



Representing Faculty, Librarians,
Veterinarians & College Faculty

Negotiator

July 2017

Your 2017 Negotiation Team

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The Context of 2017 Negotiations

As bargaining towards a Collective Agreement renewal begins, your negotiating team feels it is important to share with both you and the Administration our view of the state of affairs at the University. This view is informed by our meetings with and surveys of members, assorted analyses, experiences during recent years, and the situation at comparator institutions.

There are positive aspects to this story. First and foremost, UGFA members have done an outstanding job in the University's twin missions of teaching and scholarship. Even if one bristles a bit at the bean-counting mentality of "performance metrics" having supreme relevance to what we do—the human connection that lies at the core of teaching, advising, collaborating, researching—when many such measures, typically focused on research funding, publications, or some holistic "university ranking," indicate excellence, chances are that something at least close-to-excellent is going on.

The Administration counts on our professionalism, our work ethic, and our passion for our scholarly activities. In the following pages, we will see how UGFA members have done more with less; this too could be seen as a positive, an overcoming-the-odds heroic story. But our surveys show, and hallway chatter echoes, that workload levels, work-life balance, and associated mental stress are the human cost of our innate desire for excellence, and that these are juxtaposed with a lack of Administration support or thought about our wellbeing.

Perhaps the times are just rough at every university? Perhaps the Administration really is financially strapped? Oh wait, you know the answer to the latter question if you have been

following the UGFA Financial Advisory Committee's Financial Analyses and related questions at Town Hall meetings.

We present the details of the story.

Long-standing Exceptional Quality

The University of Guelph's excellence is broadly recognized, as is the key role that UGFA members play in delivering these results. We list some recent laurels:

1. Maclean's University Guide: Guelph faculty attract top funding.



Guelph attracts more research money than any other university in Canada without a medical school.

Historically, Guelph has been ranked no worse than #4 amongst comprehensive universities, and has typically landed at number #2 or #3.

2. ReSearch InfoSource: Guelph is #1 Comprehensive University over the past 15 years.



Spotlight-15th Anniversary
Total 15 Years University Research Income 2001-2015
Comprehensive⁺

Rank	University	Total FY2001-FY2015 \$000
1	University of Guelph	\$2,073,809
2	University of Waterloo	\$1,981,868
3	University of Victoria	\$1,314,233
4	Simon Fraser University	\$1,136,777
5	Carleton University	\$969,100
6	Université du Québec à Montréal	\$966,915
7	York University	\$875,818
8	Institut national de la recherche scientifique ⁺⁺	\$754,931
9	University of New Brunswick	\$623,723
10	Concordia University	\$555,006
11	University of Windsor	\$385,811
12	University of Regina	\$307,955

Tier average \$000 (12) = \$995,496
Total universities average \$000 (44) = \$1,920,152

Notes:

1. Based on universities that have been on Canada's Top 50 Research Universities list for all 15 years FY2001-FY2015.
2. Sponsored research income includes all funds to support research received in the form of a grant, contribution or contract from all sources external to the institution.
3. Financial data were obtained from Statistics Canada.

⁺Universities with a wide range of undergraduate and graduate programs or only graduate programs

⁺⁺Not a full-service university

3. ReSearch InfoSource: *Guelph is #2 Comprehensive University of 2016.*



Research Universities of the Year 2016

Three universities gain RESEARCH Infosource's designation of *Research University of the Year* in their category for their performance on a balanced set of input, output and impact measures for FY2015. These full-service universities demonstrated superior achievement both in earning research income and in publishing research in leading scientific journals.

Rank	Medical/Doctoral	Score*	Rank	Comprehensive	Score*	Rank	Undergraduate	Score*
1	University of Toronto	100.0	1	University of Waterloo	96.7	1	Lakehead University	86.9
2	McGill University	68.5	2	University of Guelph	83.0	2	Trent University	78.6
3	University of British Columbia	64.8	3	Simon Fraser University	71.7	3	University of Lethbridge	78.2

*The Score in each category is out of a possible 100 points based on the following indicators and weighting: 2 input measures: total sponsored research income (20%), and research intensity (20%); 2 output measures: total number of publications in leading journals (20%) and publication intensity (20%), and 1 impact measure: publication impact (20%). For each measure, the top ranking institution is assigned a score of 100 and the other institutions' scores are calculated as a percentage of the first ranked institution. To be eligible to be included in the Research Universities of the Year Tier Group rankings, full-service universities must have ranked in the top 50% in their respective tier group for 4 out of 5 measures. See www.researchinfosource.com for details.

