

COLLECTIVE AGREEMENT

between

CARLETON UNIVERSITY

(hereinafter called the Employer)



and

**CARLETON UNIVERSITY
ACADEMIC STAFF ASSOCIATION**

(hereinafter called the Association or CUASA)



May 1, 2024 to April 30, 2027

Carleton University and Carleton University Academic Staff Association acknowledge and respect the Algonquin people, traditional custodians of the land on which the Carleton University campus is situated and where this collective agreement was bargained.

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Definitions

For the purposes of this Collective Agreement, the following definitions have been agreed upon by the parties:

1. **Academic Sub-Unit** designates a department, institute, program, centre and other entities whose senior academic administrator is an employee.
2. **Academic Unit** designates a faculty, division, Library, college, school or other unit headed by a Dean, director, University Librarian or other person excluded from the bargaining unit as managerial by the certificate issued by the Ontario Labour Relations Board, 18 June, 1975.
3. **Academic Year** designates the period thus named and specified annually by Senate.
4. **Bilateral/Parity** describes committees created by the parties pursuant to the Collective Agreement which contain equal numbers of representatives of each of the parties.
5. **Board of Governors** (hereinafter called the Board) is the body referred to by that name in the *Carleton University Act*.
6. **Canadian** designates a citizen of Canada, or one who on the date of application for a position at Carleton University, is a Permanent Resident of Canada.
7. **Carleton University** is the body corporate defined by the *Carleton College Act (1952)* as amended by the *Carleton University Act (1957)* and the *Carleton University Act (1968)*.
8. **Carleton University Act** designates the several Acts enumerated in no. 7 above as amended from time to time in the future by the Legislature of the Province of Ontario.
9. **C.A.U.T.** designates the Canadian Association of University Teachers, a body corporate incorporated under letters patent granted by the Deputy Registrar General of Canada, 24 November, 1970.
10. **Chair/Director** of an institute, program or centre designates a faculty employee who is the senior academic administrator in a sub-unit such as a department, institute, program or centre, appointed in accordance with procedures laid down for the governance of the University by Senate and the Board of Governors.
11. **Confirmation of Appointment** designates a form of continuous appointment granted to Professional Librarian employees according to the procedures described in this Collective Agreement.
12. **Continuing Employee** designates an employee on staff on both June 30, and July 1,

including employees on any form of leave.

13. **Dean** designates the senior Academic officer of a faculty, appointed in accordance with procedures laid down for the governance of the University by Senate and the Board of Governors.
14. **Department (or equivalent)** (hereinafter described as a department) designates a sub-unit of the faculties or divisions including departments, schools, institutes, programs, centres and other academic sub-units.
15. **Director of a School or College** designates the senior academic administrator of a school who is not an employee, for the purposes of this Collective Agreement.
16. **Employee** designates a person included in the bargaining unit as defined by the certificate issued by the Ontario Labour Relations Board, dated 18 June, 1975, as may be amended by the Ontario Labour Relations Board or by agreement of the parties.
 - (a) **Faculty Member** designates an employee who has been hired primarily to teach, conduct research and provide service to their profession and the University.
 - (b) **Faculty Member, Teaching Stream** designates an employee who has been hired primarily to teach, engage in professional and pedagogical development and provide service to the University, and as required, to their profession.
 - (c) **Professional Librarian Member** designates an employee meeting the criteria outlined in article 9.7(a) who has been hired primarily to provide services in the Library, engage in research and professional development and provide service to the University and their profession.
17. **The Employer** designates the Board of Governors of Carleton University, the President and Vice-Chancellor, Vice-Presidents, Deans, and such other persons excluded from the bargaining unit as managerial by decision of the certificate of the Ontario Labour Relations Board, dated 18 June, 1975, or who are authorized to act on behalf of the Employer.
18. **Financial Stringency Document** designates the document Appendix D (*Release of Teaching Staff in Times of Financial Stringency*), as passed by Senate, 11 December, 1974.
19. **Immediate Family** designates spouse, siblings, parents, and children.
20. **Month** designates twenty-two (22) working days.
21. **Nominal Salary** designates for any given period the gross salary to which an employee

is entitled if engaged in full-time service at Carleton University excluding any stipends and/or payments for overload teaching but including career development increments.

22. **O.C.U.F.A.** designates the Ontario Confederation of University Faculty Associations.
23. **Officers of the University** are those persons excluded from the bargaining unit as managerial by the certificate issued by the Ontario Labour Relations Board dated 18 June, 1975, who are authorized to act on behalf of the Employer.
24. **Parties** are the parties to this Collective Agreement, namely Carleton University and the Carleton University Academic Staff Association.
25. **Personnel File/Dossier** designates all files containing evaluative materials concerning employees.
26. **Preliminary Appointments** designates appointments made in the expectation of the granting of tenure or of confirmation of appointment.
27. **President** designates the chief executive officer of the University.
28. **Secondment** is a temporary assignment by the Employer of an employee to perform duties in an academic unit or sub-unit other than the employee's own unit.
29. **Senate** is the body referred to by that name in the *Carleton University Act*.
30. **Senate/Board Documents and/or Policies** designate those documents and/or policies formally approved by both the Senate and the Board of Governors of Carleton University.
31. **Spouse** designates a husband or wife in law or in common law, and either may include a same sex spouse. A common-law spouse shall be defined as a person with whom the employee has been cohabiting for a period of at least one (1) year.
32. **Teaching** designates the instruction given by employees to students of Carleton University.
33. **Teaching Employee** designates an employee who teaches a course or courses approved by the Senate.
34. **Tenure** designates the status of continuous appointment of faculty employees as defined in Article 10.
35. **The Association** designates the Carleton University Academic Staff Association (CUASA).
36. **University Librarian** designates the officer in charge of the University Library.

37. **Vice-President** designates the executive officers next in rank to the President, namely the Provost and Vice-President (Academic), the Vice-President (Research and International), the Vice-President (Finance and Administration), and Vice- President (Students and Enrollment).

Article 1: Preamble

- 1.1 The parties recognize that the goal of the University is the attainment of the highest possible standards of academic excellence in the pursuit and dissemination of knowledge, to be achieved principally through teaching, scholarship/research and community service. The parties agree to cooperate in the promotion and enhancement of the University and to encourage a climate of freedom, responsibility and mutual respect in the pursuit of these goals. It is the purpose of this Collective Agreement to foster and continue the existing harmonious relations within the University community and to provide an amicable means for settling differences which may arise from time to time between the Employer and the employees in the bargaining unit.

Article 2: Definition of the Unit

- 2.1 The composition of the bargaining unit shall be as defined by the certificate of the Ontario Labour Relations Board, dated June 18, 1975, as further specified by decisions of the Board dated April 4, 1975 and June 18, 1975, which may be amended from time to time. This certificate, and subsequent amendments, if any, shall be deemed to be incorporated into and become a part of this Collective Agreement (see Appendix C).
- 2.2 All persons recognized by the Employer as being members of the bargaining unit as of the date of signing this Collective Agreement who remain in the employ of the Employer, shall continue to be members of the unit (except those who become excluded under the provisions of Article 2.1 above or those who are transferred to positions not under the jurisdiction of this Collective Agreement) without prejudice to any further cases.
- 2.3 An employee on any form of leave or one who accepts a reduced-time appointment or a reduced workload pursuant to Articles 9.10, 12.6, and/or 12.7 shall continue to be a member of the bargaining unit.
- 2.4 An employee initially appointed with a workload of at least one-half the normal workload of academic staff shall be included in the bargaining unit.
- 2.5 Persons engaged in instructional duties will be included in the bargaining unit if they teach more than two (2) full-credit courses in the Fall and Winter terms, or if they teach more than three (3) full-credit courses in any academic year ending August 31. (Repeated sections will count as if they were other courses.)
- 2.6 In recognition of the unique nature of the studio component of the Architecture the parties agree that, solely for the purposes of Article 2.5 of the Collective Agreement, a studio course shall be deemed to have a 0.75 credit equivalent in accordance with Appendix L.
- 2.7 A member of the bargaining unit including Chairs and Directors of Institutes shall not

simultaneously hold an excluded management position at Carleton University, as defined by the *Ontario Labour Relations Act*.

Article 3: Recognition

- 3.1 The Employer recognizes the Association as the exclusive bargaining agent of the members of the bargaining unit, as defined by the certificate of the Ontario Labour Relations Board dated June 18, 1975, as may be amended from time to time.

Article 4: Academic Freedom

- 4.1 The common good of society depends upon the search for truth and its free exposition. Universities with academic freedom are essential to these purposes both in teaching and scholarship/research. Employees are entitled, therefore, to:
- (a) freedom in carrying out research and in publishing the results thereof,
 - (b) freedom in carrying out teaching and in discussing their subject and,
 - (c) freedom from institutional censorship.

Academic freedom carries with it the duty to use that freedom in a manner consistent with the scholarly obligation to base research and teaching on an honest search for truth.

Article 5: No Discrimination

- 5.1 (a) The parties agree that there shall be no discrimination, interference, restriction or coercion exercised or practiced with respect to any employee in regard to salaries, rank, appointment, promotion, tenure, confirmation of appointment, reappointment, sabbatical, fringe benefits or any other terms and conditions of employment by reason of prohibited grounds or by reason of their membership or non-membership in the Association.
- (b) Prohibited grounds are age, race, creed, colour, ethnic origin, record of offences, citizenship, ancestry, disability, political or religious affiliation or belief, gender expression, gender identity, sex, sexual orientation, family status or marital status, place of origin, and any additional grounds listed in the *Ontario Human Rights Code*.
- 5.2 Further, in accordance with previous University policy and practice, the parties agree that there shall be no discrimination practised with respect to any employee in regard to salaries, rank, appointment, promotion, tenure, confirmation of appointment, reappointment, sabbatical, fringe benefits or any other terms and conditions of

employment by reason of family relationship. The parties also agree, however, that no employee of the bargaining unit or person acting as an Officer of the University shall take part in formal discussions or vote with regard to the determination of the aforementioned terms and conditions of employment of a member of their immediate family.

- 5.3 (a) The Employer is committed to providing a work environment that facilitates the full participation of all employees. The parties encourage all employees with a requirement for accommodation to notify Human Resources and CUASA. Employees have the right to CUASA representation at meetings regarding requests for accommodation.
- (b) The parties agree to act in accordance with all applicable legislation, including, but not limited to, the *Ontario Human Rights Code*; the *Ontarians with Disabilities Act*; and the *Occupational Health and Safety Act*.
- (c) No member shall be subjected to retaliation or reprisal for taking action to obtain accommodation for oneself.
- (d) Such accommodations may include but are not limited to:
- (i) alterations of workload;
 - (ii) modifications to the means by which an employee can meet the criteria for tenure or confirmation;
 - (iii) modifications to the means by which an employee can meet the criteria for CDI; and,
 - (iv) modifications to the means by which an employee can meet the criteria for promotion.
- (e) The accommodation process shall be collaborative and take into account the unique situation of each employee.

Article 6: Past Policies and Practices of the University

6.1 University Governance

Except as expressly provided for in the Certification Order and this Collective Agreement, the parties agree:

- (a) to acknowledge and support the traditional role of Senate as established by statute, bylaw and practice;
- (b) to acknowledge and support the traditional role of the Board of Governors and the persons authorized to act on its behalf;
- (c) that nothing in this Collective Agreement shall be construed to deny or diminish any existing rights, privileges and responsibilities of employees, individually and

collectively, to participate directly in the formation and recommendation of policy within Carleton University and its component parts, as these rights, privileges and responsibilities are provided for under existing Senate/Board documents and/or established practices.

6.2 Dismissal Document

(a) Dismissal for Cause of Faculty Employees

The procedures for dismissal for cause of faculty employees are described in the Dismissal Document (Appendix A), except as modified below:

- (i) The parties agree that there shall be provision for an Alternate Review Chairperson, with the same powers and duties as those of the Review Chairperson specified in the *Dismissal Document*. The Alternate Review Chairperson shall, by agreement between the two parties, be called upon to act in place of the Review Chairperson when the latter's unavailability to begin a new case may be thought to prejudice the outcome or to impose undue hardship on the individual concerned or on the University. Agreement by one side to a request from the other to invite the Alternate Review Chairperson to act shall not be unreasonably withheld.

6.3 Continuation of Past Practices

- (a) Past practice may be altered, but only by written agreement of the parties.
- (b) Where an employee or the Association seeks to rely on a past practice the onus shall be on the employee or the Association to show that the practice cited was contained in a document of the Senate, Board or management of Carleton University, or was otherwise sufficiently widely promulgated (in public, or in private communication), and practised, so as to make it reasonable to consider it a practice at this University.
- (c) The Employer acknowledges a continuing responsibility to maintain a climate in which the academic functions of employees may be effectively carried out, and undertakes, therefore, to continue to provide a level of facilities and support services consistent with this responsibility.
- (d) Consistent with the Employer's acknowledged responsibility as set out in Article 6.3(c) above, the following general support service shall be provided though it is understood that a change in technology might affect the way in which the service is provided:
 - (i) Administrative support staff and related services
 - (ii) Telephone service and voice mail
 - (iii) Appropriate office space so as to protect the health, safety and security of employees as they carry out their duties on University premises. The

Employer agrees to adhere to health and safety standards as embodied in current government legislation

- (iv) Supplies and equipment
- (v) Computing services and computing support services, including campus-based internet access
- (vi) Instructional aids
- (vii) Photocopying and printing
- (viii) Teaching and research assistance

Where users sub-committees exist in relation to these services, they shall continue to perform their advisory functions during the term of this Collective Agreement.

- (e) Consistent with the Employer's acknowledged responsibility as set out in 6.3(c) above, the Employer shall make a reasonable effort to provide each CUASA employee with access to software and printing resources appropriate for teaching, service and administrative responsibilities. Upon hiring, each CUASA employee shall be reimbursed up to \$2,000 for the purchase of either a laptop or desktop computer of their choice upon provision of a receipt. Once every five (5) years, following the last purchase of a computer system pursuant to this paragraph, each CUASA employee shall be eligible to be reimbursed up to \$2,000 for the cost of acquiring or updating either a laptop or desktop computer.

- 6.4 No disciplinary measures shall be imposed on an employee except for just and proper cause; such disciplinary action shall be reasonable and shall be demonstrably proportionate to the seriousness of the specific violation.

Article 7: Management Rights

- 7.1 The Association acknowledges the management responsibilities and functions of the Employer and agrees that such shall be continued, subject to the express provisions of this Collective Agreement.

Article 8: Amendments to the *Carleton University Act*

- 8.1 To ensure that any future proposals to amend the *Carleton University Act* reflect the shared aspirations of the University community, the parties agree that any proposal by the Employer to amend the Act requires consultation with the Senate and also consultation with the Association.

Article 9: Appointments

9.1 Appointments

To ensure that posts at Carleton University are filled by the most highly qualified candidates and to ensure accessibility to Canadians, all Faculty, including Teaching Stream, and Professional Librarian openings must be advertised prior to the consideration of candidates.

(a) Faculty (including Teaching Stream) Employees

- (i) All faculty posts shall be advertised both internally and in various appropriate publications and/or their web sites whenever publication schedules permit, and the advertising copy shall be sent to the Association within ten (10) working days of its placement.
- (ii) The job advertisement will be posted for a minimum of at least twenty (20) calendar days.
- (iii) In cases of extreme urgency, or where a department, through the procedures for recommending appointments normally followed by the department, determines that a spouse of a successful candidate for a preliminary or tenured academic staff position has qualifications and experience that would benefit the programs of the department, an appointment may be made without following the requirements of 9.1(a) (i-iii) at the discretion of the Provost and Vice-President (Academic) or designate, but in all such cases complete details of the appointments must be reported in writing to the Association within ten (10) working days.
- (iv) All appointments to Faculty and Faculty, Teaching Stream positions shall be made on the recommendation of departments and the appropriate Dean(s).
- (v) If a position is not attached to a specific department a committee of at least three (3) members of the bargaining unit shall be established by the appropriate Dean to serve in lieu of a departmental committee.

(b) Professional Librarian Employees

All new or vacant positions at any of the four Librarian ranks shall be filled by competition, after being advertised as provided for in this Article.

- (i) Each competition shall be conducted by an *ad hoc* Hiring Committee (hereafter referred to as the Hiring Committee) consisting of the immediate supervisor of the position to be filled, a Professional Librarian employee normally from the area of expertise within which the position falls, and one

person from Library management. The Hiring Committee shall be constituted and shall follow procedures and criteria as outlined in Article 9.7.

- (ii) All new or vacant positions at any of the four Librarian ranks shall be first advertised internally to all Librarian members of the bargaining unit. However, for term positions the internal and external advertisements may appear simultaneously.
 - (iii) If no internal candidate is clearly acceptable, the vacancy shall be advertised externally in various publications as the Hiring Committee for the position concerned may deem suitable, but to include the appropriate publications and/or their websites, whenever publication schedules permit and the advertising copy shall be sent to the Association within ten (10) working days of its placement.
 - (iv) Appointments of extreme urgency may be made without following the requirements of Article 9.1(b) (ii-iii) at the discretion of the Provost and Vice-President (Academic), but in all such cases complete details of the appointments must be reported in writing to the Association within ten (10) working days by the Provost and Vice-President (Academic). The Employer, however, shall post a notice of the vacancy for five (5) working days via electronic notice internally to all Professional Librarian employees.
 - (v) An appointment may commence at any time during the year.
- (c) The University shall provide to each short-listed candidate a package of information supplied by CUASA and will offer to the candidate the opportunity to schedule a consultation with the Association.

9.2 Canadian Candidates

- (a) The University will comply with the applicable laws, rules and guidelines that concern the hiring of individuals who are neither Canadian citizens nor permanent residents.
- (b) The qualifications relevant to each vacant position shall be clearly stated and shall not include irrelevant particularities.

9.3 Inclusive Hiring Practices

The parties agree to the principle of employment equity at Carleton University. Consistent with that principle:

- (a) The Employer shall include, as a minimum, a statement in all advertisements for bargaining unit positions that the University welcomes applications from all

qualified persons, including women, members of racialized groups, Indigenous peoples, persons with disabilities, and persons who identify as 2SLGBTQI+.

