' employment conditions. Feedback on GFC materials was collected and shared among the committee members who then worked to engage their academic areas in caucuses and discussions about the identified issues. ALC members then collected feedback from Faculty in their respective academic areas and submitted it back via electronic channels to other committee members. Information collected was ultimately shared with interested councilors and Faculty at the pre GFC caucus each month. Attendance at the pre GFC caucuses was strong and steady throughout the year, ranging from six to 15 faculty members.

ALC GFC Event

In March 2018, prior to the GFC Faculty Councilor elections, ALC held a panel (Namrata Khemka-Dolan, Christian Cooke and Charles Hepler) presentation for potential GFC electoral candidates to explore onboarding to GFC and how to maximize personal effectiveness during a new councilor's first year as a GFC councilor.

Continuance of the informal GFC Councilor matching program

ALC continued the informal GFC Councilor matching program whereby an experienced Faculty GFC councilor volunteer is paired with a new councilor to assist with knowledge acquisition. Two new partnerships were established in 2017/18. This is an area that continues to require renewed focus in 2018/2019.

Respectfully submitted,

Allison MacKenzie, Chair, Academic Liaison Committee

Communication Officer Report

MRFA Annual General Meeting

May 11, 2018

As Communications Officer, my responsibilities, as outlined in the MRFA Bylaws (Article 9.6), are to:

- Develop and execute all non-routine communications with members;
- Chair the Communications Committee;
- Coordinate the Department Communicators network;
- Serve as a member of the Advocacy Committee
- Work with the MRFA President to develop and execute all internal MRFA communications; and
- Perform other communications duties as assigned by the Executive Board.

The Communications Officer is also responsible for the official record of both the Executive Board and the Association Minutes, as well as other official documents, such as the Bylaws and Policies and Procedures Manual.

This second year of my term in this position has been busy; following are some of my activities over this past academic year:

- Hosted (along with various members of the Communications Committee) Department Communicators brunches in August and January to outline the role of Department Communicators and the importance of their role to the effective communication efforts of the MRFA (thanks to the members who served as Department Communicators this year)
- Worked with the Senior Administrative and Faculty Relations Officer (SAFRO) to oversee the MRFA website redesign, which was as a senior course project for a computer information systems student (thanks to Chantelle for the numerous hours she devoted to the successful completion of this project and to Namrata Khemka-Dolan for her supervision of the student's project)
- Chaired the Communications Committee meetings, held regularly to plan the themes and content for the *News to Use* newsletter (thanks to the Committee members for their assistance during the year and to the Association members who contributed articles to *News to Use* this year)
- As a member of the Labour Code Transition Committee, attended and participated in meetings between September and January to develop a matrix related to the Association's move to the Labour Code (due to the change in the PSLA)
- As a member of the Advocacy Committee, regularly attended and participated in Advocacy Committee meetings; developed and participated in Fair Employment Week events in the fall semester; participated in Advocacy Week events in the winter semester
- Attended and participated in the MRFA Executive Board Fall Retreat (held in the Faculty Centre)
- Regularly attended and participated in Executive meetings
- Regularly attended and participated in MRFA General meetings

My term as Communications Officer comes to an end on June 14, and I intend to seek a second term in this position.

Respectfully submitted,
Brenda Lang

Member At Large Report

MRFA Annual General Meeting

May 11, 2018

Since my last report, much has changed at MRU. The MRFA has moved under the Labor Code, and we have successfully joined the CAUT Defense Fund, while also passing a motion to increase member's dues to accommodate our goal of building a sizeable contingency fund.

Regarding my service roles, I have continued to be a part of the Faculty Centre Management Committee and have voted on matters of importance to our shared space. On August 25, 2017, I joined the Professional Standards and Ethics Committee (PSEC) and initiated a necessary discussion on teacher and student boundaries. This later ran as a well-attended session on campus and was included in the Kananaskis Spring Retreat as well. In Fall 2017, I was appointed to sit on the Employee Initiatives Working Group, a sub-committee of the President's Executive Committee, to understand and examine all types of employee initiatives at MRU, including all activities, appreciation and events. It was through my work with this group that I discovered that many of the name plates from the Long Standing Service Wall (a.k.a. the "Recognition Wall") had been broken during a hasty removal process, and subsequently all of the name plates were discarded without consultation with the MRSA or MRFA. This unilateral move has been particularly upsetting in light of our institution's focus on honouring others' histories and stories.

These are some of the policies and surveys that I have either given direct feedback to or participated in over this past year: government feedback on PSI roles and mandates; a CAUT Contract Academic Staff Survey seeking to better understand experiences Canada-wide; a Stats Can consultation on the UCASS Survey; MRU's Smoking Policy, Strike Policy and others; a primer for Fair Employment Week (FEW); suggestions for improved question asking on the Negotiations Survey; and the new MRFA website through the Communications Committee, to name several.

As the Chief Returning Officer, I took over the voting portion of the Special Meeting held on September 29th, 2017, regarding increasing member's dues and joining the CAUT Defense Fund, and attended a Q & A session in support of the MRFA President's efforts to address related questions and issues. In addition, I voted in favour of intervenor status in the ULFA dispute. Over the past year, we have ridden various waves of management and Board churn, and as a member of the Executive Board, I have, along with my colleagues, faced the threats and opportunities that have accompanied these waves, particularly between the Provost's Office and the MRFA. Lastly, I have spoken frequently against the reliance on contract faculty for ongoing departmental needs in as many venues as possible.

We say "thank you very much" to Marc Schroeder as he passes the torch to the next MRFA President, who undoubtedly will have great shoes to fill. Very special thanks also goes to both Shiraz Kurji and Sabrina Reed who have unfortunately reached the end of their terms in key roles. The countless hours of work that all three of these people have contributed have increased the membership's confidence in the Executive Board, and have allowed us to make significant and meaningful changes to our Association.

Thank you for your incredibly hard work and dedicated spirits. My first term expires at the May AGM this year, and I am running for a second term. I hope to be successful, and as I have noted in my campaign statement, there is much more work to be done.

Best Regards,

Jennifer Solinas, Member-at-Large (2017-2018)