4. QS Rankings: *Five stars across the board, Vet program #6 in world.*

University of Guelph

★★★★★

S M **L** XL

SIZE < 30,000

1900 2013

AGE < 100 years

STATUS
Public

RESEARCH
Very High

FOCUS
Comprehensive

In 2016, UofG was given a 5 Star Ranking as part of the QS Stars Rating. They've also ranked us in the **top 20 in Canada**, and **top 500 in the world!** And for international faculty, we've been ranked in the **top 20 in Canada**, and **top 300 in the world**. Other notable rankings include:

- #1 in Canada for Overall Learning, Living and Student Support (International Student Barometer, 2015)
- 1st in Canada/12th in the World for Agricultural Science (Best Global Universities, 2016)
- 2nd in Canada/42nd in the World for Plant & Animal Science (Best Global Universities, 2016)
- 98 in the World for Fields of Environment and Ecology (Best Global Universities, 2016)

Your life matters at UofG. We recognize that all of us need to think differently and work together to set the stage for meaningful and life changing work. Join us and become a part of the welcoming community that is the University of Guelph.

5

★★★★★

QS Stars

#491-500

QS World University Rankings

#6

QS WU Rankings by Subject
Veterinary Science

#201+

Graduate Employability
Ranking

This institute is rated 5 Stars based on 8 categories.

See the full ratings table

Research	★★★★★
Teaching	★★★★★
Internationalization	★★★★★
Specialist Criteria	★★★★★
Employability	★★★★★
Facilities	★★★★★
Innovation	★★★★★
Inclusiveness	★★★★★

Overall Score	Academic Reputation	Citations per Paper	Employer Reputation	H-index Citations
88.80	83.5	92.9	66.7	97.2

Select a subject:

Veterinary Science

See the full rankings table

Notice the additional laurels above.

5. uoguelph.ca: A Research Leader, among Canada's most research-intensive universities.



A Research Leader

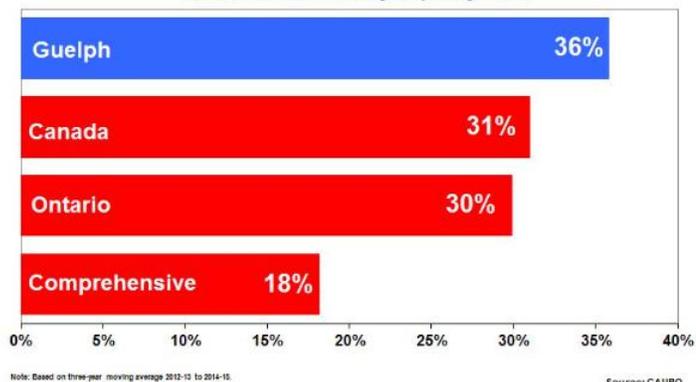
The University of Guelph is among Canada's most research-intensive universities. U of G researchers attract funding from a broad range of sponsors for fundamental and applied research. Research activity spans the province with a main campus, regional colleges and research stations involving 740 research accounts, 270 research sponsors and 1000+ research-supported graduate students.

6. uoguelph.ca: Research revenue as % of Operating is twice the comprehensive average.