- (b) The Employer shall establish search procedures, which may vary among faculties, but which shall require at least:
 - (i) consultation with informed individuals selected by the Dean from within the unit(s) or sub-unit(s) or elsewhere in the University, for the purpose of identifying suitable prospective candidates, and
 - (ii) letters from the unit or sub-unit Chairs/Directors/University Librarian to Canadian Universities inviting qualified applicants from designated groups that the Employer determines are under-represented in the unit(s) or sub-unit(s).
- (c) The parties agree that the best available candidate should be hired, regardless of membership or non-membership in a designated group. However, where the qualifications of two candidates for appointment are demonstrably equal, and one of these candidates is a member of a designated group that is under-represented in the unit(s) or sub-unit(s), then all else being equal, the candidate of the under-represented group should be offered the position.

- 9.4 (a) All appointments under this Collective Agreement shall be made in the following ranks:
- (i) Faculty and Faculty (Teaching Stream): Professor, Associate Professor, Assistant Professor, or Lecturer;
 - (ii) Faculty, Teaching Stream, who, in addition to the provisions of Article 9, shall, upon appointment, receive statements in writing as to which of the following categories, identified under Article 12.4, applies to the appointment in question: primarily classroom teaching, or a position governed by an individual job description.
 - (iii) Where a Faculty, Teaching Stream employee is appointed to the category involving individual job descriptions, a job description which is reasonably equitable in terms of workload (as outlined in Article 12.4 (c)) and by comparison with other job descriptions for similar positions, shall be developed and provided with the letter of appointment. A copy of the job description must be given to the employee, included in the employee's official file, and sent to CUASA.
 - (iv) Librarian (I, II, III and IV).
- (b) All appointments as defined in this Article shall be made as either term, preliminary or tenured/confirmed appointments.

- (c) In the case of preliminary appointments the letter of appointment shall contain, in general terms, information about criteria for tenure/confirmation relevant to the Department, School, Institute, and/or Faculty in which the appointment is to be held.
- (d) Appointments shall be made as full or as part-time. Employees on part-time status shall earn credit toward tenure, confirmation, promotion and sabbatical on a pro-rated basis.

9.5 Ranks for Professional Librarian Employees

- (a) The ranks Librarian I, II, III and IV are reserved for Professional Librarian employees as defined in Article 9.7.
- (b) Professional Librarian employees shall be assigned to a position with a fully documented job description in accordance with the provision of Article 11.2.
- (c) There shall be no transference of significant functions from Professional Librarian employees to other Library employees which results in a reduction of the number of Professional Librarian employees from the number employed at the commencement of the agreement.
- (d) Should a Professional Librarian vacate their position by reason of resignation, termination, sabbatical or other long term (in excess of sixteen (16) weeks) absence, the Employer shall, within two (2) months of the position falling vacant, inform the Association in writing indicating the disposition of the duties and/or the intention to fill the position in accordance with the provisions of Article 9.4(a).
- (e) When a temporary replacement is made for a Professional Librarian employee on sabbatical or leave for a period in excess of sixteen (16) weeks in accordance with Article 9.6(d), any such replacement shall be a fully qualified Professional Librarian.

9.6 Librarian Appointments

(a) Criteria

Individuals to be considered for hiring as Professional Librarian employees shall have both

- (i) an initial undergraduate degree (the Association of Universities and Colleges of Canada may be applied to for an opinion in cases where there is doubt about whether the qualifications presented meet existing Canadian standards); and,
- (ii) a Professional Library qualification from an ALA (American Library

Association) accredited Library school or an international Library school which has been accredited by a national professional Library association recognized by ALA.

(b) **Procedures**

- (i) The Employer shall decide when a position is to be created or a position is to be filled by transfer or competition, in accordance with University procedure and Article 9.5 (c). In conjunction with the supervisor of the position, the University Librarian shall set the date on which the competition is to start.
- (ii) Within seven (7) working days of having received official notification that a new or vacant position is to be filled, the Peer Evaluation Committee shall choose the third member of the Hiring Committee who shall be a Professional Librarian employee normally from the area of expertise in which the position falls. The other two members of this committee shall be the immediate supervisor of the position to be filled and the University Librarian or their designate from Library management. The majority of the Hiring Committee members shall be CUASA members of the Library. In the case of unavoidable absence of the immediate supervisor or the University Librarian during a competition, a substitute designated by that individual shall serve on the Hiring Committee.
- (iii) Within another seven (7) working days the Hiring Committee shall meet to prepare an internal advertisement for the position which shall include the minimum criteria for Professional Librarian employees, the salary range(s) for the relevant rank(s) and the job description attached to that position. This advertisement shall be distributed internally to all Professional Librarian employees for seven (7) working days by electronic notice. In the case of term appointments, the internal advertisement shall be posted for five (5) working days, but the external advertisement may proceed simultaneously as outlined in Article 9.1.
- (iv) In conjunction with the immediate supervisor of the position to be filled, the University Librarian or their designate shall assume responsibility for the receipt of applications and for all other documentation relating to appointments.
- (v) **Internal Competition**
 - (1) The Hiring Committee shall review all internal applications, interview the applicants as it sees fit and, if a suitable applicant is found, make a recommendation of appointment to the Peer Evaluation Committee. Any recommendation by the Hiring Committee must be by majority vote. The Hiring Committee shall substantiate its rejection of a candidate. Unsuccessful applicants shall be notified promptly, and in writing, of the decision not to

appoint them.

- (2) The Committee shall make every effort to reach agreement upon a candidate. However, in those instances where the supervisor is in disagreement with the other two committee members, the matter shall be referred to the University Librarian who shall forthwith submit their resolution of this disagreement to the Peer Evaluation Committee.
- (3) Within two (2) working days of receipt of the name of a suitable candidate from the Hiring Committee, the Peer Evaluation Committee shall review the candidate's qualifications in the light of the minimum criteria mentioned in Article 9.6(a)(i) and (ii). If the Peer Evaluation Committee approves the candidate, it shall recommend to the University Librarian that an offer of employment be made at a specified rank commensurate with the experience and qualifications of the candidate.
- (4) The University Librarian shall decide whether to reject the recommendation or to accept and forward it to the Provost and Vice-President (Academic). No more than seven (7) working days shall elapse between the time the recommendation is made by the Peer Evaluation Committee and either:
 - the Peer Evaluation Committee, the Hiring Committee, and the candidate are informed of the President's decision to reject the candidate and of the grounds for doing so; or
 - a written offer is sent to the candidate.

Both the Peer Evaluation Committee and the Hiring Committee shall receive all particulars of the offer excepting only salary.
- (5) If the candidate rejects the offer, the University Librarian shall decide either to continue negotiations with the candidate, or to inform the Peer Evaluation Committee and the Hiring Committee that the competition is to be continued.
- (6) If an internal candidate accepts an offer of a different position within the Library, it shall not adversely affect the employee's eligibility for career development increments, or any other increment to their nominal salary, or their eligibility for sabbatical leave, or their eligibility for or status of confirmation or Librarian Achievement Award.
- (7) Transfer from their new position to any other position in the Library

shall not adversely affect that employee's eligibility for career development increments, or any other increments to their nominal salary, or their eligibility for sabbatical leave, or their eligibility for or status of confirmation or Librarian Achievement Award.

(vi) **External Competition**

- (1) If no internal candidate is clearly acceptable, the vacancy shall be advertised externally in such publications and on such websites as the Hiring Committee may deem appropriate consistent with the provisions of Article 9.1.
- (2) The Hiring Committee shall review all external applications, interview as it sees fit and, if a suitable applicant is found, shall make a recommendation of appointment to the Peer Evaluation Committee. The Hiring Committee may also recommend that a confirmed appointment be offered. From this point the procedures shall be those indicated in Article 9.6(b)(v). The Hiring Committee may be requested by the University Librarian to substantiate its rejection of a candidate. Unsuccessful candidates shall be notified promptly of the decision not to hire them.

(c) **Procedures Governing the Appointment of the University Librarian**

- (i) When a committee is established to advise the Provost and Vice-President (Academic) on the selection of the University Librarian, it shall include representation from Professional Librarian employees of whom one (1) shall be from public service and one (1) from technical services area of expertise.
- (ii) In the event that external applicants for the position of University Librarian are sought, the position shall be advertised in appropriate Canadian websites and publications.

(d) **Library Department Heads**

- (i) Library Department refers to units within the Library with Department Heads performing delegated administrative responsibilities.
- (ii) Normally, only full-time continuing-track CUASA members of the Library at the rank of Librarian III or IV are eligible to serve as Department Heads.
- (iii) Term of Office

The term of office for a Library Department Head shall normally be five (5) years; however, the Hiring Committee (as per (d)(iv)(2)

below) may recommend to the University Librarian that a shorter term be offered.

A Library Department Head may be renewed for a subsequent term, with the approval of the University Librarian. Prior to proceeding to renewal, a call for interest shall be made by the University Librarian following the procedures laid out in Article 9.6(d)(iv)(1). If there are no interested internal candidates, a Review Committee will be formed according to the procedures and membership composition as per Article 9.6(d)(iv)(2).

(iv) Library Department Head Selection

- (1) Two (2) months before a Department Head's term ends, or two (2) months prior to a planned retirement or resignation or within thirty (30) days should the position of Head become otherwise vacant, the University Librarian shall distribute a current job description to all CUASA members of the Library.
- (2) A Hiring Committee conforming to the rules and procedures of appointment for Librarians as outlined shall be formed with the following amendments to the composition of the committee:
 - (i) The majority of the Hiring Committee members will be CUASA members of the Library;
 - (ii) Whenever possible CUASA members from the Department for which the Head is being hired shall be included on the Hiring Committee. In the case of Departments where the only CUASA member is the Head, a CUASA member from another Department may be included on the Hiring Committee;
 - (iii) Two members shall be appointed by the University Librarian or designate, one of whom will be the Associate University Librarian responsible for the department.
 - (iv) Three CUASA members shall be selected by the Peer Evaluation Committee (PEC);
 - (v) The Associate University Librarian responsible for the Department shall chair the Hiring Committee but shall only vote to break a tie;
 - (vi) Any recommendation by the Hiring Committee for hiring must be by majority vote and include all members eligible to

vote.

- (vii) The Hiring Committee shall invite members of the Department to meet with candidates being interviewed and to give feedback to the Hiring Committee.
- (viii) If no internal candidate is clearly suitable, and if the funding is available for a new CUASA hire, the University Librarian shall post the Department Head job description externally in accordance with Article 9.1 (b) (iii). If no funding is available for a new hire, then the University Librarian may renew the appointment of the incumbent or take other measures as required to fill the position on a temporary basis until a suitable internal candidate is found or funding is secured.

(v) Acting Library Department Head

- (1) Acting Department Heads may be appointed by the University Librarian to a short term in the event of an extreme urgency or for planned absences such as sabbaticals, parental leave, etc. Such appointments will not normally be for less than one month or more than one (1) year.

(vi) Recognition for Service as Library Department Head / Acting Department Head

- (1) Effective July 1, 2024, in recognition of Department Head duties, each shall receive an annual stipend as follows:

1-9	employees	\$3,168.00
10-19	employees	\$3,696.00
20+	employees	\$4,224.00

Effective July 1, 2025, in recognition of Department Head duties, each shall receive an annual stipend as follows:

1-9	employees	\$3,247.00
10-19	employees	\$3,788.00
20+	employees	\$4,330.00

Effective July 1, 2026, in recognition of Department Head duties, each shall receive an annual stipend as follows:

1-9	employees	\$3,328.00
10-19	employees	\$3,883.00
20+	employees	\$4,438.00

- (2) A Librarian serving as Department Head shall receive a credit equivalent to one (1) additional year of service towards a sabbatical entitlement for five (5) years of service as Department Head.

(vii) Duties of a Library Department Head/Acting Department Head

Duties of a Library Department Head shall be those specified in the individual job description and under the general direction and approval of Library Management, shall include, inter alia, the responsibility to:

- (1) Plan, establish goals, co-ordinate and direct the operations of the department, managing all staff that report to the Department Head and recommend staffing levels to Library Management;
- (2) Work collaboratively within the Library's operational structure, communicating priorities, working to effectively co-ordinate services, policies and programs within the department, Library and externally as appropriate;
- (3) Represent the department on relevant committees, participate in strategic and operational planning, and prepare reports and give advice as needed;
- (4) Engage in professional activities and maintain current professional knowledge, skills and abilities in relation to managing and supervising staff;
- (5) Perform such other duties in connection with the work and administration of the Department as Library Management may assign to them and as are consistent with their status as a member of the bargaining unit.

- 9.7 (a) For the purposes of this Collective Agreement any member of the bargaining unit not covered by Article 9.5 or 9.6 above shall be assigned to one of the above ranks in Article 9.4 according to experience, qualifications, and responsibilities.
- (b) Letters of appointment shall be signed by the Provost and Vice-President (Academic) or designate. Such letters shall state clearly
- (i) the length and terms and conditions of the appointment;
 - (ii) the category of appointment and whether the appointment is term, preliminary, tenured or confirmed;
 - (iii) if term, the implications of this;

- (iv) if preliminary, the date when tenure or confirmation will be considered and the date when the candidate can expect to be informed of the decision;
 - (v) salary;
 - (vi) rank and department to which the appointee is assigned;
 - (vii) reference to any additional educational and/or professional qualification which the member must obtain, if applicable;
 - (viii) any other specific conditions of the offer of employment consistent with this Collective Agreement;
 - (ix) credit for years of service and credit for years in rank at another university, or equivalent experience elsewhere, will be specified for the purposes of calculating eligibility for sabbatical leave in accordance with the provisions of Article 19.1(f);
 - (x) confirmation of the number of years of service at another university in a full-time preliminary and/or tenured/confirmed position, if applicable;
 - (xi) research start-up funding, if applicable;
 - (xii) reimbursement of moving expenses, if applicable;
 - (xiii) the statement "The Collective Agreement can be found at the following URL: <https://carleton.ca/hr/labour-relations/academic-staff-agreements/>."
- (c) All persons given new appointments, including term appointments, shall be placed within rank at a salary level commensurate with their experience, qualification, and responsibilities.
- (d) Prior to appointment, candidates for a preliminary, tenured, term or confirmed appointment who visit the campus shall be offered the opportunity to be scheduled to visit with the CUASA Office to meet with a representative of the Association.
- (e) Prior to an appointment being offered and accepted, candidates for an appointment who do not visit the campus as part of the appointment process shall be offered the opportunity to be scheduled for a phone consultation with a representative of the Association.
- (f) Letters of appointment shall not specify any criterion for reappointment inconsistent with this Collective Agreement.

- (g) The Association shall receive copies of each letter of appointment once signed and accepted by the candidate.

9.8 Reduced-Time Appointments

- (a) A reduced-time appointment is defined as one in which a member of the bargaining unit at their request carries, on an ongoing basis, a reduced workload pursuant to Article 12. In the remainder of this Article, each and every reference to "reduced-time appointment" shall be understood to mean "ongoing reduced-time appointment".
 - (i) Any tenured or confirmed employee, holding a full-time position, may, on a wholly voluntary basis, apply to their Dean or equivalent for a reduced-time appointment.
 - (ii) An application for reduced-time employment shall be in writing, with a copy to the Association.
 - (iii) An employee applying for a reduced-time appointment shall have the right to be represented by the Association at all stages of the discussions concerning such reduced-time appointment.
 - (iv) The Employer shall not unreasonably withhold approval of requests for transfer from full-time to reduced-time status.
 - (v) Notwithstanding (a) above, reduced-time appointments may also be given to new employees whose workload is to be less than full-time but sufficient to make them members of the bargaining unit.
 - (vi) Notwithstanding (a) above, reduced-time appointments may also be granted to untenured or unconfirmed employees where such an employee voluntarily seeks it, and when it is agreed between the Employer and the employee that circumstances warrant it.
 - (vii) Members of the bargaining unit already on reduced-time status when this Collective Agreement takes effect shall be covered by all terms and conditions of this Article, but nothing in this Article shall be deemed to prejudice the terms and conditions of employment of such individuals.
- (b) The salary of a reduced-time appointee shall be determined as follows:
 - (i) Each such appointee shall have a nominal salary composed as specified in Article 43. For an employee transferring from full-time status the nominal salary shall be that which would be the case if the employee were continuing in full-time status. For any other appointee to reduced-time status, the nominal salary shall be that which would be appropriate if the employee were appointed to full-time status as specified in Article 9.7(c).

- (ii) Any increases for a continuing reduced-time employee shall be made to the nominal salary as if they were a full-time employee.
 - (iii) Each such appointee shall receive an actual salary pro-rated from the nominal salary according to the reduction in workload.
 - (iv) An employee already on reduced-time status at the time this Collective Agreement takes effect shall receive a salary adjustment, where required, to satisfy the terms of Article 9.8(b).
- (c) Unless prohibited by agreement with the carrier(s), the Employer shall provide a reduced-time appointee with the same benefits and coverage as specified in Article 38 for employees and shall, where applicable, contribute to the cost of these plans on the basis of actual salary.
- (d) For the purposes of any assessments of performance, including career development increments, Research/Librarian Achievement Awards, promotion, tenure, and confirmation of a member of the bargaining unit on a reduced-time appointment shall be assessed solely on the basis of their actual workload; but a career development increment or Research/Librarian achievement award to a reduced-time appointee shall be pro-rated in the same manner as salary in Article 9.8(b)(i).
- (e) An employee on a reduced-time appointment shall be entitled to sabbaticals at times as defined in Articles 19.1(a) and 19.1(b). Workload and compensation during the sabbatical period will be pro-rated appropriately. For the purpose of a sabbatical, a reduced-time appointee shall have the right to a pro-rated accrual of sabbatical entitlement based on nominal salary. To calculate the sabbatical stipend, refer to Article 19.3(h). Article 9.4(d) shall apply with respect to the calculation of service toward tenure, confirmation, promotion and sabbatical. Workload shall also be reduced appropriately. For example, an employee on an ongoing 50% reduced-time appointment, in a unit where the normal teaching workload is 2.0 credits would be assigned to teach 1.0 credit. A full-time employee who has a six month sabbatical would be relieved of 1.0 credit after completing three years of full-time service. Therefore, the 50% reduced-time employee who has accrued a six month sabbatical shall also be relieved of 1.0 credit after completing three years of full-time equivalent service. The example is meant to assist in the calculation of a variety of sabbatical credits.
- (f) An employee who accepts a reduced-time appointment shall have the same access to all University research facilities as if they were on a full-time appointment; and where the employee has accepted a reduced workload in order to devote additional time to research, the Employer shall not unreasonably deny increased access to these research facilities.

- (g) Any employee granted a reduced-time appointment shall have the right to resume full-time status provided that:
 - (i) full-time status is resumed within sixty (60) months following the commencement of the reduced-time appointment; and,
 - (ii) notice in writing of the intention to resume full-time status is given to the Employer within forty-eight (48) months of the commencement of the reduced-time appointment.
 - (iii) An employee may waive the right to resume full-time status in accordance with this article.

- (h) An employee on a reduced-time appointment shall be covered by all the rights and protections of this Collective Agreement, including, but not restricted to, those governing tenure, dismissal and lay-off.
 - (i) Letters of appointment for a reduced-time appointee shall be signed by the President.
 - (ii) The letter of appointment shall clearly state the nominal salary, reduction in workload and actual salary, the date of commencement of the appointment, and all other terms and conditions attached to the appointment, including those specified for full-time appointments in Article 9.7(b).
 - (iii) Upon receipt of a letter of appointment from the President offering a reduced-time appointment, an employee already holding a full-time appointment shall have twenty (20) working days in which to indicate in writing to the President their acceptance or rejection of the reduced-time appointment.
 - (v) No reduced-time appointment shall take effect until and unless the appointee indicates in writing to the President their acceptance of the appointment and all its terms and conditions as specified in the letter of appointment.

Article 10: Tenure and Promotion

10.1 Tenure and Promotion for Faculty Employees

- (a) **Appointments without Tenure**
 - (i) An appointment without tenure shall be made as a term appointment, or a preliminary (tenure-track) appointment at the rank of Lecturer, Assistant Professor, Associate Professor or Full Professor, including Teaching

Stream appointments.

- (ii) A faculty term appointment is one made without expectation of renewal (subject to Article 35). A term appointment may, however, be renewed and a faculty member employed under successive term appointments must in the fifth year of such employment be considered for tenure. In any case successive term appointments must not exceed a period of six years.
- (iii) A preliminary (tenure-track) appointment at the rank of Lecturer or Lecturer, Teaching Stream is one made where there is a specific requirement to complete the doctoral degree or the terminal degree for the discipline. Such requirements will be clearly stated in the letter of appointment. The length of a preliminary appointment as a Lecturer or Lecturer, Teaching Stream shall normally be for one (1) year but in exceptional circumstances may be up to three (3) years. If the requirement is successfully met, the appointment will be converted to the rank of Assistant Professor, or Assistant Professor, Teaching Stream, and the appointee may choose to start the time to tenure from their initial appointment or their date of conversion to the new rank.
- (iv) Members being offered employment within disciplines where professional accreditation is necessary for the viability of the program may be required to, within five (5) years of the commencement of employment, obtain the required credentials and shall maintain these credentials during their employment. When a member is required to achieve and maintain this credential, this requirement shall be outlined in the letter of appointment and any subsequent renewal.
- (v) The Employer shall refund the employees in programs where professional accreditation is necessary for the fees incurred to initially obtain these credentials.
- (vi) A preliminary (tenure-track) appointment at the rank of Assistant Professor or Assistant Professor, Teaching Stream is one made with the expectation that, subject to successful pre-tenure annual reviews as per Article 10.1(c), it will be renewed and at some point succeeded by an appointment with tenure. The purpose of a preliminary (tenure-track) appointment is to allow sufficient time to successfully transition to a tenured appointment. Normally, an initial preliminary (tenure-track) appointment shall be for three (3) years and renewal of a preliminary (tenure-track) appointment shall be for three (3) years. The maximum time in a preliminary (tenure-track) appointment shall not normally be for more than a total of seven (7) years, including any years served on a preliminary appointment at the rank of Lecturer, or Lecturer, Teaching Stream but exclusive of extensions granted for other reasons, such as parental leave and pursuant to relevant legislation (see Article 5), and not counting periods of unpaid leave, from

the date of the preliminary (tenure-track) appointment.

- (vii) A preliminary (tenure-track) appointment at the rank of Associate Professor, Associate Professor, Teaching Stream, Full Professor, or Full Professor, Teaching Stream is one made with the expectation that, subject to successful reviews, it will result in consideration for tenure within three (3) years exclusive of extensions granted for other reasons, such as parental leave, periods of unpaid leave, and pursuant to relevant legislation (see Article 5). Normally, a preliminary (tenure-track) appointment at the rank of Associate Professor, Associate Professor, Teaching Stream, Full Professor, or Full Professor, Teaching Stream shall not be renewable. However, a short extension of not more than six (6) months may be granted by the Provost and Vice-President (Academic) on recommendation of the Dean.
 - (viii) Each Faculty Member and Faculty Member, Teaching Stream in a preliminary appointment at the rank of Assistant Professor or Lecturer, shall receive a half-credit course release from the unit teaching load in their first year of appointment.
 - (ix) On commencing a preliminary (tenure track) appointment at the rank of Assistant Professor, Associate Professor and Full Professor, candidates will be provided a start-up research grant as appropriate to the faculty member's research.
- (b) **Mentorship and Review of Preliminary Faculty Members, Including Teaching Stream**
- (i) The Dean (or designate) will meet with each faculty member on a preliminary appointment, within the faculty member's first year of appointment and will discuss the approved criteria with respect to the granting of tenure and promotion. A written statement indicating that the meeting has taken place and including the criteria will be signed by the Dean and the faculty member and placed in the faculty member's file.
 - (ii) If the requirements, as stated in the letter of appointment pursuant to Article 10.1(a)(iii), have been met prior to or at the end of the preliminary appointment, the employee shall be converted to a preliminary (tenure-track) appointment at the rank of Assistant Professor or Assistant Professor, Teaching Stream. Normally a preliminary appointment at the rank of Lecturer or Lecturer, Teaching Stream shall not be extended if the requirements have not been met. A short extension of not more than six (6) months exclusive of extensions granted for other reasons, such as parental leave, periods of unpaid leave, and pursuant to relevant legislation (see Article 5), may be granted by the Provost and Vice-President (Academic) on recommendation of the Dean and where there is

a clear plan for completion of the requirement(s) within the period of the extension.

(c) **Pre-Tenure Annual Review of Preliminary Faculty Members**

- (i) All faculty members on preliminary appointments will have a written pre-tenure annual review in order to help them prepare for tenure and promotion. The pre-tenure annual review shall consist of 1-7 below.

The responsibilities of the Chair/Director in the pre-tenure annual review of preliminary appointments are defined as follows:

- (1) a review of a faculty member's annual report (exclusive of the CDI process);
- (2) an annual meeting with the faculty member;
- (3) a written report that is submitted to the Dean (a copy of this report shall be provided to the faculty member).

The responsibilities of the Dean (or delegate) in the pre-tenure annual review of preliminary appointments are defined as follows:

- (4) a review of the faculty member's annual report (exclusive of the CDI process);
- (5) a review of the written report submitted by the Chair/Director;
- (6) should the Dean (or delegate) add comments to the written report submitted by the Chair/Director, a copy shall be provided to the faculty member and to the Chair/Director (the faculty member will have the right to provide a written response);
- (7) at the request of the Dean (or delegate) or the faculty member, a one-to-one meeting with the faculty member (the written record of this meeting shall be provided to the member). The faculty employee shall have a right to CUASA representation at any such meeting.

- (ii) All faculty members on preliminary appointments shall submit a pre-tenure annual report that includes:

- (1) progress towards meeting the requirements of the appointment as stated in the letter of offer;
- (2) performance and progress towards meeting the University criteria

and the unit standards for tenure and, where applicable, promotion to Associate Professor or Associate Professor, Teaching Stream; and

- (3) an up-to-date CV and any additional materials the faculty member may wish to submit.
 - (iii) By June 15 of every year, the Dean shall sign the report and a copy will be placed in the employee's dossier with a copy to the member following the process outlined in article 10.1(c)(i). This report shall be included in the file used to assess the employee for tenure and, where applicable, promotion to Associate Professor or Associate Professor, Teaching Stream.
 - (iv) The template that has been developed by JCAA to facilitate these reviews shall be reviewed and approved by JCAA as necessary.
 - (v) With the permission of individual tenured faculty members, units shall maintain a catalogue of successful research and teaching dossiers and make these available to all pre-tenure faculty employees for consultation.
- (d) **Tenure**
- (i) Tenure and academic freedom are related to each other. Academic freedom is a right of all faculty members. The right to freedom is, generally, the right not to be interfered with. A faculty member's right to academic freedom is their right not to be interfered with in the discharge of their academic role. That role includes the acquisition of knowledge and skills and the guidance of others in the acquisition of these. The right to academic freedom includes, accordingly, the right of a faculty member to criticize the university in any respect in which it is an environment unfavourable to these ends in order to advocate changes which will make it a more favourable one, and in order to oppose changes which will make it a less favourable one. It also includes the right of a faculty member to investigate, to teach and to publish as well as to criticize any aspect of learning or society insofar as doing so is compatible with their academic obligation to discharge the academic role in a responsible way. The principle of appointments with tenure is an important safeguard of the right to academic freedom, thus understood.
 - (ii) The term "tenure" means permanency of appointment including the right to fair consideration for increases of responsibility and salary, and the right of a faculty member to continue as such subject only to dismissal for just cause, except as described under the conditions of Article 16.

10.2 University Criteria for Tenure and Promotion

The work of an academic member of a modern university falls into a number of categories - teaching, scholarly studies or research, professional activities, the

corporate work of the department, faculty and University, and activities related to the community. It is generally accepted that contributions to teaching and scholarly studies should receive paramount consideration in any tenure or promotion decision for Faculty Members but that recognition must also be given for valuable contributions to the university, for professional achievement, and for contributions to the community.

It is generally accepted that contributions to teaching should receive paramount consideration in any tenure or promotion decision for all Teaching Stream ranks, but that recognition must also be given for valuable contributions to the university, for professional achievement, and for contributions to the community.

It is assumed that all members of faculty are scholars and will communicate their knowledge, and that advancement in this University must be based on a person's intellectual development and maturity. As a teacher, a Faculty Member has a vital function to play in the proper preparation and stimulation of students, and as a research worker, a responsibility for extending the frontiers of knowledge of their subject. As a teacher, a Faculty Member, Teaching Stream, has a vital function to play in the proper preparation and stimulation of students, and for pedagogical and professional development.

In addition, individuals may make contributions to the administration and development of the University and its programs of study, to CUASA, to the community, and to their professions. These contributions should be considered when evaluating individuals for tenure and promotion at all levels, respecting the different responsibilities, criteria and standards for Faculty and Faculty, Teaching Stream as specified in University criteria and unit standards.

(a) University Criteria for Tenure (Faculty Members)

- (i) Consideration for the awarding of tenure shall be based on the following criteria:
 - (1) Academic and Professional Credentials – possession of the normal credentials as defined for the position of Assistant Professor; usually an earned Ph.D. (or equivalent) or the degree that is determined as the terminal degree for the discipline and any additional credentials required for the specific position that were stated in the letter of appointment.
 - (2) Teaching Effectiveness – a record of successful and effective performance as a university teacher at Carleton University at all levels including advising and supervision of undergraduate and graduate students (as appropriate for the candidate and their academic unit).
 - (3) Research, Scholarly and/or Creative Work – a record of research,

scholarship, and/or creative achievement as defined by the standards developed by the candidate's unit(s) which shall include unit specific expectations around published work assessed by peer review, applications for, or awards of external research funding (as appropriate to each unit's discipline(s)), and other forms of scholarly productivity since starting their appointment at Carleton. When circumstances warrant, scholarly productivity prior to their appointment may be taken into consideration.

- (4) Service to the University – an appropriate record of service to Carleton University (and other institutions where appropriate), such as administrative and committee duties and other professional activities which contribute to the operations of the University. It is expected that assigned service, pre-tenure shall be below the average service levels of faculty members in the same unit.
- (5) Where there is a significant record of service to society relevant to the employee's disciplinary expertise such as but not limited to consultancies or collaborations with governments, international development agencies, communities, or the private sector or participation in scholarly and professional organizations and other activities, which further the University's mission of service to society, this shall be recognized.
- (6) Faculty members who are involved in research, teaching or service with Indigenous communities may submit, as part of their dossier, documentation from that community (e.g. Community Elder or Knowledge Keeper) addressing the impact and value of that research, teaching, or service.

- (ii) The application of the above criteria will be assessed within the context of approved unit standards developed in accordance with Article 10.3 below.

(b) **University Criteria for Tenure (Faculty, Teaching Stream)**

- (i) Consideration for the awarding of tenure shall be based on the following criteria:
 - (1) Academic and Professional Credentials – Possession of the normal credentials as defined for the position of Assistant Professor, Teaching Stream; usually an earned Ph.D. (or equivalent) or the degree/designation that is determined appropriate for the discipline as stated in the original letter of appointment.
 - (2) Teaching Effectiveness – a record of successful and effective performance as a university teacher at Carleton University at levels

appropriate for the candidate and their academic unit.

- (3) Pedagogical/Professional Development – a record of pedagogical scholarship, creative achievement, and/or professional development as defined by the standards developed by the candidate's unit(s) which shall include unit specific expectations around curriculum development and/or other pedagogical initiatives, presentations and publications on teaching or pedagogy, and/or professional/work/practical experience in a field, as appropriate to each unit's discipline(s) and other forms of productivity since starting their appointment at Carleton. When circumstances warrant, pedagogical, creative and/or professional achievements prior to their appointment may be taken into consideration.
- (4) Service to the University – an appropriate record of service to Carleton University (and other institutions where appropriate), such as administrative and committee duties and other professional activities which contribute to the operations of the University. It is expected that assigned service, pre-tenure shall be below the average service levels of faculty members in the same unit.
- (5) Where there is a significant record of service to society relevant to the employee's disciplinary expertise such as but not limited to consultancies or collaborations with governments, international development agencies, communities, or the private sector or participation in scholarly and professional organizations and other activities, which further the University's mission of service to society, this shall be recognized.
- (6) Faculty members who are involved in teaching, pedagogical and professional development activities or service with Indigenous communities may submit, as part of their dossier, documentation from that community (e.g. Community Elder or Knowledge Keeper) addressing the impact and value of those activities.

- (ii) The application of the above criteria will be assessed within the context of approved unit standards developed in accordance with Article 10.3 below.

(c) **University Criteria for Promotion to Associate Professor**

- (i) Consideration for the awarding of promotion to Associate Professor shall be based on the following criteria assessed over the candidate's career achievements to date:
 - (1) Academic and Professional Credentials – possession of the normal credentials as defined for the position of Assistant Professor; usually an earned Ph.D. (or equivalent) or the degree that is

determined as the terminal degree for the discipline, and any additional credentials required for the specific position that were stated in the letter of appointment.

- (2) Teaching Effectiveness – a strong record of successful and effective performance as a university teacher at all levels including advising and supervision of undergraduate and graduate students (as appropriate for the candidate and their academic unit).
 - (3) Research, Scholarly and/or Creative Work – a strong and sustained record of research, scholarship, and/or creative achievement as defined by standards developed by the candidate's unit(s) which shall include unit specific expectations around published work assessed by peer review, applications for, or awards of external research funding (as appropriate to each unit's discipline(s)), and other forms of scholarly productivity.
 - (4) Service to the University – an appropriate record of service to Carleton University (and other institutions where appropriate), such as administrative and committee duties and other professional activities which contribute to the operations of the University. It is expected that assigned service pre-tenure shall be below the average service levels of faculty members in the same unit.
 - (5) Where there is a significant record of service to society relevant to the employee's disciplinary expertise such as consultancies or collaborations with governments, international development agencies, communities, or the private sector or participation in scholarly and professional organizations and other activities, which further the University's mission of service to society, this shall be recognized.
 - (6) Faculty members who are involved in research, teaching, or service with Indigenous communities may submit, as part of their dossier, documentation from that community (e.g. Community Elder or Knowledge Keeper) addressing the impact and value of that research, teaching or service.
- (ii) The application of the above criteria will be assessed within the context of Unit Approved Standards developed in accordance with Article 10.3 below.
- (d) **University Criteria for Promotion to Associate Professor, Teaching Stream**
- (i) Consideration for the awarding of promotion to Associate Professor, Teaching Stream shall be based on the following criteria assessed over the candidate's career achievements to date:

- (1) Academic and Professional Credentials – possession of the normal credentials as defined for the position of Assistant Professor, Teaching Stream; usually an earned Ph.D. (or equivalent) or the degree/designation that is determined appropriate for the discipline as stated in the original letter of appointment.
- (2) Teaching Effectiveness – a strong record of continuing excellence in teaching practice as a university teacher at all undergraduate levels, as defined by standards developed by the candidate's unit(s), which may include expectations around teaching of high-capacity courses, creation and/or development of models of effective teaching, significant teaching awards internal or external to the University, TA supervision, creation and/or development of new and/or innovative and/or influential course materials, innovation in developing effective assessment methods, contribution to student engagement projects, considerable advising and supervision of undergraduate research and/or independent studies, or other forms of evidence of teaching excellence.
- (3) Pedagogical and/or Professional Development – a strong and sustained record of achievement in pedagogical and/or professional development as defined by standards developed by the candidate's unit(s) which shall include unit specific expectations around curriculum development and/or evaluation (beyond the individual course), presentations and scholarship on teaching or pedagogy, mentoring of junior teaching faculty, undergraduate student mentorship, research and/or publication on pedagogical and related issues, technological or other advances in the delivery of education in a discipline or profession, leadership in experiential learning beyond the classroom, and other forms of pedagogical and/or professional development productivity.
- (4) Service to the University – an appropriate record of service to Carleton University (and other institutions where appropriate), such as administrative and committee duties and other professional activities which contribute to the operations of the University. It is expected that assigned service pre-tenure shall be below the average service levels of faculty members in the same unit.
- (5) Where there is a significant record of service to society relevant to the employee's disciplinary expertise such as consultancies or collaborations with governments, international development agencies, communities, or the private sector or participation in scholarly and professional organizations and other activities, which further the University's mission of service to society, this shall be recognized.