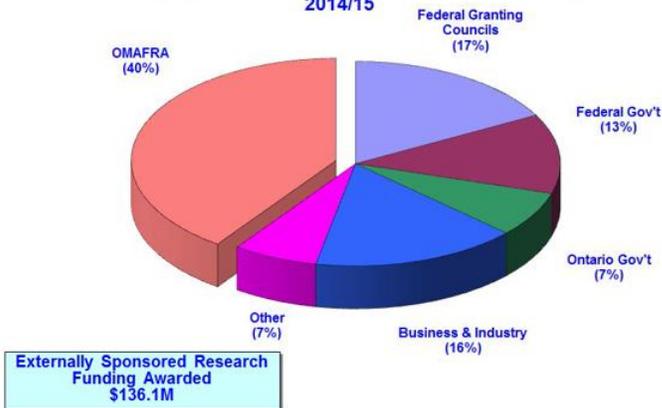


University of Guelph members conduct research under a focused strategic/thematic approach that connects varied disciplines, including environment, ecology and biodiversity; agriculture and food; physical and biological structure, function, dynamics and interactions; health and well-being; and societies in transition (past, present and future).

Research Intensity - Faculty Excellence
Research Revenue As Percentage of Operating Revenue



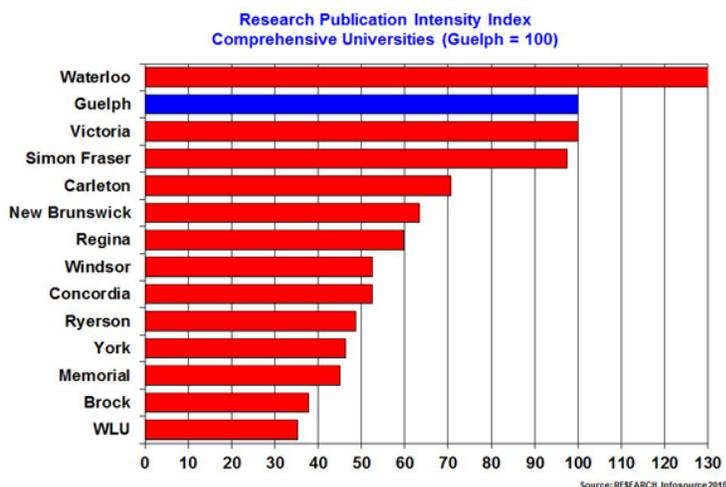
Externally Sponsored Research Funds Awarded - Guelph 2014/15



7. uoguelph.ca: Guelph faculty among the most published within comprehensive universities.



As reported in the 2015 edition of RESEARCH Infosource, Guelph faculty are among the most published within comprehensive universities in Canada. In the most recent survey of Association of University Technology Managers, Guelph ranked first in Canada for number of invention disclosures per \$M of research expenditures.

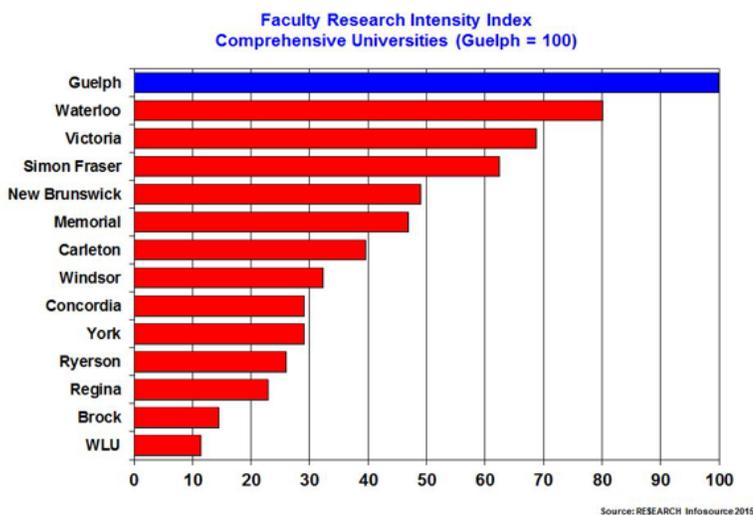


8. uoguelph.ca: More research dollars per capita than any other comprehensive university.



Faculty Excellence

University of Guelph faculty attracted more research dollars per capita than any other comprehensive university across Canada.



9. uoguelph.ca: QS Ratings cheered by the Administration.



Research Excellence

In 2014, Guelph earned top marks in the Research Excellence category of the Global QS Stars rating audit, based on global academic reputation, publication intensity, citation intensity and number of faculty achieving international recognition through awards.