(6) Faculty members who are involved in teaching, pedagogical and professional development activities, or service with Indigenous communities may submit, as part of their dossier, documentation from that community (e.g. Community Elder or Knowledge Keeper) addressing the impact and value of those activities.

(ii) The application of the above criteria will be assessed within the context of Unit Approved Standards developed in accordance with Article 10.3 below.

(e) University Criteria for Promotion to Full Professor

(i) Promotion to the rank of Full Professor is based primarily on the following, assessed over the candidate's career achievements to date:

- intellectual maturity;
- outside recognition of the candidates as an authority in their chosen field
- and
- significant contributions to research, scholarship and the profession and to the University.

Scholarship and significant contributions to one's professional field would be of paramount importance; teaching and other activities would receive less weight.

(ii) The criteria for assessing promotion to the rank of Full Professor are:

- (1) Teaching Effectiveness – a sustained record of successful and effective performance as a university teacher at all levels including advising and supervision of undergraduate and graduate students (as appropriate for the candidate and their academic unit).
- (2) Research, Scholarly and/or Creative Work – a significant record of sustained and productive research, scholarship, and/or creative achievement as appropriate for the field of expertise, including published work assessed by peer review that has resulted in national and preferably international recognition and high standing in the discipline or field of expertise as defined in the approved standards developed by the candidate's unit(s).
- (3) Service to the University, the Profession and Society – a significant record of service to Carleton University (and other institutions where

appropriate), such as administrative and committee duties and other professional activities which contribute to the operations of the University;

- (4) Where there is a significant record of service to the profession and society relevant to the employee's disciplinary expertise such as but not limited to consultancies or collaborations with governments, international development agencies, communities, or the private sector or participation in scholarly and professional organizations and other activities which contributes to the University's mission of service to society, this shall be recognized.
- (5) Faculty members who are involved in research, teaching or service with Indigenous communities may submit, as part of their dossier, documentation from that community (e.g. Community Elder or Knowledge Keeper) addressing the impact and value of that research, teaching or service.

(iii) Only in rare cases would teaching and exceptional service to the University on their own constitute sufficient grounds for promotion to Full Professor. Faculty promoted on these grounds would be expected to have been in the rank of Associate Professor for no less than seven (7) years.

(f) **University Criteria for Promotion to Full Professor, Teaching Stream**

- (i) Promotion to the rank of Full Professor, Teaching Stream will be granted in recognition of distinguished accomplishments in teaching, professional development, and service, and must not be treated as a matter of routine progression following a minimum period at the Associate Professor, Teaching Stream level. Excellence in teaching, evidence of professional development, and satisfactory performance of university duties at the Associate level, plus evidence of a national and/or international reputation for teaching and/or teaching related contributions, such as those listed for promotion to Associate Professor, Teaching Stream. Unit Standards will define norms of satisfactory performance.
- (ii) The criteria for assessing promotion to the rank of Full Professor, Teaching Stream are:
 - (1) Teaching Effectiveness – a sustained record of successful and effective performance as a university teacher at the undergraduate level, including advising and supervision of undergraduate students as appropriate for the candidate and their academic unit.

Evidence of successful and effective performance could include (but not be limited to) the following:

- a. Significant teaching awards from bodies external to the home university;
- b. National and/or international adoption of the candidate's teaching innovations;
- c. Sustained leadership in experiential learning beyond the home university;
- d. National and/or international recognition of the candidate's curriculum;
- e. Mentoring, and other activities.

(2) Pedagogical and / or Professional Development and / or Creative Work - a significant record of sustained and productive pedagogical and/or professional development and/or creative achievement as appropriate for the field of expertise as defined in the approved standards developed by the candidate's unit(s), could include (but not be limited to):

- a. Peer-reviewed and/or invited conference papers on pedagogy presented at national and/or international conferences;
- b. Peer-reviewed published materials on teaching with national and/or international audiences;
- c. Significant changes in national/international policy related to teaching as a profession;
- d. The creation, implementation, and dissemination of innovative teaching methodologies, tools, or technologies that significantly enhance student learning and engagement.

(3) Service to the University, the Profession and Society – a significant record of service to Carleton University (and other institutions, such as academic/government/professional bodies beyond Carleton University), or to the national and/or international community.

(4) Where there is a significant record of service to the profession and society relevant to the employee's disciplinary expertise such as but not limited to consultancies or collaborations with governments, international development agencies, communities, or the private sector or participation in scholarly and professional organizations and other activities which contributes to the University's mission of service to society, this shall be recognized.

(5) Faculty members who are involved in teaching, pedagogical and professional development activities or service with Indigenous communities may submit, as part of their dossier, documentation from that community (e.g. Community Elder or Knowledge Keeper) addressing the impact and value of those activities.

(iii) Only in rare cases would teaching and exceptional service to the

University on their own constitute sufficient grounds for promotion to Full Professor, Teaching Stream. Faculty promoted on these grounds would be expected to have been in the rank of Associate Professor, Teaching Stream for no less than seven (7) years.

10.3 Unit Approved Standards for the Application of the University Criteria for Tenure and Promotion

All members of faculty are scholars who are dedicated to preserving and developing knowledge and who are committed to communicating the results of their work. Faculty members do this as teachers, researchers and in other aspects of their role as a member of the University community. These varied contributions should be considered when evaluating a faculty member for tenure and for promotion at all levels within the framework of the University Criteria for tenure and promotion to Associate and Full Professor or Associate and Full Professor, Teaching Stream.

However, it is recognized that there may be different components to the evaluation of candidates, depending on their discipline or field. Similarly, there may be different patterns for career progress or promotion across disciplines and academic units. Approved unit standards for tenure and promotion are intended to respect these differences while maintaining the principle that tenure and progression through the ranks are based on the common set of attributes established at the university level.

An examination of the disciplines represented at Carleton leads to the conclusion that there must be some flexibility in the nature, assessment and weighting of the Unit Approved Standards for tenure and promotion. The characteristics of research and scholarly work and the relationships of these to teaching, the degree to which work related to professional activities is involved and its relative importance, the opportunity to publish, the time required to develop a scholarly work to the publication stage, the relationship between research and the supervision of graduate students and other factors differ from one discipline to another making inequitable if not impractical any single evaluation scheme.

In the interests of achieving a degree of uniformity and some comparability, however, the developments of Unit Approved Standards are to be couched in the overarching protections afforded by University level Criteria. Each Unit at Carleton shall, in essence, consider a discipline's academic and professional credentials and whether there is anything in a particular Unit that would alter and shape the Unit Approved Standards. The purpose of the Unit Approved Standards is to specify how each of the University Criteria for tenure and promotion will be applied in the case of faculty members in the unit concerned. In essence, each unit must look at academic and professional credentials and whether there is anything in a particular unit that would alter and shape the approved standards. In developing Unit Approved Standards, units shall consider the factors listed in Appendix B.

- (a) Each academic unit(s) (Department(s) or equivalent) will by way of a regularly constituted committee, representing all the areas of specialization in the unit,

develop and approve by the majority of all tenured and tenure-track CUASA faculty members in the unit(s) a detailed specification of what would satisfy the above criteria for: i) Tenure, ii) Promotion to Associate Professor or Associate Professor, Teaching Stream and iii) Promotion to Full Professor or Full Professor, Teaching Stream in the discipline(s) in question. A vote by secret ballot open to the total number of CUASA faculty members in the unit shall be deemed to constitute approval if the recommendations pass with a simple majority of ballots cast. Proxy votes are acceptable. The specification will take into account the workload allocations within the Department/Unit. The Unit Approved Standards shall be consistent with the Collective Agreement.

- (b) These Unit Approved Standards are then subject to a two-person peer review by tenured CUASA faculty members (with the rank of at least Associate Professor or Associate Professor, Teaching Stream) appointed from outside the unit and by JCAA. The peer reviewers shall submit to the unit with a copy to the Dean a report on the unit standards with any suggested recommendations for revision. The unit shall review the recommendations of the peer reviewers and vote to reject, accept in part or accept in whole such recommendations.
 - (i) Once the standards have been approved by the unit, these standards shall be reviewed by the Dean and the Provost and Vice-President (Academic).
 - (ii) If considered acceptable, the standards shall be signed by the unit and the Provost and Vice-President (Academic) and copies distributed to and kept by each party, and a copy forwarded to the Dean and to CUASA.
 - (iii) If there are any concerns regarding the consistency of the unit standards with the University Criteria on the part of either the Dean and/or the Provost and Vice-President (Academic), the Dean shall consolidate these concerns and communicate them to the unit. The unit shall review the concerns in an iterative process with the Dean.
 - (iv) If no agreement can be reached within a time period not exceeding thirty (30) working days, the Dean shall refer the matter to the Unit Standards Review Committee who shall conduct a review within forty-five (45) working days of the referral. The Unit Standards Review Committee shall be constituted of five (5) tenured CUASA faculty members at the rank of Associate and Full Professor or Associate and Full Professor, Teaching Stream representing each faculty appointed by JCAA from lists provided by each Dean. There shall be at least three (3) Full Professors or Full Professors, Teaching Stream on the Committee. Members shall be appointed to this committee after the ratification of this agreement or by January 1 of each year for a maximum three-year term. The committee chair shall be elected by the members of the committee.
- (c) Reviews shall be conducted in the following manner. A representative from the unit shall make an oral presentation. The unit may request a CUASA observer to

be present at the review. The Dean shall make an oral presentation. The committee shall have time for questions of either party. Each party shall have an opportunity to make a final statement. The Unit Standards Review Committee (USRC) shall issue a report to the parties with a recommendation on the disposition of the matter. Upon receipt of the USRC report, the Provost and Vice-President (Academic) will make the final decision regarding the standards, taking into account all prior information produced under this article and exchanged between the parties and inform the unit of this decision within fifteen (15) calendar days of receiving the written report of the USRC.

- (d) Upon final signing, copies shall be distributed to and kept by each party, and a copy forwarded to the Dean and to CUASA.

Once signed by the Dean and the Provost and Vice-President (Academic), standards will be in place for a minimum of three (3) years but must be reviewed at least every six (6) years. In exceptional cases, unit standards may be reviewed for cause after a period of less than (3) three years. When a unit decides to revise its standards, the procedure for approval shall be the same as above.

10.4 Procedures for Application for Tenure and Promotion

At any stage of the process, candidates shall have the right to review their dossier, in which copies of the external letters of reference, once received, have been redacted so that the writer's name, address, and all identifying information have been removed.

(a) **Procedures for Application for Tenure and Promotion to Associate Professor and Associate Professor, Teaching Stream**

- (i) The holder of a preliminary (tenure-track) appointment at the rank of Assistant Professor or Assistant Professor, Teaching Stream will be simultaneously considered for tenure and promotion to Associate Professor or Associate Professor, Teaching Stream in the fifth (5) year of the preliminary appointment. However, the holder of a preliminary (tenure-track) appointment at the rank of Assistant Professor or Assistant Professor, Teaching Stream may apply to be considered for tenure and promotion to Associate Professor or Associate Professor, Teaching Stream in their third (3) or fourth (4) years of service. Normal practice may vary from unit to unit. If a faculty employee applies for tenure and promotion in their third (3) or fourth (4) year of service and at the unit level Tenure and Promotion Committee there is a negative decision, the candidate may withdraw their application without prejudice. If the candidate proceeds to the Faculty level, then the full process, including appeals, will continue to a final decision except as described in Article 10.6(k) for the Spratt School of Business.
- (ii) Simultaneous consideration for tenure and promotion is undertaken at the unit (the Departmental Tenure and Promotion Committee) and at the

Faculty level (the Faculty Tenure and Promotion Committee). At the University level, recommendations for tenure are assessed by the Provost and Vice-President (Academic) and recommendations for promotion are assessed by the University Promotions Committee.

- (iii) In all cases letters from external referees shall be available for consideration for promotion to Associate Professor or Associate Professor, Teaching Stream at the Departmental, Faculty and University levels in accordance with the procedures specified at Articles 10.4(a)(iv)(1 – 4); 10.4(c)(iii)(1 – 4); or 10.7(b) as applicable.
- (iv) Each candidate for tenure and promotion to Associate Professor or Associate Professor, Teaching Stream will submit the names and contact information for three (3) external referees to the Dean by May 1 of the year of application. The Dean will likewise select the names and gather contact information for three (3) external referees chosen by him/herself. Where these referees are academics, they shall hold or have held at least the rank of Associate Professor. Where the referees are not academics, a justification for their inclusion and their ability to judge the scholarly merits of the file must be included.
 - (1) The list of names supplied by the candidate shall include a description of the qualifications of each referee, and of any previous interactions with the referee that might lead to a perception of bias in the referee's assessment of the candidate's performance in research and scholarly and/or creative activity.
 - (2) The Dean shall provide each referee with the candidate's dossier, along with the criteria for promotion as described in Article 10.2(a) or (b) and the approved standards developed by the candidate's unit. The Dean shall ask for the referee's judgment on whether the candidate has met those criteria and Unit Approved Standards. The letter from the Dean soliciting referees' judgments will become part of the candidate's dossier for consideration at Faculty and University level committees.
 - (3) External referee letters shall comment on the candidate's performance in research and scholarly and/or creative activity in relation to the University Criteria and to the approved standards developed by the candidate's unit(s). In the case of Teaching Stream candidates, the external referee letters shall comment on the candidate's performance in teaching, pedagogical or professional development and/or creative activity in relation to the University Criteria and to the approved standards developed by the candidate's unit(s).

- (4) The dossier must contain all letters received. The dossier should normally contain at least three (3) letters and at least one (1) of these must be from names chosen by the candidate and at least one (1) must be an academic.
- (v) Each candidate will submit one (1) electronic copy of their dossier on the electronic tenure and promotion system by July 1 of the year of application. The dossier will include a current CV; copies of all annual pre-tenure reports referred to in Article 10.1(c); a teaching dossier including teaching evaluations; copies of publications; and any additional materials to support the assessment of the candidate in meeting the University Criteria and approved standards of the unit. The candidate has the right to discuss their dossier with the Chairperson of the DTTC before submitting it to the committee.
 - (1) The Chair of each committee shall ensure that tenure and promotion recommendations are deliberated on separately, and separate reports are issued in the case of divergent decisions on tenure and promotion.
- (vi) No anonymous material may be considered at any level, and with the exception of the external letters of reference nothing may be added to the dossier at any time without the candidate's knowledge and consent.
- (b) **Procedures for Tenure for Associate and Full Professor and Associate and Full Professor, Teaching Stream**
 - (i) The holder of a preliminary appointment at the rank of Associate or Full Professor or Associate or Full Professor, Teaching Stream shall be formally considered by Departmental and Faculty committees for an appointment with tenure in the fall term of their third year of service.
 - (ii) University Criteria and Unit Approved Standards for tenure for Associate and Full Professors, Associate and Full Professors, Teaching Stream shall be the same as they are for promotion to Associate Professor, and Associate Professor, Teaching Stream, and Full Professor, and Full Professor, Teaching Stream, respectively.
 - (iii) Each candidate will submit one (1) electronic copy of their dossier on the electronic tenure and promotion system by July 1 of the year of application. The dossier will include a current CV; copies of all Annual Reports as referred to in Article 10.1(c); teaching evaluations; copies of publications; and any additional materials to support the assessment of the candidate in meeting the criteria. The candidate has the right to discuss their dossier with the Chairperson of the DTTC before submitting it to the committee.

- (iv) No anonymous material may be considered at any level, and with the exception of the external letters of reference nothing may be added to the dossier at any time without the candidate's knowledge and consent.
- (c) **Procedures for Promotion to Associate Professor and Associate Professor, Teaching Stream**
- (i) Promotion to the rank of Associate Professor or Associate Professor, Teaching Stream may be considered after the lesser of five (5) years in the rank of Assistant Professor or Assistant Professor, Teaching Stream, or six (6) years from the doctorate (or its equivalent). Such consideration will normally take place in the fifth (5th) or sixth (6th) year as appropriate.
 - (ii) Faculty members holding a preliminary appointment at the rank of Assistant Professor or Assistant Professor, Teaching Stream will be simultaneously considered for tenure or promotion unless they signal to the departmental or school-level committee in writing that they wish to be considered for promotion solely in a particular year. These committees shall ensure that the deadline for application for promotion is communicated in writing to all faculty employees each year.
 - (iii) Each candidate for promotion to Associate Professor or Associate Professor, Teaching Stream will submit the names and contact information for three (3) external referees to the Dean by May 1 of the year of application. The Dean will likewise select the names and gather contact information for three (3) external referees. Where these referees are academics, they shall hold or have held at least the rank of Associate Professor. Where the referees are not academics, a justification for their inclusion and their ability to judge the scholarly merits of the file must be included.
 - (1) The list of names supplied by the candidate shall include a description of the qualifications of each referee, and of any previous interactions with the referee that might lead to a perception of bias in the referee's assessment of the candidate's performance in research and scholarly and/or creative activity.
 - (2) The Dean shall provide each referee with the candidate's dossier, along with the University Criteria for promotion as described in Article 10.2(b) and the Unit Approved Standards developed by the candidate's unit. The Dean shall ask for the referee's judgment on whether the candidate has met those criteria and Unit Approved Standards. The letter from the Dean soliciting referees' judgments will become part of the candidate's dossier for consideration at Faculty and University level committees.

- (3) External referee letters shall comment on the candidate's performance in research and scholarly and/or creative activity in relation to the University Criteria and to the approved standards developed by the candidate's unit(s). In the case of Teaching Stream candidates, the external referee letters shall comment on the candidate's performance in teaching, pedagogical or professional development and/or creative activity in relation to the University Criteria and to the approved standards developed by the candidate's unit(s).
 - (4) The dossier must contain all letters received. The dossier should normally contain at least three (3) letters and at least one (1) of these must be from names chosen by the candidate and at least one (1) must be an academic.
- (iv) Each candidate will submit one (1) electronic copy of their dossier on the electronic tenure and promotion system by July 1 of the year of application. The dossier will include a current CV; a teaching dossier including teaching evaluations; copies of publications; and any additional materials to support the assessment of the candidate in meeting the University Criteria and Unit Approved Standards. The candidate has the right to discuss their dossier with the Chairperson of the DTTC before submitting it to the committee.
 - (v) No anonymous material may be considered at any level, and with the exception of the external letters of reference nothing may be added to the dossier at any time without the candidate's knowledge and consent.
- (d) **Procedures for Promotion to Full Professor and Full Professor, Teaching Stream**
- (i) Promotion to the rank of Full Professor or Full Professor, Teaching Stream will usually not be considered before the lesser of seven (7) years in the rank of Associate Professor or Associate Professor, Teaching Stream, or thirteen (13) years from the conferring of the doctorate (or its equivalent). Such consideration will normally take place in the seventh (7th) or thirteenth (13th) year as appropriate.
 - (ii) Faculty members will be considered for promotion only if they signify to the departmental or school-level committee in writing that they wish to be considered for promotion in a particular year. These committees shall ensure that the deadline for application for promotion is communicated in writing to all faculty employees each year.
 - (iii) In the case of applications for promotion to Full Professor or Full Professor, Teaching Stream, letters from external referees shall be

available for consideration at the Departmental, Faculty and University levels. Each candidate for promotion to Full Professor will submit the names and contact information for three (3) external referees to the Dean by May 1 of the year of application. The Dean will likewise select the names and gather contact information for three (3) external referees chosen by him/herself. Where these referees are academics, they shall hold or have held the rank of Full Professor. Where the referees are not academics, a justification for their inclusion and their ability to judge the scholarly merits at the Full Professor level must be included.

- (1) Where suitable, the list of names supplied by the candidate shall include at least one referee from outside of Canada. Referees must be at arm's length from the candidate and any professional or personal relationship must be fully disclosed.
 - (2) The Dean shall provide each referee with the candidate's dossier, along with the criteria for promotion as described in Article 10.2(e) and the approved standards developed by the candidate's unit(s). The Dean shall ask for the referee's judgment on whether the candidate has met those criteria. The letter from the Dean soliciting referees' judgments will become part of the candidate's dossier for consideration at Faculty and University level committees.
 - (3) External referee letters shall comment on the candidate's performance in research and scholarly and/or creative activity in relation to the University Criteria and to the approved standards developed by the candidate's unit(s). External referees for candidates applying for promotion to Full Professor will also be asked to speak to the intellectual standing of the candidate within the discipline or field of expertise. In the case of Teaching Stream candidates, the external referee letters shall comment on the candidate's performance in teaching, pedagogical or professional development and/or creative activity in relation to the University Criteria and to the approved standards developed by the candidate's unit(s).
 - (4) The dossier must contain all letters received. The dossier should normally contain at least four (4) letters and at least two (2) of these must be from names chosen by the candidate and at least two (2) must be academics.
- (iv) Each candidate will submit one (1) electronic copy of their dossier on the electronic tenure and promotion system by July 1 of the year of application. The dossier will include a current CV; copies of all Annual Reports (as defined by the Faculty); teaching evaluations; copies of publications; and any additional materials to support the assessment of the

candidate in meeting the University Criteria and Unit Approved Standards. The candidate has the right to discuss their dossier with the Chairperson (or equivalent) before submitting it to the committee.

- (v) No anonymous material may be considered at any level, and with the exception of the external letters of reference nothing may be added to the dossier at any time without the candidate's knowledge and consent.

10.5 Levels and Guidelines for Assessment

- (a) The diversity of academic and professional disciplines at Carleton University make inequitable if not impractical any single interpretation of the evaluation criteria for tenure and promotions. Evaluators must be flexible in their assessment and weighting of the candidate's accomplishments, especially for tenure and promotions to the rank of Associate Professor and Associate Professor, Teaching Stream. This includes acknowledging diverse career paths, ways of knowing, and forms of communicating knowledge.
- (b) As described in Article 10.3, each academic unit at Carleton University will develop disciplinary specifications of how the University Criteria and approved unit standards in Articles 10.2 and 10.4 are interpreted for their disciplines or fields of study.
- (c) There are three levels of assessment in the tenure and promotion process:
 - (i) The Departmental/Unit level assesses the candidate relative to the University Criteria and the approved unit standards relative to the discipline and/or fields of the candidate. This is undertaken by the Departmental Tenure and Promotion Committee (DTPC).
 - (ii) The Faculty level is more arm's length and stresses assessment from a more diverse and academically broader perspective. This is undertaken by the Faculty Tenure and Promotion Committee (FTPC).
 - (iii) The University level brings a broader and more diverse perspective yet, assessing the candidate on the basis of the assessments and recommendation of the previous levels within the context of the approved unit standard(s), and with a view to ensuring that unreasonable disparities do not develop across the university. In the case of tenure, this is undertaken by the Provost and Vice-President (Academic); and in the case of promotion it is undertaken by the University Promotions Committee (UPC).

10.6 Departmental/School Tenure and Promotion Committees

- (a) By September 1 of each year, each department (including Schools) shall establish a Tenure and Promotion Committee comprised as follows:

- (i) The department Chairperson or School Director as appropriate, and at least an additional four CUASA faculty members.
 - (ii) It shall be as representative as possible of the ranks and areas of interest in the department, with no more than one untenured faculty member; the other members shall, be tenured CUASA faculty members at the rank of Associate Professor or above. When a member of the Teaching Stream applies for tenure and/or promotion, the unit should endeavour to include a tenured member of the Teaching Stream on the Tenure and Promotion Committee, preferably from the same unit, otherwise from a cognate area.
 - (iii) The Chairperson of the committee shall be distinct from the department Chairperson or School Director and chosen through a procedure specified by the department/school.
 - (iv) Members of the committee, other than the department Chairperson or School Director, shall be CUASA faculty members selected through a process identified by each department/school.
 - (v) The committee may include CUASA faculty members from other departments or schools.
- (b) All voting shall be by secret ballot. Abstentions, blank or spoiled ballots do not count for or against the candidate. If the committee has substantive questions regarding the dossier, the candidate shall be invited to respond in writing to the committee's concerns. The committee Chairperson shall keep a record of the number of votes cast for and against each candidate, and the reasons for any no votes or abstentions. In the event of an appeal the candidate concerned shall be informed of the vote on their candidacy. The appropriate committee shall vote and make two recommendations, one for tenure, and one for promotion:
- (c) **For Tenure and Promotion to Associate Professor or Associate Professor, Teaching Stream:**
- (i) For tenure:
 - Granted
 - Not granted
 - Deferred for two years and the preliminary appointment be renewed for two years and that reconsideration occur in the second year of the extension (this can only be granted to a candidate once)
 - (ii) For promotion to Associate Professor or Associate Professor, Teaching Stream:

- Granted
 - Not granted
 - Deferred for two years and that reconsideration occur in the second year of the extension
- (d) **For Associate and Full Professor and Associate and Full Professor, Teaching Stream Applying for Tenure:**
- Granted
 - Not granted
 - Deferred for two years and the preliminary appointment be renewed for two years and that the reconsideration occur in the second year of the extension (this can only be granted to the candidate once)
- (e) **For Promotion to Associate Professor or Associate Professor, Teaching Stream**
- Granted
 - Not granted
- (f) **For Promotion to Full Professor or Full Professor, Teaching Stream:**
- Granted
 - Not granted
- (g) The committee Chairperson will submit to the appropriate Dean(s) an evaluation of each of the categories identified in the relevant University Criteria and the Approved Standards developed by unit(s) for tenure and/or promotion, the Departmental Tenure and Promotion Committee's vote, and recommendation by November 30.
- (h) Once the appropriate committee has made its recommendation, the committee Chairperson shall so advise the candidate in writing within two weeks. In the case of a recommendation against tenure and/or promotion the written communication will indicate to the candidate how they did not meet the relevant University Criteria as explicated by the Approved Unit Standards. In the case of a deferral, the written communication will indicate to the candidate the area or areas of performance the committee would expect evidence of further development before recommending in favour of tenure and/or promotion. A candidate may at this time submit additional information to the Dean(s) if they believe their case not to have

been adequately represented.

- (i) Up to two weeks prior to the commencement of the meetings of the UPC where the candidate is being considered, the candidate shall have the right to add material not previously available. Prior to the commencement of the meetings of the UPC, the candidate shall have the right to transmit information to their Dean about acceptance of publications, awards, and successful grant applications that were not included at the time of the original submission of the vitae.
- (j) **Procedure for Cross-Appointed Faculty Members**
 - (i) In the case of cross-appointed faculty members the following procedures apply:
 - (ii) Where the appointment is more than 50% in one Faculty (the “majority faculty”), the joint Departmental Committee shall be constituted in accordance with the following:
 - (1) Where the appointment is more than 50% in one department (the “majority department”), the joint Departmental Tenure and Promotion Committee shall have membership proportional to the weighting of the cross-appointment, and shall be chaired by a member of the majority department. The Committee shall make its recommendation to the Faculty Tenure and Promotion Committee of the majority faculty.
 - (2) Where the appointment is divided equally between two units, the joint Departmental Tenure and Promotion Committee shall be representative of each of the pertinent departments (or equivalent) and shall be comprised of the Chairperson of each of the appropriate committees and at least one (1) other representative from each of the departments (or equivalent). The Dean of the majority faculty shall designate a Chairperson who shall be responsible for forwarding a written recommendation together with supporting evidence to the Faculty Tenure and Promotion Committee of the majority faculty.
 - (iii) Where the appointment is divided equally between two Faculties, the employee seeking tenure and/or promotion shall designate their “home Faculty.” The joint Departmental Tenure and Promotion Committee shall be representative of each of the pertinent departments (or equivalent) and shall be comprised of the Chairperson of each of the appropriate committees and at least one (1) other representative from each of the departments (or equivalent). The appropriate Deans shall designate a Chairperson who shall be responsible for forwarding a written recommendation together with supporting evidence to the “home Faculty”

Tenure and Promotion Committee.

- (iv) In the case of cross-appointed faculty members, the approved unit standards of the “home” or “majority” unit will be used to assess performance in meeting the approved unit standards adjusted appropriately for the cross-appointment and the duties assigned. Contributions that meet the approved unit standards of the other unit or units will be considered when reaching a final vote.
- (k) **Process for the Sprott School of Business: Cluster-Level Tenure and Promotion Committees**
- (i) For the purposes of tenure and promotion, the faculty in the Sprott School of Business shall be divided into clusters as defined in the Sprott faculty procedures.
 - (ii) Each faculty member shall be assigned to a cluster depending upon their teaching area.
 - (iii) By September 1 of each year, the Dean shall constitute a Tenure and Promotion Committee for each cluster via election.
 - (iv) The committee shall be comprised of CUASA faculty members and shall be as broadly representative of the teaching areas and ranks in the cluster as possible. The committee shall include no more than one untenured faculty member; the other members shall be, tenured CUASA faculty members at the rank of Associate Professor or above. When a member of the Teaching Stream applies for tenure and/or promotion, the cluster should endeavour to include a tenured member of the Teaching Stream on the Tenure and Promotion Committee, preferably from the same cluster, otherwise from elsewhere in Sprott.
 - (v) Each cluster-level committee shall be constituted of five CUASA faculty members elected from Sprott faculty. The committee members shall choose their Chair.
 - (vi) The committee may include CUASA faculty members from other clusters if a particular cluster does not have enough faculty as members to ensure fairness of the proceedings.
- (l) All voting shall be by secret ballot. Abstentions, blank or spoiled ballots do not count for or against the candidate. If the committee has substantive questions regarding the dossier, the candidate shall be invited to respond in writing to the committee’s concerns. The chairperson shall keep a record of the number of votes cast for and against each candidate, and the reasons for any no votes or abstentions. The Chairperson shall only vote in the case of a tie. In the event of

an appeal the candidate concerned shall be informed of the vote on their candidacy. The committee shall vote and make two recommendations, one for tenure, and one for promotion:

- (m) **For Tenure and Promotion to Associate Professor or Associate Professor, Teaching Stream:**
- (i) For tenure:
- Granted
 - Not granted
 - Deferred for two years and the preliminary appointment be renewed for two years and that reconsideration occur in the second year of the extension (this can only be granted to a candidate once)
- (ii) For promotion to Associate Professor or Associate Professor, Teaching Stream:
- Granted
 - Not granted
 - Deferred for two years and that reconsideration occur in the second year of the extension
- (n) **For Associate and Full Professor and Associate and Full Professor, Teaching Stream Applying for Tenure:**
- Granted
 - Not granted
 - Deferred for two years and the preliminary appointment be renewed for two years and that reconsideration occur in the second year of the extension (this can only be granted to the candidate once)
- (o) **For Promotion to Associate Professor or Associate Professor, Teaching Stream:**
- Granted
 - Not granted
- (p) **For Promotion to Full Professor or Full Professor, Teaching Stream:**

- Granted
 - Not granted
- (q) The committee Chairperson will submit the list of candidates to the Dean together with for each candidate a curriculum vitae and the complete dossier, an evaluation of each of the categories identified in the relevant University Criteria and the Approved Standards for tenure and/or promotion, and the cluster-level Tenure and Promotion Committee's vote and recommendation by November 30.
- (r) Once the appropriate committee has made its recommendation, the Chairperson of the committee shall so advise the candidate in writing within two weeks. In the case of a recommendation against tenure and/or promotion the written communication will indicate to the candidate how they did not meet the relevant University Criteria as explicated by the Approved Unit Standards. In the case of a deferral of tenure and/or promotion, the written communication will indicate to the candidate the area or areas of performance the committee would expect evidence of further development before recommending in favour of tenure and/or promotion. A candidate may at this time submit additional information to the Dean if they believe their case not to have been adequately represented.
- (s) Up to two weeks prior to the commencement of the meetings of the UPC where the candidate is being considered, the candidate shall have the right to add material not previously available. Prior to the commencement of the meetings of the UPC, the candidate shall have the right to transmit information to their Dean about acceptance of publications, awards, and successful grant applications that were not included at the time of the original submission of the vitae.

10.7 Faculty Tenure and Promotion Committees

- (a) By October 15 of each year, each Dean shall establish a Faculty Tenure and Promotion Committee (FTPC) comprised as follows:
- (i) The Dean who shall be the Chairperson.
 - (ii) The Chair/Director of each sub-unit.
 - (iii) One (1) CUASA faculty member selected by the DTPC in each sub-unit.
 - (iv) Up to one additional member appointed by the Dean.
 - (v) Untenured faculty shall be limited to no more than 10% of the membership of the FTPC.
 - (vi) The Dean should consider appointing a faculty member of the Teaching Stream in (iv) if there is not sufficient representation in (ii) and (iii)

- (b) All letters of reference solicited become part of the candidate's official dossier and are considered by the Faculty Tenure and Promotion Committee.
- (c) All voting shall be by secret ballot. Abstentions, blank or spoiled ballots do not count for or against the candidate. The Chairperson shall keep a record of the number of votes cast for and against each candidate, and the reasons for any no votes or abstentions. In the event of an appeal the candidate concerned shall be informed of the vote on their candidacy. The appropriate committee shall vote and make two recommendations, one for tenure, and one promotion:
- (d) **For Tenure and Promotion to Associate Professor or Associate Professor, Teaching Stream:**
- (i) For tenure:
- Granted
 - Not granted
 - Deferred for two years and the preliminary appointment be renewed for two years and that reconsideration occur in the second year of the extension (this can only be granted to a candidate once)
- (ii) For promotion to Associate Professor or Associate Professor, Teaching Stream:
- Granted
 - Not granted
 - Deferred for two years and that reconsideration occur in the second year of the extension
- (e) **For Associate and Full Professor and Associate and Full Professor, Teaching Stream Applying for Tenure:**
- Granted
 - Not granted
 - Deferred for two years and the preliminary appointment be renewed for two years and that reconsideration occur in the second year of the extension (this can only be granted to the candidate once)
- (f) **For Promotion to Associate Professor or Associate Professor, Teaching**

Stream:

- Granted
 - Not granted
- (g) **For Promotion to Full Professor or Full Professor, Teaching Stream:**
- Granted
 - Not granted
- (h) **Recommendations of the Faculty Tenure and Promotion Committee**
- (i) Recommendations for tenure only and for simultaneous consideration of tenure and/or promotion to Associate Professor or Associate Professor, Teaching Stream shall be submitted to the Provost and Vice-President (Academic) by January 15.
 - (ii) Recommendations for promotion only (whether to Associate Professor, Associate Professor, Teaching Stream, Full Professor or Full Professor, Teaching Stream) shall be submitted to the Provost and Vice-President (Academic) as Chair of the University Promotion Committee by January 31.
 - (iii) The findings of the committee along with the complete dossier (including the letters from the referees) of each candidate are submitted to the Provost and Vice-President (Academic). Following consideration by the Faculty Committee, the Dean shall advise each candidate in writing, within one week, whether the Faculty Committee agrees or disagrees with the departmental recommendation. If the Faculty Committee disagrees with a positive departmental recommendation, the written communication shall indicate to the candidate at least in which area or areas of performance in relation to the relevant approved unit standards that the committee would expect as evidence of further development before recommending in favour of tenure and/or promotion.
 - (iv) The Dean shall also write their own assessment of the candidate, and shall indicate whether or not they agree with the recommendation of the Faculty Tenure and Promotion Committee. The Dean must consult the Faculty Tenure and Promotion Committee before adding their assessment to the dossier and cannot substitute their judgment for the recommendations of the Faculty Tenure and Promotion Committee. A copy of the Dean's assessment shall be provided to the candidate.
 - (v) In the event of perceived deficiencies with respect to the approved unit

standards for tenure, a candidate may not be denied tenure unless there have been annual pre-tenure reviews of performance as detailed in Article 10.1(c). If that has not been done, the candidate must be given an extension adequate to rectify the deficiencies before a final decision on tenure is taken.