Note that we should forgive the typo “2014” when the Administration was cheering our 2016 ratings; we’ve been five stars for a while.

10. Maclean's: *Caring teaching, happy students.*



An impressive 92 per cent of fourth-year students rated their entire experience as “excellent” or “good.”

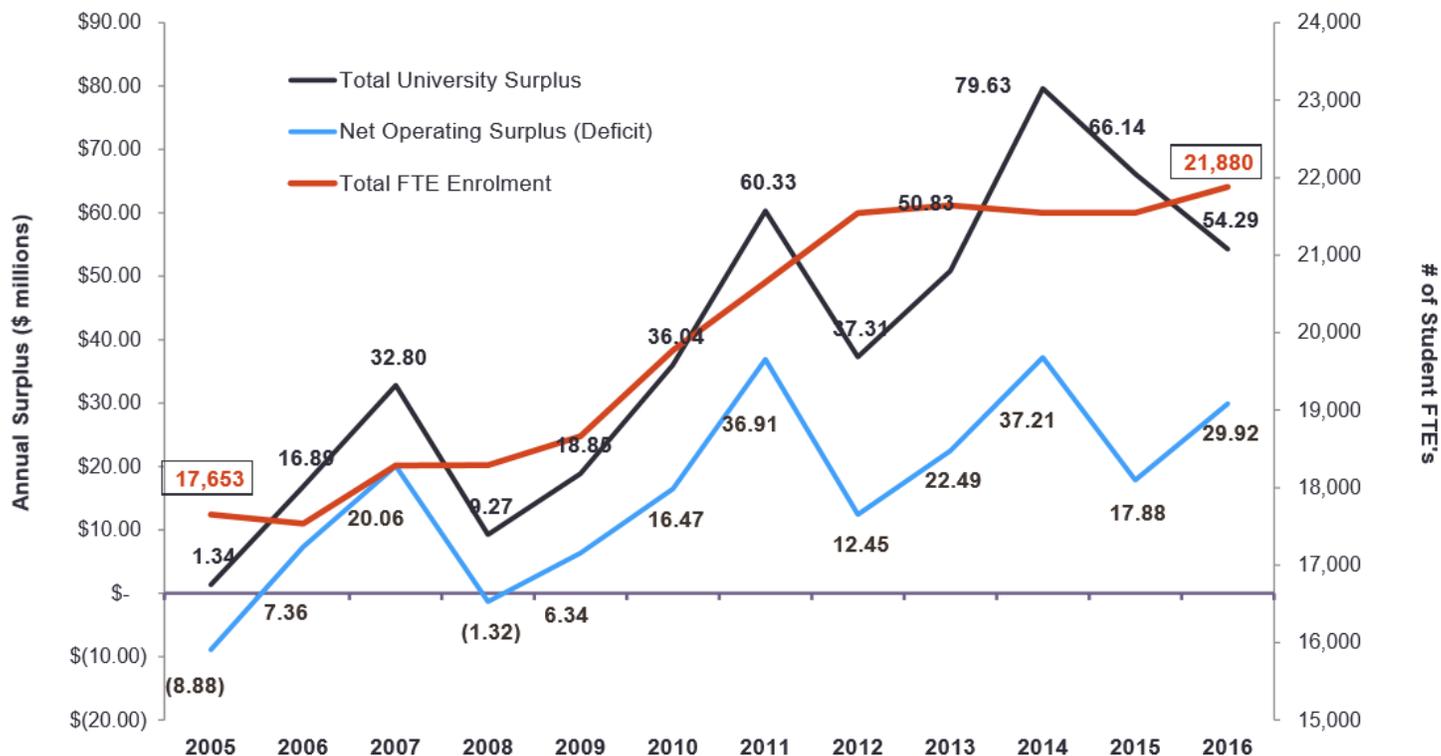
Excellence, but with a Human Cost

A primary concern identified by UGFA members is workload, which impacts work-life balance and causes mental stress. Our assigned workload comes largely from teaching assignments, committee assignments, and, as UGFA members, have shouted loudly to us, the downloading of administrative and clerical tasks, along with the imposition of poor electronic systems to handle those tasks.