- (i) **Procedures for the Sprott School of Business: Faculty-Level Tenure and Promotion Committee**
- (i) By October 15 of each year, the Dean shall constitute a Faculty-Level Tenure and Promotion Committee via election.
- (ii) The faculty-level committee shall be as broadly representative as possible of the teaching areas and ranks in the clusters as possible. The election shall be called by the Dean and a notice sent to all cluster Chairs. All non-tenured and tenured members shall be eligible for nominations. It shall be constituted of:
- Three CUASA faculty members elected from each cluster
 - The Dean who shall serve as Chair
 - The Chairs of the cluster-level tenure and promotion committees
 - One member appointed by the Dean.
 - Untenured faculty shall be limited to no more than 10% of the membership of the FTPC.
 - The Dean should consider appointing a faculty member of the Teaching Stream if there is not sufficient representation from the elected CUASA faculty members.
- (j) Members elected to one of the cluster-level committees shall not be eligible for election to the faculty-level committee. Chairs of cluster-level committees shall not cast a vote at the FTPC concerning an applicant if they have cast a vote on the candidacy of the same applicant at the cluster-level.
- (k) All voting shall be by secret ballot. Abstentions, blank or spoiled ballots do not count for or against the candidate. If the committee has substantive questions regarding the dossier, the candidate shall be invited to respond in writing to the committee's concerns. The Chairperson shall keep a record of the number of votes cast for and against each candidate, and the reasons for any no votes or abstentions. In the event of an appeal the candidate concerned shall be informed of the vote on their candidacy. The committee shall vote and make two recommendations, one for tenure, and one for promotion:

- (l) **For Tenure and Promotion to Associate Professor or Associate Professor, Teaching Stream:**
- (i) For tenure:
- Granted
 - Not granted
 - Deferred for two years and the preliminary appointment be renewed for two years and that reconsideration occur in the second year of the extension (this can only be granted to a candidate once)
- (ii) For promotion to Associate Professor or Associate Professor, Teaching Stream:
- Granted
 - Not granted
 - Deferred for two years and that reconsideration occur in the second year of the extension
- (m) **For Associate and Full Professor and Associate and Full Professor, Teaching Stream Applying for Tenure:**
- Granted
 - Not granted
 - Deferred for two years and the preliminary appointment be renewed for two years and that reconsideration occur in the second year of the extension (this can only be granted to a candidate once)
- (n) **For Promotion to Associate Professor or Associate Professor, Teaching Stream:**
- Granted
 - Not granted
- (o) **For Promotion to Full Professor or Full Professor, Teaching Stream:**
- Granted

- Not granted
- (p) **Recommendations of the Faculty-Level Tenure and Promotion Committee**
- (i) Recommendations for tenure only and for simultaneous consideration of tenure and/or promotion to Associate Professor or Associate Professor, Teaching Stream shall be submitted to the Provost and Vice-President (Academic) by January 15.
 - (ii) Recommendations for promotion only (whether to Associate Professor, Associate Professor, Teaching Stream, Full Professor or Full Professor, Teaching Stream) shall be submitted to the Provost and Vice-President (Academic) as Chair of the University Promotion Committee by January 31.
 - (iii) The findings of the committee along with the complete dossier (including the letters from the referees) of each candidate are submitted to the Provost and Vice-President (Academic). Following consideration by the Faculty Committee, the Dean shall advise each candidate in writing, within one week, whether the Faculty Committee agrees or disagrees with the departmental recommendation. If the Faculty Committee disagrees with a positive departmental recommendation, the written communication shall indicate to the candidate at least in which area or areas of performance in relation to the relevant approved unit standards that the committee would expect as evidence of further development before recommending in favour of tenure and/or promotion.
 - (iv) The Dean shall also write their own assessment of the candidate, and shall indicate whether or not they agree with the recommendation of the Faculty Tenure and Promotion Committee. The Dean must consult the Faculty Tenure and Promotion Committee before adding their assessment to the dossier and cannot substitute their judgment for the recommendations of the Faculty Tenure and Promotion Committee. A copy of the Dean's assessment shall be provided to the candidate.
 - (v) All procedures and decisions regarding tenure and promotion shall be consistent with this Collective Agreement.
 - (vi) In the event of perceived deficiencies with respect to the Approved Unit Standards for tenure, a candidate may not be denied tenure unless there have been annual pre-tenure reviews of performance as detailed in Article 10.1(c). If that has not been done, the candidate must be given an extension adequate to rectify the deficiencies before a final decision on tenure is taken.

10.8 University Promotions Committee

- (a) The University Promotions Committee (UPC) consists of the Provost and Vice-President (Academic) as Chairperson, eight (8) members to be chosen by the President and eight (8) full-time CUASA tenured faculty members holding the rank of Full Professor, distributed as follows:

- Two members from the Faculty of Arts and Social Sciences
- Two members from the Faculty of Public and Global Affairs
- Two members from the Faculty of Engineering & Design
- One member from the Faculty of Science
- One member from the Sprott School of Business

The latter eight (8) members shall be elected by a vote of the tenured and tenure-track employees of the respective Faculties. If there is an insufficient number of candidates, the parties shall fill any vacancies at JCAA by mutually agreed appointment.

Nominations shall be coordinated by Senate. All eligible candidates shall be informed of the dates and deadlines for this election. Faculty members chosen by the President are not eligible to run for these positions.

The President should consider appointing faculty members of the Teaching Stream if there is not sufficient representation amongst the eight (8) members elected by the Faculty.

- (b) The President may attend as an observer during the meetings of this Committee.
- (c) At least one but at most two observers shall be appointed by CUASA to the University Promotions Committee.
- (d) The Dean of each Faculty shall present the cases of all the candidates from that Faculty to the University Promotions Committee.
- (e) All voting shall be by simple majority on a “yes” or “no” basis by secret ballot. Abstentions, blank or spoiled ballots do not count for or against the candidate. The Chair shall vote only in case of a tie. The UPC shall vote on each candidate and make one of the following recommendations:
- (f) **For Promotion to Associate Professor or Associate Professor, Teaching Stream:**
- (i) In cases of simultaneous consideration for tenure and promotion:

- Granted
 - Not granted
 - Deferred for two years and that reconsideration occur in the second year of the extension
- (ii) In cases of consideration for promotion only:
- Granted
 - Not granted
- (g) **For Promotion to Full Professor or Full Professor, Teaching Stream:**
- Granted
 - Not granted
- (h) The Chairperson shall keep a record of the number of votes cast for and against each candidate, and the reasons for any no votes or abstentions. In the event of an appeal the candidate concerned shall be informed of the vote on their candidacy.
- (i) **Recommendations of the UPC**
- (i) The UPC will consider all recommendations emanating from the Faculty levels for promotion. By April 15 of each year, the UPC shall recommend for promotion to Associate Professor or Associate Professor, Teaching Stream and Full Professor or Full Professor, Teaching Stream any candidate receiving a majority of the “yes” and “no” votes of those present at the consideration of that candidate and the Provost shall advise each candidate in writing of the decision by May 1. In the case of a recommendation against promotion the written communication shall indicate to the candidate at least in which area or areas of performance (in relation to the relevant Unit Approved Standards) the Committee would expect evidence of further development before recommending in favour of promotion. In order to enable a candidate to appeal, if they so wish, the reasons for the decision to recommend against promotion shall be given in writing to the candidate.
- (ii) A candidate who is not promoted has recourse to the appeal procedures described herein.
- (j) **Notification of University Decisions**

- (i) By February 20 the Provost and Vice-President (Academic) shall advise each candidate in writing of the tenure decision.
- (ii) The written communication shall indicate to the candidate how they failed to meet the relevant Unit Approved Standards in order to enable a candidate to appeal, if they so wish. When tenure is denied, the candidate's preliminary appointment will end on June 30 or after all appeals, grievance or arbitration processes under the Collective Agreement have been exhausted or two (2) years, whichever occurs first. The candidate will be offered a one-year non-renewable term appointment at the rank they held upon completion of the preliminary appointment.
- (iii) In the case of a decision to defer consideration of tenure, the written communication shall indicate at least in which area or areas of performance in relation to the relevant approved unit standards the candidate would be expected to demonstrate evidence of further development before reconsideration. Within one month of the decision to defer consideration of tenure, the candidate, the department Chair, and the Dean will meet to determine an appropriate and reasonable workload that will permit the candidate the opportunity to address the concerns identified in the deferral. The candidate has a right to have a CUASA representative present at such a meeting and this representative's participation shall be without prejudice.
- (iv) For decisions on promotion to Associate Professor, Associate Professor, Teaching Stream, Full Professor or Full Professor, Teaching Stream: by May 1 the Provost and Vice-President (Academic) shall advise each candidate in writing of the decision.
- (v) In the case of a decision to deny promotion the written communication shall indicate to the candidate at least in which area or areas of performance the Committee would expect evidence of further development before recommending in favor of promotion in the future. In order to enable a candidate to appeal, if they so wish, the reasons for the decision to deny promotion shall be given in writing to the candidate.

10.9 Tenure and Promotions Appeal Committee

- (a) Candidates receiving a decision of tenure not granted and/or promotion not granted, communicated by the Provost and Vice-President (Academic), may appeal either decision by making a written submission to the Tenure and Promotion Appeal Committee (TPAC) within fifteen (15) working days after receipt of the letter from the Provost and Vice-President (Academic).
- (b) Appeals may be based upon one or more of the following grounds:

- (i) Procedural irregularity or failure to apply the tenure and promotion procedures; procedural grounds may include but are not limited to failure to ensure the integrity of appellant's dossier (for example, having anonymous material included in dossier), failure to provide the appellant with proper information regarding tenure or promotion criteria, failure to provide the appellant with regular annual reviews, and unduly large service duties to the University prior to tenure and promotion;
 - (ii) Discrimination within the meaning of the collective agreement and the relevant laws and regulations;
 - (iii) A violation or violations of academic freedom within the meaning of Article 4 (Academic Freedom Article);
 - (iv) Substantive grounds based on the application and/or interpretation of any of the criteria for teaching, research, and service; substantive grounds may include but are not limited to improper weighting or discounting of scholarly activity and/or teaching in critical, marginal and/or new areas of specialization and their methods and/or sites of dissemination.
- (c) The TPAC shall be established by December 1 each year using the following procedures. By no later than October 30, Senate shall issue a call for nominations for membership on the TPAC. Only CUASA faculty members at the rank of Associate or Full Professor or Associate or Full Professor, Teaching Stream shall be eligible for nomination or appointment. The ten (10) members (one delegate and one alternate from each of the five Faculties) shall be elected by the tenured and tenure-track employees of the respective Faculties. At least one member from each Faculty shall be a Full Professor or Full Professor, Teaching Stream. For appeals of the denial of promotion to the rank of Full Professor the committee must be constituted of a majority of Full Professors. If an elected delegate and their alternate are unavailable, the Provost and Vice-President (Academic) and the President of CUASA shall, acting reasonably and expeditiously, mutually agree on an appointee to serve on the TPAC. For appeals of the denial of promotion to a Teaching Stream rank, the committee must include at least one Teaching Stream member. If elected delegates and their alternates are not of the Teaching Stream, the Provost and Vice-President (Academic) and the President of CUASA shall, acting reasonably and expeditiously, mutually agree on one appointee to serve on the TPAC.
- (d) The appellant may make an oral presentation to the TPAC in addition to the written submission. The candidate has a right to representation and advocacy from CUASA. Both parties may call witnesses. Both parties to the appeal must be present throughout and pertinent information shall be made available to both parties by the committee prior to the hearing. The Employer will report on the process and considerations that resulted in the decision of tenure not granted or the decision of promotion not granted. Then the appellant or representative will

lay out the grounds for the appeal of this decision. The appellant or representative and the representative of the university shall have an opportunity to ask questions of the other and any witnesses called and members of the TPAC shall have the opportunity to put questions. Once the two sides have presented, the TPAC has the right to request further submissions, oral or written, as it sees fit.

- (e) The appellant shall have the right to enter new evidence that was not available at the time of the previous hearings (such as updates of the status of articles submitted for publication). The TPAC shall not accept any new evidence from the Employer unless it is in response to new information raised by the appellant in their appeal. New material will be made available to all those making presentations as far in advance as possible and in any case not less than five (5) working days before the hearing begins.
- (f) Both parties have a right to have an observer present throughout.
- (g) The TPAC shall reach a decision by majority vote.
- (h) The TPAC will select one of the following determinations, which shall be binding upon the parties (except as provided in Article 10.10 below regarding grievance and arbitration):
 - (i) Uphold the appeal on substantive grounds, academic freedom or discrimination and determine that the President grant tenure and/or promotion;
 - (ii) In the case of promotion, if the TPAC upholds the appeal on procedural grounds, the TPAC shall rule that the candidate be reconsidered by a *de novo* committee.

In the case of tenure, if the TPAC upholds the appeal on procedural grounds, the TPAC shall rule that the candidate be reconsidered by a *de novo* committee.

If a *de novo* committee is required, the composition of two members appointed by CUASA and two members appointed by the Provost and a Chair agreed upon by both parties.

The decision of the *de novo* committee shall be final and binding.

- (iii) Reject the appeal and uphold the decision communicated by the Provost and Vice-President (Academic);
- (iv) In the case of an appeal of tenure not granted and/or promotion not granted, the TPAC may determine that a deferral of consideration of

tenure and/or promotion for up to two years be granted provided the limits described in Article 10.1(a)(vi) are respected, notwithstanding any exceptional circumstances.

- (i) The report of the TPAC to the President shall be accompanied by a written statement prepared by the Chair presenting the reasons for the determinations. A copy of the report shall be provided to the candidate. Normally the date for the completion of the report will be April 30 for cases involving tenure and May 31 for cases not involving tenure.
- (j) **President's Communication of the TPAC decision**
 - (i) Upon receipt of the determination of the TPAC, the President shall accept the determination and inform the candidate within fifteen (15) calendar days of receiving the written report of the TPAC.

10.10 Grievance/Arbitration

- (a) In the case of a decision of tenure not granted and/or promotion not granted, the candidate may consult with CUASA on whether or not the Association will grieve the decision.
- (b) A grievance may be filed by the Association only on one or more of the following grounds:
 - (i) Procedural irregularity or failure to apply the tenure and promotion procedures;
 - (ii) Discrimination within the meaning of the collective agreement and/or the relevant laws and regulations; or
 - (iii) A violation or violations of academic freedom within the meaning of Article 4 (Academic Freedom).
- (c) A grievance cannot be filed on the basis of substantive grounds involving the application or interpretation of the criteria for tenure and/or promotion.
- (d) If CUASA decides to grieve the decision the grievance shall proceed directly to Arbitration. Expedited arbitration shall not be an option in the case of a grievance on tenure and/or promotion, and the choice of the arbitrator must follow the order of the roster in Article 28.12.
- (e) An arbitrator appointed to hear a grievance under this process shall have the jurisdiction to examine and grant a remedy on aspects of the process or decision leading to the grievance. The arbitrator shall not have the power to award tenure and/or promotion. In such circumstances, the arbitrator may prescribe remedies, including, but not limited to, extension of the probationary period and/or remitting

the case for reconsideration by TPAC.

10.11 General Committee Rules

- (a) Members must not serve on any Tenure and Promotion committee in any year in which they have applied for tenure and/or promotion.
- (b) Members of the Tenure and Promotion Committees at the Department, Faculty, and University levels cannot serve on TPAC in the same academic year.
- (c) Members of the Tenure and Promotion Committees who serve on both the Department and Faculty committees cannot also serve on the UPC in the same academic year.
- (d) The Presidential Officers of the Association and the CUASA Grievance Chair shall not serve any DTPC, FTFC, UPC or TPAC.
- (e) Any person taking part in the assessment of a candidate will disclose any relationship which could be a cause for a conflict of interest. The Committee shall determine whether or not the relationship constitutes a conflict of interest. In such decisions, the Committee will err on the side of caution. A person may request that a conflict of interest decision be made by JCAA.
- (f) All committees established as part of the tenure and promotion review process must have at least one male and one female member and best efforts shall be made to reflect the diversity of the academic community these committees are representing.
- (g) In any meeting between a candidate and any Tenure and Promotion Committee, Chairperson (or equivalent) or Dean, involving tenure or promotion, the member shall have a right to representation from CUASA.
- (h) Unit approved standards remain in effect until the unit replaces them.
- (i) All participants in the tenure and promotion review process, including members of review committees, academic administrators, and observers and representatives of CUASA, shall be bound by the confidentiality of the proceedings and procedures of the tenure and promotion review process.
- (j) An observer nominated by the Carleton University Academic Staff Association may be invited to attend any meeting of any level Committee to which any candidate is invited if the Committee or the candidate so requests.
- (k) Other than described herein, there shall be no restriction on the operation of established tenure policies and procedures. Establishment of a fixed proportion of tenured to non-tenured faculty shall be considered such a restriction.

- (l) The procedures set out in this document are designed to ensure that the decision will be rendered by an impartial body which has no interest either in the silencing of unwelcome opinions or in the protection of incompetence or neglect.

10.12 Professional Librarian Promotions

There shall be four ranks for Professional Librarian employees at Carleton University: Librarian I, Librarian II, Librarian III and Librarian IV. These ranks reflect individual levels of professional achievement and are independent of any scheme for the assignment of responsibilities.

(a) Criteria for Librarian Promotions

- (i) **Librarian I.** The rank of Librarian I shall be an introductory rank reserved for library school graduates with no professional experience. A professional librarian employee appointed to the Librarian I rank shall hold either a preliminary or term appointment and shall normally serve in that rank for the period of one (1) year.
- (ii) **Librarian II.** To qualify for appointment or promotion to the rank of Librarian II, the candidate shall have met the minimum educational requirement and shall have at least one year's professional experience or equivalent. As a primary criterion for appointment or promotion to this rank, a candidate shall have a record of successful performance as a librarian. Performance shall be assessed with respect to the candidate's achievement of goals which have been mutually established between the candidate and the candidate's supervisor(s), and those duties documented in a job description. It is expected that successful candidates will have demonstrated the ability to use effectively their professional education and will have shown the capacity to develop and extend their professional expertise.
- (iii) **Librarian III.** A librarian may not normally be considered for appointment or promotion to the rank of Librarian III until they have had a minimum of five (5) years experience as a Librarian II, or has had equivalent experience. Time is a factor that enters into the evaluation of a candidate's status. The Peer Evaluation Committee, Library Rank Promotion Committee, University Librarian (hereinafter called the Library) may recommend accelerating the unusually gifted member, whose professional performance and achievement in at least two (2) of the other areas listed below are considered by the Library to be significantly above their peers at the same stage of career. If evidence of continuing effective performance is not forthcoming, the Library may recommend that the candidate's consideration for promotion be delayed beyond the normal time. Upon the decision in favour of promotion, the promotion shall become effective on the July 1st immediately after the consideration process has terminated.