Of these workload components, teaching load is the most straightforward to examine. As the Provost reported in her budget-related presentations earlier this year, FTE enrolment figures are at an all-time high!

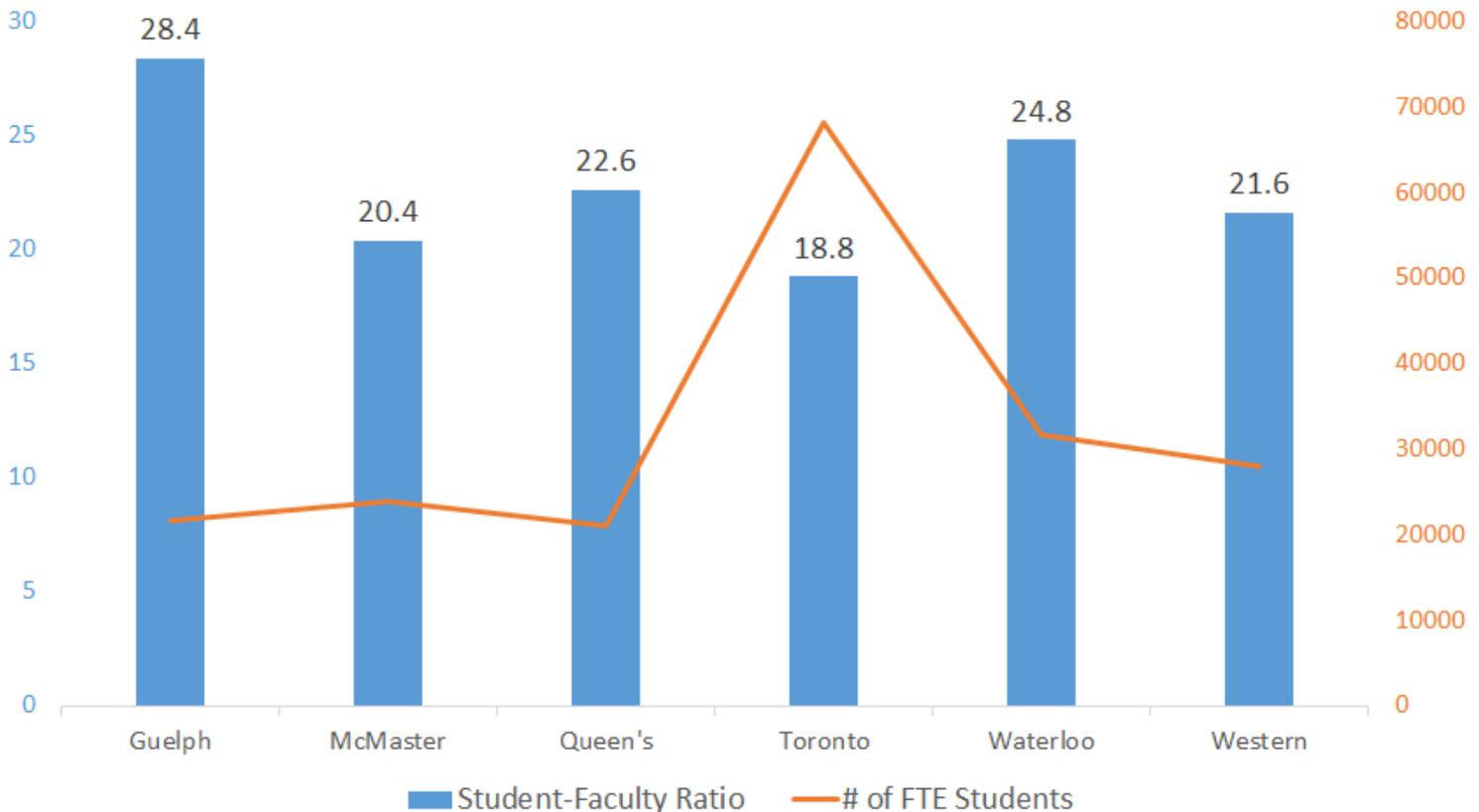
Net Income and Enrolment

University of Guelph Annual Results



The climb in the number of students in the past 10 years is immense: an increase of 24%, with half of that increase happening in the last 5 years. Increasing student numbers isn't necessarily an issue, if matched by appropriate resources to keep the workload from spiking similarly, but faculty numbers have not increased to match this growth in enrolment. The Student-Faculty ratio at the University of Guelph continues to be very high. Indeed, turning to the Times Higher Education World University Rankings, we find the following data on full-time equivalent student enrolment numbers and Student-Faculty ratios. The data are for the "Bovey Six," which includes Guelph and its five historic comparators, McMaster, Queen's, Toronto, Waterloo, and Western.

Student-Faculty Data, 2016/17



Perhaps it is not clear that a 28.4 Student-Faculty ratio is much worse than the other numbers. As an exercise, we calculate that the average of the ratios of the other five members of the Bovey Six is 21.64. In order for Guelph to get to that average with the current FTE student enrolments, we would need to have 996 faculty members, an increase of over 200 members, or over 25%. Just want to get to Waterloo's ratio, we still need to hire around 100 members.

We all know that teaching is about more than "contact hours." When the Administration jams 600 students in War Memorial Hall because we don't have the faculty complement to break that 600 into three 200-student sections, they have made a clear decision. In order to bring down the average class size in first year, lest the Maclean's ranking be affected, they added the first-year Seminar course of 18-or-fewer students. But the faculty members facing 600 students, who once faced 400, and, if old enough, once faced 200, know that workload has gone up. TA armies have to be managed, the demands of office hours and e-mails grow, marking and course administration workload spikes.