The primary criterion shall be professional performance; how well the librarian carries out the duties and responsibilities of the position held. Therefore, the successful candidate shall have a record of continuing effective performance. Performance shall be assessed with respect to the candidate's achievement of goals which have been mutually established between the candidate and the candidate's supervisor(s), and those duties documented in a job description. There should be clear promise of continuing professional development and demonstrated ability in areas of specialization and/or in an administrative capacity. With less weighting, the candidate's performance in the following three areas should also be considered: academic achievement and activities, including additional formal degrees, programmes of continuing education, teaching, research, publication; involvement in professional activities and participation in professional organizations, including serving on committees, the presentation of papers, organization of and participation in conferences, seminars, workshops; service to the Library and/or the University. For promotion to the rank of Librarian III, a candidate must demonstrate achievement in two of the three areas.

- (iv) **Librarian IV.** A librarian may not normally be considered for appointment or promotion to the rank of Librarian IV until they have had a minimum of five (5) years experience as a Librarian III, or has had equivalent experience. Time is a factor that enters into the evaluation of a candidate's status. Promotion to this rank is jealously guarded in most institutions and deviations from the normal timing will of necessity be scrutinized extremely carefully by the Peer Evaluation Committee, Library Rank Promotion Committee, University Librarian (hereinafter called the Library). The Library may recommend accelerating the unusually gifted member, whose professional performance and achievement in at least three (3) of the other areas listed below are considered by the Library to be significantly above their peers at the same stage of career. If evidence of excellent performance is not forthcoming, the Library may recommend that the candidate's consideration for promotion be delayed beyond the normal time. Upon the decision in favour of promotion, the promotion shall become effective on the July 1st immediately after the consideration process has terminated. The primary criterion shall be professional performance; how well the librarian carries out the duties and responsibilities of the position held. Therefore, the successful candidate shall have a record of excellent performance with demonstrated initiative, leadership and creativity. Performance shall be assessed with respect to the candidate's achievement of goals which have been mutually established between the candidate and the candidate's supervisor(s), and those duties documented in a job description. There should be evidence of further development and extension of professional expertise. In addition, the candidate must submit evidence of substantial achievement in research and in at least one of the following areas: publishing, teaching,

professional endeavours including significant involvement in professional organizations, significant service to the library or the University, or significant administrative duties.

(b) **Procedures for Librarian Promotions**

- (i) By October 1 of each year, the Office of the University Librarian shall prepare for the Chairperson of the Peer Evaluation Committee a list of Professional Librarian employees who should be automatically considered for promotion and shall send to each eligible employee a letter indicating that their name has been forwarded to the Peer Evaluation Committee for consideration for promotion.
- (ii) By October 1st of each year, the Peer Evaluation Committee shall email to members and publicly post the timetable for promotion proceedings.
- (iii) Unless the Professional Librarian employee requests in a letter to the Chairperson of the Peer Evaluation Committee that they not be considered for promotion, each employee shall automatically be considered for promotion in the years specified as normally appropriate in Article 10.12(a). In the case of promotion to Librarian IV, a Professional Librarian employee shall be automatically considered when first eligible; thereafter, promotion proceedings are always initiated by the individual employee.
- (iv) Unless a candidate who is not recommended by the Peer Evaluation Committee indicates in writing to the Chairperson of the Peer Evaluation Committee a desire not to be considered further, they shall be reconsidered automatically by the Library Rank Promotion Committee.
- (v) For each candidate, the Peer Evaluation Committee shall assemble a file containing the following documentation:
 - (1) a current CV supplied by the candidate;
 - (2) a letter of reference supplied by the candidate's department head(s) or equivalent;
 - (3) copies of the candidate's annual performance appraisals for the period since the last promotion or since appointment as appropriate;
 - (4) a current job description for the position held and, if applicable, for previous positions held in the period under review; and,

- (5) except in the case of promotion to Librarian II, a list of three (3) or more names supplied by the candidate to be used as referees. For promotion to Librarian IV, normally at least one (1) of the names shall be that of an individual external to the library.
- (vi) The University Librarian shall solicit letters from two (2) referees chosen from the candidate's list. If the University Librarian desires to solicit additional references or assessments they shall so inform the candidate and submit the names of the proposed referees to the candidate who shall have the right to comment in writing on the names suggested and to have such comments included in their official dossier as stated in Article 15.7(a) and (b).
- (vii) The Peer Evaluation Committee shall consider all documentation and may interview the immediate supervisor to obtain clarification on any point. If the Committee or the University Librarian desires to solicit additional written references to support the application, they shall act in accordance with Article 15.8 of the Collective Agreement. All letters of reference solicited in relation to promotion shall become part of the candidate's official dossier for the purposes of the promotion proceedings only. All such letters shall be available to the Peer Evaluation Committee.
- (viii) The Peer Evaluation Committee shall make a written recommendation and submit the dossier for each candidate going forward to the Library Rank Promotion Committee by March 15 of each year. If the Peer Evaluation Committee proposes to recommend against promotion, it shall, before making a formal recommendation, notify the candidate of its tentative decision and invite the candidate to comment on the proposed recommendation. Upon request, the Peer Evaluation Committee shall furnish the candidate with a written statement of the reasons for the proposed negative recommendation. Such written communication shall indicate to the candidate at least in which area or areas of performance the Peer Evaluation Committee would expect evidence of further development before recommending in favour of promotion. The candidate shall have the right to meet with the Peer Evaluation Committee to discuss these reasons and/or to submit a response in writing before the recommendation is formally made. If the final recommendation is negative, the candidate shall be informed in writing and asked whether they want to be considered further as per 10.12(b)(iv). Any written statement provided by the candidate shall be added to their dossier.
- (ix) In every instance where the Committee is unable to reach a unanimous recommendation, a statement of the recommendation signed by each committee member, which shall include a description of any disagreement within the committee concerning its recommendation, shall be forwarded to the Library Rank Promotion Committee.

(c) **Library Rank Promotion Committee Procedures**

- (i) The Chairperson of the Peer Evaluation Committee shall forward to the Library Rank Promotion Committee the documentation for each candidate to be considered by the Library Rank Promotion Committee. The documentation shall include the complete dossier together with a written submission from the Peer Evaluation Committee.
 - (ii) The Chairperson of the Peer Evaluation Committee shall present the cases of all the candidates to the Library Rank Promotion Committee.
 - (iii) The Library Rank Promotion Committee shall consider for promotion each candidate on evidence presented. If the Library Rank Promotion Committee proposes to recommend against promotion it shall, before making a final recommendation, notify the candidate of its tentative decision and invite the candidate to comment on the proposed recommendation. The candidate shall have the right to meet with the Library Rank Promotion Committee to discuss these reasons and/or to submit a response in writing before the recommendation is formally made to the President.
 - (iv) The University Librarian, as Chairperson of the Committee, shall maintain a record of the results of the balloting and the recommendations of the Committee and shall make these known to all members of the Committee present at the time and other members, if any, within five (5) working days thereafter.
 - (v) The Library Rank Promotion Committee shall recommend for promotion to the President by April 15 of each year those candidates receiving a majority of votes cast.
 - (vi) In the case of recommendations against promotion, the Library Rank Promotion Committee shall indicate in writing to the candidate at least in which area or areas of performance the Committee would expect evidence of further development before recommending in favour of promotion.
- (d) A candidate not recommended by the appropriate committee or promoted by the Board of Governors has recourse to the procedures under Article 28 or 10.10 as appropriate.
- (e) The President shall recommend to the Board of Governors by May 31 only those candidates who were approved by the Library Rank Promotion Committee.
- (f) The successful candidate(s) shall be notified by June 1.

- (g) All promotions shall be posted in the Library and appear in an appropriate publication of the University.

Article 11: Professional Librarian Employees

11.1 University Library Committees

- (a) The parties agree that, with the exception of responsibilities under Article 16.5(a), the University Library Committee as established in Article 11.1(a) of the 1977-79 agreement shall remain inactive provided that:
- (i) The University Librarian shall nominate Professional Librarian members of the Senate Library Committee according to the practice established in June 1978; and,
 - (ii) The Library Forum shall meet at least three (3) times per year with at least two (2) voting representatives from CUASA in attendance.

(b) **Peer Evaluation Committee**

(i) **Duties**

The Peer Evaluation Committee shall make recommendations to:

- (1) the University Librarian and the Provost and Vice-President (Academic) with regard to appointments, renewal of preliminary appointments and confirmation of appointments of Professional Librarian employees in accordance with the specific criteria and procedures for these matters established by the Collective Agreement;
- (2) the Library Rank Promotion Committee with regard to promotions for Professional Librarian employees in accordance with the specific criteria and procedures established in Article 10;
- (3) the University Librarian concerning career development increments for Professional Librarian employees in accordance with the criteria and procedures established in Article 39;
- (4) the University Librarian concerning Librarian Achievement Awards to Professional Librarian employees in accordance with the criteria and procedures established in Article 40.

(ii) **Composition**

The Peer Evaluation Committee shall be composed of four (4)

Professional Librarians, one (1) of whom shall be designated by the University Librarian and three (3) of whom shall be elected by Professional Librarian employees and from among Professional Librarian employees holding confirmed appointments. Provision shall be made for an alternate member designated by the University Librarian and an alternate member elected by and from the Professional Librarian employees, each of whom shall replace a regular member of the appropriate constituency in the event of that member's unavoidable absence or participation as a candidate or supervisor of a candidate in proceedings of the committee.

(iii) **Operation**

- (1) The committee shall elect a Chairperson from among its members who shall maintain an official record of all proceedings and recommendations.
- (2) Three (3) members of this committee, one (1) of whom shall be a management designate, shall constitute a quorum.
- (3) In every instance where the committee is unable to reach a unanimous recommendation, a statement of the recommendation signed by each committee member, which shall include a description of any disagreement within the committee concerning its recommendation, shall be forwarded to the University Librarian.
- (4) In those instances where the University Librarian is in disagreement with a majority recommendation of the Peer Evaluation Committee they shall inform the Peer Evaluation Committee of their reasons in writing within ten (10) working days and the Peer Evaluation Committee may prepare a response to the University Librarian's disagreement. Such a response shall form part of the official dossier of the case.

(c) **Library Rank Promotion Committee**

- (i) There shall be a Library Rank Promotion Committee composed of four (4) voting members, two of whom shall be designated by the University Librarian from Professional Librarian employees holding the rank of Librarian IV and/or Library Management and two (2) of whom shall be elected by Professional Librarian employees and from among Professional Librarian employees holding the rank of Librarian IV. The University Librarian shall sit as the fifth member of the committee, acting in the capacity of non-voting Chairperson.
- (ii) Provision shall be made for alternate panel members as follows:

- (1) the University Librarian shall designate members of an alternate panel to replace any regular members of the LRPC designated by the University Librarian under (i) above; and,
- (2) a panel of alternate members shall be elected by Professional Librarian employees from among Professional Librarian employees holding the rank of Librarian IV. Provision shall be made for replacement of regular committee members elected in accordance with (i) above from the panel of alternate members to replace any regular members in the event of unavoidable absence or participation as supervisor of a candidate in the proceedings of the Committee by the Chair of the PEC.
- (3) Four (4) members of this committee, two (2) of whom shall be designated by the University Librarian and two (2) elected by Professional Librarian employees, shall constitute a quorum.
- (4) The Library Rank Promotion Committee shall make recommendations to the Provost and Vice-President (Academic) regarding promotion in rank for Professional Librarian employees in accordance with specific criteria and procedures for rank promotion of Professional Librarian employees established in Article 10.

11.2 Job Descriptions

- (a) Librarians' responsibilities shall include working with colleagues, supervising non-professional staff and providing services to library users. These responsibilities shall be those understood to be professional, including but not limited to: archives, public service, collection development, acquisitions, cataloguing and metadata, and library technologies.
- (b) The specific responsibilities of each Professional Librarian employee shall be identified in a current, written job description signed by the incumbent, if any, and the immediate supervisor. All job descriptions of Professional Librarian employees shall be fully accessible to all Professional Librarian employees. A copy of each job description shall be given to the employee concerned and another copy shall be sent to the CUASA office.
- (c) The format for job descriptions shall be consistent within the Professional Librarian employee sub-unit and shall be in accordance with those guidelines respecting format agreed upon by the parties from time to time.
- (d) In the event that a change in an existing job description is deemed necessary by either the employee or the supervisor:

- (i) the proposed change(s) shall be fully discussed by the supervisor and the Professional Librarian employee concerned;
 - (ii) any change(s) to be made to the job description shall be documented in a revised job description which shall be signed by both parties and distributed as provided for in Article 11.2(b) prior to implementation;
 - (iii) in the event that the Professional Librarian employee objects to the proposed change, the provisions of Article 28 shall apply.
- (e)
- (i) Any change in those job descriptions in effect at the commencement of this Collective Agreement shall be consistent with those duties and responsibilities commonly associated with Professional Librarian employees and with the evolution of such duties in Canadian Universities.
 - (ii) Any new job descriptions for Professional Librarian employees after the date of the signing of this Collective Agreement shall satisfy the conditions of Article 11.2(e)(i).
 - (iii) In the event that the University Librarian considers that a change in an existing job description is necessary they shall:
 - (1) consult with the Professional Librarian employee and the appropriate supervisor. Such consultation shall provide them with adequate opportunity for input and discussion;
 - (2) notify the Professional Librarian employee and the supervisor involved as to the result of the consultation. If consultation results in changes in the job description, notification of such shall be provided in writing to the employee, the supervisor, and the Association at least seven (7) working days prior to implementation.
- (f) The Employer undertakes to make available on the Library Intranet job descriptions for all new positions in the Library. The Employer shall notify the Association as soon as a new job description is placed in this open file, and the job description shall remain in the file for at least ten (10) working days.
- (g) The Library Management recognizes the desirability of providing rounded experience through some rotation of job assignment, and shall provide Professional Librarian employees with opportunities to work periodically at different reference and information desks and/or different departments of the Library as the attainment of established goals permits. Arrangements for duration and times shall be established through consultation and agreement between the Professional Librarian employee(s) and the immediate supervisor(s) and

University Librarian.

11.3 Confirmation

- (a) Professional Librarian employees holding preliminary appointments shall be considered for confirmation six (6) months before the end of the second year of an initial preliminary appointment. However, a Librarian employee who holds a preliminary appointment subsequent to a term appointment shall be eligible for consideration in accordance with Article 35.7 (Term Appointments). A Professional Librarian employee working a reduced workload at pro-rated pay shall earn credit toward confirmation on a pro-rated basis but shall be eligible for early consideration.
- (b) If a confirmed appointment is not granted at this point, the employee may be granted a further preliminary appointment of not more than two (2) years on the recommendation of the Peer Evaluation Committee and the University Librarian. However, by the end of the fourth year of preliminary appointments, the employee must be reconsidered for confirmation and a confirmed appointment granted or the employee notified in writing that the appointment will be terminated at the end of the fifth year.
- (c) **Criteria**
 - (i) In assessing a candidate for confirmation of appointment, the candidate's immediate supervisor shall provide the Peer Evaluation Committee with a general written evaluation supported by detail based on the candidate's potential for future professional development in the position held and in the Library system, and a detailed written evaluation based on the candidate's past performance towards explicitly established goals, as specified in the job description, and on the candidate's working relations with their peers and supervisor(s).
 - (ii) In the case of a candidate who has held an appointment in a different position, an additional written statement from the supervisor of the previous position shall be required. Criteria to be used in evaluating the candidate's performance shall be those listed in Article 39.3(b). In addition, the candidate's potential for future professional development in the position and contribution to the Library and the University shall be considered.
- (d) **Procedures for Confirmation**
 - (i) The University Librarian shall request the Peer Evaluation Committee to initiate proceedings for each eligible Professional Librarian employee six (6) months prior to the deadlines established according to Articles 11.3(a) and (b).

- (ii) The Peer Evaluation Committee shall request the candidate's immediate supervisor to submit a written evaluation of the candidate's performance to date according to the established criteria together with a recommendation either for confirmation or for continued preliminary appointment or for termination of appointment.
- (iii) The Peer Evaluation Committee shall invite the candidate to present to the committee a written statement of any information which they consider relevant to their candidacy.
- (iv) The Peer Evaluation Committee shall examine the supervisor's evaluation and recommendation, all previous performance evaluations of the candidate, the candidate's curriculum vitae and statement(s) by the candidate (if any) and shall reach a recommendation. The Peer Evaluation Committee may recommend a confirmed appointment, a continued preliminary appointment or termination of appointment. In the case of a positive recommendation, the committee shall notify the candidate in writing of its decision. If the recommendation is not to grant confirmation, whether it is a decision to allow the appointment to lapse or to extend the preliminary appointment, the Peer Evaluation Committee shall provide a written statement of the reasons on which the decision was based. In the event of a negative recommendation, the candidate shall be interviewed by the committee, if they wish, and shall have the right to choose one colleague to be interviewed by the committee in support of the candidate. In addition, the committee may interview the supervisor(s) if it deems this to be appropriate.
- (v) The Peer Evaluation Committee shall make a formal statement in writing of its recommendation and the reasons for it to the University Librarian accompanied by all relevant supporting documents. Any disagreement within the committee concerning its recommendation shall also be described in the statement. At the same time a copy of the statement shall be made available to the candidate.
- (vi) The University Librarian shall communicate their recommendation and that of the committee in writing along with all documentation, to the Provost and Vice-President (Academic) at least five (5) months before the end of the preliminary appointment. The University Librarian shall also communicate their recommendation in writing to the candidate by the same date.
- (vii) The Provost and Vice-President (Academic) shall inform the candidate in writing of the decision at least four (4) months before the last day of the preliminary appointment.

Article 12: Academic Workload

12.1 Workload of Faculty Employees

The normal workload of Faculty employees shall include teaching,

research/scholarly/creative activities, and service to the University in proportions of approximately 50%, 35% and 15% respectively of each employee's time, as governed by and varied in accordance with past practice. For each Faculty a normal workload shall be defined by past practice. The Chair/Director shall endeavour to ensure that the assigned workload of each Faculty Member is equitably distributed within the sub-unit.