We can shift to smaller courses that have also grown substantially. In a world where Deans follow the Collective Agreement, and make teaching assignments in a fair and equitable manner, the teaching load of every member grows in this situation, in large numbers for some courses and in smaller numbers for others. In a world where the Deans lock the same people into the same courses, the large increases in teaching workload are placed on those people that the Dean selects.

In recent years, CEPS (then CPES) did a study on Foundational Science courses, courses that include introductory material in any of the disciplines represented in the Schools and Departments of the college. The report projected the impact that target and estimated enrolment increases would have on class size and section count. The results were stunning, with the conclusion that all 53 identified Foundational Science courses will have enrolments exceeding 100 students two years from now. In fact, over 40 of them would have enrolments exceeding 200, generating 34 sections of over 400 students, if the teaching paradigm remains unchanged.

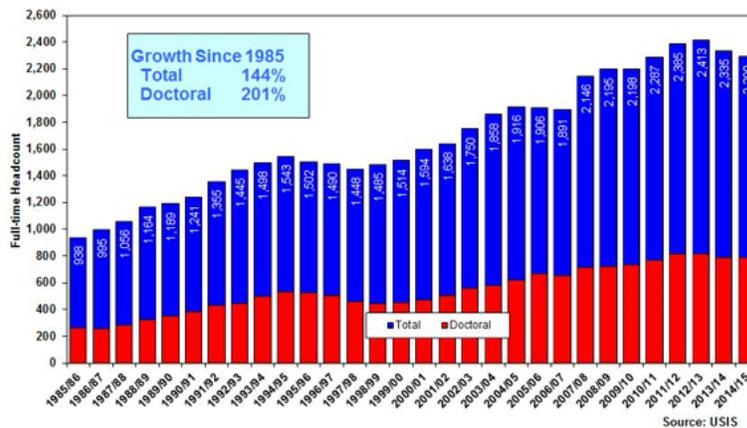
The story of growth is somewhat similar when we shift to graduate enrolments. Again from uoguelph.ca, we get the following graphic.



Graduate Programs – Research Opportunities

The University of Guelph offers a broad range of graduate programs in the arts and humanities, social sciences, natural and physical sciences, agriculture and veterinary science. Doctoral enrolments account for more than one-third of graduate enrolment. In the 2013 University Report Card, students ranked Guelph well above other institutions for academic reputation and quality of education.

Growth in Full-time Graduate Enrolment
University of Guelph - Fall - 1985 - 2014



While there is a dip in the most recent years, a historical view of the graph would lead to the conclusion that graduate enrolments at the University are typically increasing, with workload necessarily going up because, remember, faculty numbers are not increasing in a meaningful way. Again, the workload increase is “lumpy”: some people have taken on more additional graduate students than others, some people end up doing more additional advisory committee work than others.

University Finances

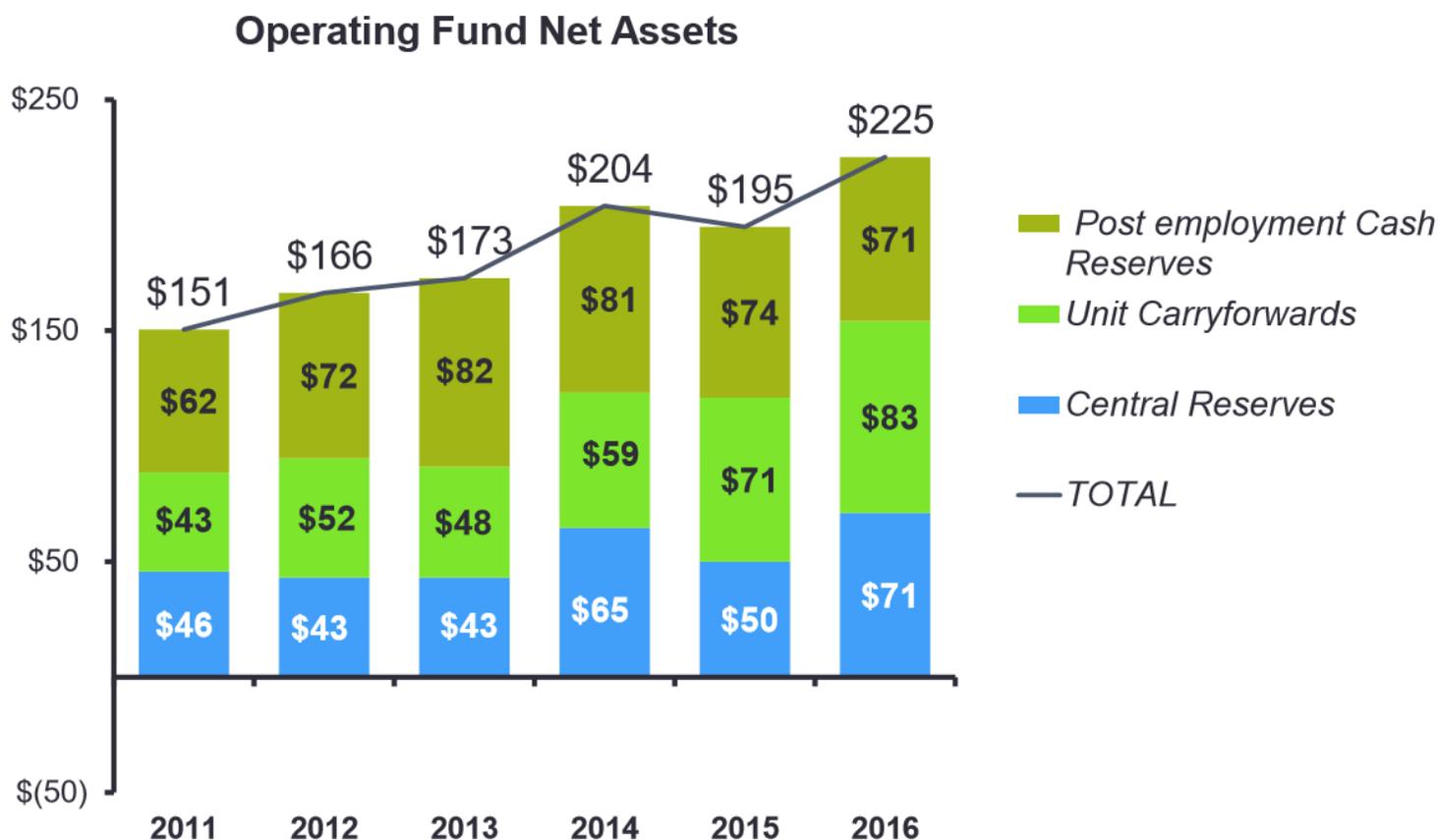
The question that must be asked is how could the Administration let the workload situation get to this state? We know from the preceding section that it isn't so bad everywhere. All of our usual comparators have lower Student-Faculty ratios, significantly so, when one considers the number of faculty members we would have to hire to get to a similar ratio.

Maybe the University of Guelph has a unique financial situation that makes it impossible for it to hire new faculty members to complement its student enrolment growth and to spare its current faculty members from a sharp increase in workload.

From the Provost, again:

Operating Fund

Reserves and Carry-Forwards – year end values



Please refer to the UGFA Financial Advisory Committee's Financial Analysis documents for greater detail on these numbers. These monies are earmarked as "internally restricted" despite the fact that all of these funds are unallocated: there are no schedules or plans for payments, transfers, or contributions. At any moment, any of this money could be transferred back to the main Operating Fund and used to serve the mission of the University. The "internally restricted" pots equate to 15% of the University's total assets.

The carry forward amount, representing the money that Deans have not spent, has grown fantastically: 20% from 2014 to 2015 or \$12M, 15% from 2015 to 2016 or \$12M. When asked about this at the Town Hall, the Provost said she wants a plan from each Dean on how the money will be spent: it won't be an "everybody gets a new computer" plan; and she will take back to Central Reserves any money that goes unspent. Hopefully, when the Central Reserves cross \$100 million dollars, she might consider the damaging effect of the workload increase on UGFA members. We will see where things stand when the 2017 audited financial statements surface.

Pension

UGFA members are worried about the state of the pension plan, following years of pension holidays and other questionable decisions by the single sponsor of the plan (our employer). For many years, members of the Senior Administration invoked doom and gloom about the pension plan because they were at risk of having to make huge solvency payments in response to very large deficits identified in the periodic solvency valuations. They also had issues with the second sort of valuation, for going concern, but solvency was the much larger problem. Scott Gillies, the UGFA Pension Chair during these years, kept members well-apprised of all the manoeuvres regarding government initiatives to solve the problem.

Could pension prudence explain why the Administration has 15% (\$260M) of its total assets set aside in unallocated funds? Oh, but only \$71M is loosely earmarked as possibly pension-related.

Since January, 2017, the UGFA has been working hard and in good faith to establish a multi-employer JSPP along with Queen's and Toronto. The process is reaching an important moment during July 2017, when it is optimistically anticipated that employers and employee group representatives will sign an agreement on the plan design, before beginning the next steps of defining the plan. It is understood that entering into such a JSPP would exempt the University from solvency valuations, saving the institution from making installment payments to cover its \$680M solvency deficit. The institution would instead "only" have to pay the going concern deficit amount, which is estimated to be around \$125M. Very recent government legislation suggests that this payment could be amortized over 10 years, making each amortization payment lie somewhat adjacent to the yearly interest payments the University makes on borrowed money. The work of the employee groups at the three involved universities to create this JSPP will save the universities from deficit payments that they cannot possibly make.

Indeed, the University is facing \$62M yearly solvency payments in the absence of entering such a JSPP, and it requested government approval for a letter of credit to avoid the first such payment. That is, the "internally restricted" funds earmarked possibly for pension sit safely for now and perhaps could cover half of the going concern deficit.

It is expected that, this Fall, a significant education campaign will be launched to help UGFA members (and other employee group members) to understand their current plan and a new proposed JSPP, in order to build to an approval vote on entering the new plan.

Conclusion

One would hope, perhaps even expect, that the Administration would recognize our role in helping them to escape a pension problem of their own making, and maybe, as a result, observe that an appropriate response is to acknowledge the workload problem they have also created. There was a lot of talk over this past year about wellness on campus, and we have heard from our members that their work-life balance is deteriorating, their stress levels are high, and their morale is at an all-time low.

As you know from the UGFA Annual General Meeting, your bargaining team has priorities geared at helping to solve these problems. Solutions may require money: the Administration has the money, without even touching the pension-related reserves.

Your bargaining team needs your support.