12.2 Teaching Workload of Faculty Employees

- (a) Subject to Article 12.2(b), within a normal workload, "normal teaching load" within a Faculty shall be defined by past practice in relation to the number of full-course equivalents taught per Faculty Member or as agreed to hereafter by the parties. Each Faculty Member will be assigned a teaching workload of less than 2.5 credits.
- (b) Subject to approval by the appropriate Dean, the appropriate Chair/Director or equivalent shall, with due notice and consultation, assign teaching duties to individual Faculty members in accordance with the provisions of Article 23 of the Collective Agreement in the light of the individual's discipline, abilities and specialties, and consistent with the normal teaching load of the Faculty and department in question. As a part of the normal workload assignment the Chair/Director or equivalent may assign teaching in the Summer Session in consultation with the Faculty member. Teaching as a part of normal workload assignment shall not be scheduled over more than two semesters within one academic year, unless agreed to by the Faculty member. Teaching duties shall include, but not be limited to, advising students and prospective students, and conducting scheduled classes.
- (c) No later than June 30th, the Employer shall provide each individual faculty member with their teaching schedule for the next year subject to situations of extreme urgency, such as changes in enrollment, sudden illness or unplanned resignations that may occur over the summer.
- (d)
 - (i) An employee may, with the agreement of their Chair/Director, undertake more than the normal teaching load for their department. Such an arrangement shall be formalized in writing between the employee and the appropriate Chair/Director, and shall be included in the employee's dossier for promotion, career development and scholarly achievement assessments. A copy of this agreement shall be provided to CUASA.
 - (ii) Where an employee's performance in research/scholarship, as assessed pursuant to Article 39.3(a), is substantially below the norm and has been so for at least five (5) consecutive years and where the Dean has addressed the issue with the employee in each of the five (5) years, the Dean may assign the employee more than the normal teaching and/or service load for the employee's department. Such additional assignment shall not exceed one (1) full-course equivalent in

any academic year. This assignment shall be formalized in writing by the Dean, and shall be included in the employee's dossier for promotion, career development and achievement award assessments.

- (e) The Chair/Director shall endeavour to arrange teaching duties in a manner acceptable to each faculty member. Normally, the assignment of scheduled instruction shall be concentrated in two (2) consecutive terms of any academic year.
- (f) The Chair/Director shall give consideration to the factors affecting Faculty teaching workload which include, but are not necessarily limited to, the following:
 - (i) the number of separate courses taught by each faculty employee;
 - (ii) the number of scheduled contact hours per course;
 - (iii) the number of hours of preparation, grading, and administration per course;
 - (iv) the number of students enrolled, on average, per course;
 - (v) the number of hours of student counselling per course;
 - (vi) the level (introductory, upper year, graduate, etc.) of each course;
 - (vii) the type (lecture, seminar, etc.) of each course;
 - (viii) the modality of each course;
 - (ix) assistance of graduate students or colleagues in the teaching of courses;
 - (x) additional hours of preparation required for a new course;
 - (xi) the relation of thesis and special project supervision to classroom teaching;
 - (xii) the relation of the individual faculty employee's teaching responsibilities to their research and scholarship;
 - (xiii) comparison of faculty workload at Carleton with that of other universities in Ontario;
 - (xiv) the relationship between workload policy and other aspects of long-range academic planning;

- (xv) the deployment and supervision of teaching assistants;
- (xvi) the number of undergraduate theses supervised;
- (xvii) the number of directed studies and tutorials offered;
- (xviii) the number of graduate students supervised;
- (g) There shall be no expectation that faculty employees will respond to email or phone calls from students, between the hours of 5:00 PM and 8:30 AM, or on weekends.
- (h) CUASA members shall not be required to mark deferred examinations set by non-CUASA members.

12.3 Librarian Workload

(a) Professional Librarian Workload

- (i) Librarian workload should be developed through consultation among individual Librarians, their department heads and Library management resulting in agreed upon individual goals and responsibilities. Workload will be consistent with each Librarian's job description as outlined in Article 11.2.
- (ii) Individual career stage, rank, level of administrative responsibility, interests, expertise, research and professional needs will also be considered when determining workload. Librarians shall be provided with opportunities to pursue research, scholarly contributions, and professional service as outlined in Articles 12.3 and 14.4. Librarian workload will reflect the time and effort needed for achievement of promotion as outlined in Article 10.12 and of confirmation as outlined in Article 11.3.
- (iii) Librarians holding cross-appointments to more than one unit should be assigned workload in a manner consistent with their percentage appointment in each unit.
- (iv) Librarians shall not be required to carry workloads unreasonably exceeding those of other librarians with comparable duties. Assigned duties should not require an unreasonable amount of time.
- (v) If the responsibilities or duties of a Professional Librarian employee on sabbatical or leave of more than one (1) month are assigned, in whole or in part, to another professional librarian employee, in accordance with Article 12.8 this assignment shall be clearly communicated in

writing to the affected employee, including considerations given to the factors of paragraph 12.3(a)(ii) and the expected duration of this assignment. A copy of this document shall be provided to CUASA. An increase in librarian workload in response to changing circumstances shall not be unreasonable and shall not be considered as establishing new norms.

(b) Duties

- (i) The workload of a Professional Librarian employee shall be that specified in the current job description(s) for their position. All job descriptions of Professional Librarian employees shall be fully accessible to Professional Librarian employees.
- (ii) The job description in each case shall be consistent with goals and objectives which shall be established through consultation between the Professional Librarian employee and the appropriate supervisor and Associate University Librarian, and shall be generally attainable within a thirty-five (35) hour week averaged over the year.
- (iii) A Professional Librarian employee has the right to devote time during working hours to research projects and/or professional development activities in accordance with Article 14.4(c).
- (iv) Each Professional Librarian member has the right to schedule up to twelve (12) days away from their regular duties to work on research projects. These may be scheduled at their own discretion, subject to operational requirements. Where the time requested exceeds twelve (12) days per year, consultation with library management shall be required. Such requests shall not be unreasonably denied.
- (v) For the purposes of 12.3(b)(iv), time spent at conferences shall not be counted towards research days.

(c) Scheduling

- (i) The hours of work for each Professional Librarian employee shall be scheduled fairly and equitably during the opening hours of the library, pro-rated for Professional Librarian employees working less than full-time.
- (ii) Professional Librarian employees shall not be scheduled for more than twelve (12) hours per week of reference service, and not more than forty-eight (48) hours per year of instructional service averaged over the year, except on occasion for special conditions such as staff shortage owing to illness, special projects, etc.

- (iii) For purposes of this Article, a scheduled reference shift shall not exceed four (4) hours and the total scheduled reference and instructional service on any day shall not exceed five (5) hours.

(d) **Hours**

- (i) Hours of work shall be flexible and in accordance with past practice concerning arrangements between employees and supervisors unless altered by mutual agreement between the parties to this Agreement.
- (ii) There shall be no change in hours of Library operation which result in alteration of established public service information schedules without one (1) calendar month's prior notice to the Association and to the Professional Librarian employee(s) involved.

(e) **Compensation for Weekend and Holiday Duties**

- (i) Hours worked on non-statutory holidays shall be compensated for with equivalent time off, the scheduling of which shall be subject to agreement between the Professional Librarian employee and the immediate supervisor(s).
 - (ii) An employee who is scheduled to work on a Saturday, Sunday or statutory holiday shall be compensated at a rate equal to 1.5 times the hours worked, the scheduling of which shall be subject to agreement between the Professional Librarian employee and the immediate supervisor(s).
- (f) In the event of disagreement between the employee and the supervisor regarding any of the preceding matters, the employee shall have the right to appeal to the University Librarian who shall, within the provisions of this Article, make their decision and shall notify the supervisor and the employee in writing of that decision within five (5) working days.
- (g) Professional Librarian employees shall have the right to attend CUASA meetings as and when required during work days provided the exercise of this right does not cause an adverse impact on the needs of students and the scheduled public service of the library.
- (h) When a Professional Librarian employee who is on approved leave for a period of twelve (12) months or more or on long term disability is not replaced the Employer shall advise the Association as soon as practicable in writing indicating the disposition of the duties and/or intention to fill the position.

12.4 Faculty, Teaching Stream Employees

(a) General

- (i) The workload of Faculty, Teaching Stream employees includes assigned teaching responsibilities, professional and/or instructional development, assigned administrative tasks, and, where the position in question is governed by a job description (appended to this Collective Agreement) such duties as are contained in the relevant job description.
- (ii) The workload of Faculty, Teaching Stream employees shall not exceed an average of thirty-five (35) hours per week over eleven (11) months each year (with one (1) calendar month annual vacation). The Chair/Director shall endeavour to ensure that the assigned workload of each Faculty, Teaching Stream Member is equitably distributed within the sub-unit. When a Faculty, Teaching Stream employee is appointed to assume a workload less than the full workload or assumes such a lesser workload by agreement with the Employer, (Article 12.6), their salary shall be pro-rated accordingly.
- (iii) The Employer reserves the right to develop measures to monitor the work of Faculty, Teaching Stream employees, and to require the cooperation of Faculty, Teaching Stream employees in such monitoring. Such measures will, however, be implemented only after consultation with the Association.
- (iv) Faculty, Teaching Stream employees shall devote about seventy-five percent (75%) of their time to teaching and directly related activities, and/or, where appropriate, duties specified in the employee's job description. Faculty, Teaching Stream employees shall have the remaining time available for professional and pedagogical development, and to provide service-related duties.
- (v) Faculty, Teaching Stream employees shall neither be required to teach more than the equivalent of three (3) different courses per term, nor more than four (4) different courses in any one twelve (12) month period. Teaching Stream employees may agree to teach different courses in excess of the above limits. No Faculty, Teaching Stream employee shall be required to teach more than the limit established in Article 12.4(b)(iv).
- (vi) A Faculty, Teaching Stream employee's Chair/Director shall assign workload in consultation with the Faculty, Teaching Stream employee concerned and in accord with the provisions of Article 23 of this Collective Agreement. The provisions of Article 12.2(c), (e), (f), (g), and (h) shall apply, *mutatis mutandis*, to Faculty, Teaching Stream

employees. Where a Faculty, Teaching Stream employee is not satisfied with the work assigned, though it falls within the provisions of this Agreement, they may appeal to the appropriate Dean.

(b) Faculty, Teaching Stream Positions Without Individual Job Descriptions

- (i) Faculty, Teaching Stream employees shall not teach more than three and one half (3.5) credits, or the equivalent of one-and-one half (1.5) times the normal full teaching load of Faculty Member employees in the same unit or sub-unit, whichever is less, averaged over each consecutive twenty-four (24) month period, and shall not teach more than the equivalent of one-half credit course in excess of 1.5 times the normal faculty employees' teaching workload in any academic year. For the purposes of this calculation, only the course credit values of 0.25, 0.5, and 1.0 shall be used.
- (ii) Subject to operational requirements, Faculty, Teaching Stream employees shall normally teach their full course load in the Fall/Winter Session.
- (iii) Total number of different or separately registered students in classes for which the Faculty, Teaching Stream employee is responsible shall be determined with due consideration for sound pedagogy.
- (iv) Maximum contact hours per week in any one term in the Modern Languages units in SLALS shall be a maximum of sixteen (16) hours per week averaged over two (2) years where necessary.
- (v) Where a Faculty, Teaching Stream employee is assigned the co-ordination of a multi-section course, or other substantial duties over and above their normal duties, there shall be an appropriate compensatory reduction in other assigned teaching workload.

(c) Faculty, Teaching Stream Positions with Individual Job Descriptions

Some units may wish to establish positions with job descriptions, outlining specific duties and responsibilities tied to the position. The workload assigned to these positions shall be subject to the limits outlined in Article 12.4(a)(ii). A job description may be revised from time to time, to address changing operational needs, and in consultation with the Faculty, Teaching Stream employee holding the position. If the Faculty, Teaching Stream employee objects to the new job description, their objection shall be expressed in a grievance which must be presented to the Dean within five (5) working days of the date the employee was notified of the change. The revised job description shall not be implemented until the grievance has been resolved.

- (d) Where a Faculty, Teaching Stream employee is teaching for the first time a course which requires unusual advance research and/or the preparation of unusually extensive or elaborate course material, their Chair/Director shall take this into account in assigning their workload.

12.5 Service

- (a) Complementary to the teaching and research responsibilities of employees, service activities shall be interpreted as contributions to the operations of the University (service to the University) and contributions relevant to the employee's disciplinary expertise which further the University's mission of service to society (service to the profession and/or society).
 - (i) Examples of service to the University include, but are not limited to: serving as Chair of a thesis committee or thesis examiner at Carleton University; participation in departmental, faculty and University committees; administrative and non-teaching/research responsibilities within the University.
 - (ii) Examples of service to the profession and/or society include, but are not limited to: refereeing submissions to scholarly publications; editing scholarly publications; contributions to the effective operation of learned societies, professional organizations and union/labour organizations (including CUASA); contributions to community projects which are related to the mission of the University and the employee's area of expertise.
- (b) An employee's service shall be in reasonable balance with the employee's other obligations, duties, and responsibilities as set out in this collective agreement.
- (c) Employees shall have the right to state the nature and place of their employment, rank and title(s) in connection with external service activities and to use their institution address as a mailing address so long as they do not purport to represent the Employer or to speak on the Employer's behalf unless specifically authorized to do so.

12.6 Reduced Workload with Pro-Rated Pay

- (a) Reduced workload with pro-rated pay may be granted by the Employer at any time to any tenured or confirmed employee who applies voluntarily for such status. Normally, the reduction in workload shall not exceed two-thirds (2/3) of the full workload as defined by Article 12, as appropriate for the category of employee. However, the distribution of the reduced workload in respect to the normal components of full workload as determined in Article 12 shall be a matter of agreement between the Employer and the employee.

- (b) An employee working a reduced workload at pro-rated pay shall continue as a member of the academic staff and a member of the bargaining unit.
- (c) The employee shall continue to enjoy all benefit plans as listed in Article 38, subject to the conditions of any particular plan, and including such cost-sharing arrangements as there specified. With respect to the Carleton University Retirement Plan, the employee and Employer shall contribute according to the provisions of Article 9.8(c).
- (d) An employee working a reduced workload at pro-rated pay shall earn credit toward sabbatical, tenure, confirmation and promotion on a pro-rated basis. Article 9.4(d) shall apply with respect to the calculation of service toward tenure, confirmation, promotion and sabbatical.
- (e) An employee working a reduced workload at pro-rated pay shall receive such additions to their nominal salary as shall be implemented, as a result of collective bargaining, from time to time during the period of reduced workload and shall be eligible to have career development increments added to the nominal salary.
- (f) Three (3) months prior to the commencement of such period, the Employer shall inform the employee, in writing, of all the agreed terms and conditions upon which the granting of leave is based, including a reference to specific section(s) of the Collective Agreement which governs reduced workload and specifying a deadline for acceptance or rejection of the said terms and conditions.
- (g) The employee shall not be deemed to have accepted the terms of such reduced workload until they have so notified the Employer in writing. Failure to accept within the deadline specified in Article 12.6(f) shall be deemed to constitute non-acceptance.
- (h) An employee seeking a reduced workload may be represented by the Association at every stage of the discussions concerning such an arrangement.
- (i) Once accepted by the employee, the employee becomes responsible for any cost to the Employer arising directly out of a subsequent alteration to the arrangements with respect to such reduced workload sought by the employee, before the term of expiration of such arrangements as specified in writing in accordance with (f) above.

12.7 Reduced-Time Provisions for Long-Service Employees

- (a) Notwithstanding the provisions of Article 12.6(a) and 9.8(b)(iv) of the Agreement,

any employee aged fifty-five (55) years or over and with ten (10) or more years of full-time service at Carleton University is entitled to, and may apply for, a special reduced-time arrangement on the basis of the provisions set out below:

- (i) A faculty employee shall normally be assigned a teaching load of one-half ($\frac{1}{2}$) of the normal teaching load as defined in Article 12.2. Any deviation from this normal teaching load shall occur only at the request of the employee concerned, and with the agreement of the Dean.
- (ii) A faculty employee's workload in the other areas of responsibility (graduate and honours student supervision, research, and service to the University shall be pro-rated so that their total workload, including the teaching load as defined in (i) above, does not exceed one-half ($\frac{1}{2}$) of a full workload as defined in Article 12.2 in any remaining year of service.
- (iii) The distribution of the reduced workload, as defined in (ii) above, in respect of the normal components of a full workload, as defined in Article 12.2, shall be a matter of agreement, subject to (i) above, between the Employer and the faculty employee.
- (iv) A Faculty, Teaching Stream or Professional Librarian employee shall be assigned a workload that does not exceed one-half of a full workload, as defined by Article 12, as appropriate to their category of employee.
- (v) The provisions of (iii) above shall apply to a Faculty, Teaching Stream or Professional Librarian employee, *mutatis mutandis*.
- (vi) An employee who enters into a special reduced-time arrangement shall receive a salary equivalent to one-half (50%) of their nominal salary at the time of entering into the arrangement, plus an additional three percent (3%) of the said nominal salary for each year of full-time service at Carleton in excess of ten (10) years to a maximum of fifteen (15) years of full-time service, to produce an actual salary not exceeding sixty-five percent (65%) of nominal salary.
- (vii) Unless prohibited by agreement with the carrier(s), the Employer shall provide a reduced-time appointee with the same benefits and coverage as specified in Article 38 for employees (except the Carleton University Retirement Plan) and shall, where applicable, contribute to the cost of these plans on the basis of nominal full time-salary.
 - (1) For the Carleton University Retirement Plan, the reduced-time appointee shall contribute at the rate of six percent (6%) of their actual salary.

- (2) The Employer shall contribute to the plan at the rate of six percent (6%) of the reduced-time employee's nominal salary, plus an amount equal to the difference between six percent (6%) of the employee's nominal salary and six percent (6%) of their actual salary.
 - (3) Full credited service shall be granted to each reduced-time employee for each year in which the provisions of (a) and (b) above apply. Where an employee has been employed on a reduced-time basis prior to the application of this Article as here worded, credited service shall be pro-rated in accordance with the level of contribution they elected to make under the terms of this Article before revision.
 - (4) For the purposes of the Minimum Guarantee as defined in the text of the Carleton University Retirement Plan, the employee's full-time nominal salary shall be used to calculate the average of the best five (5) years' earnings.
- (viii) Normally, the employee shall take up the option on either July 1 or January 1 with at least six (6) months' notice provided to the appropriate Dean or University Librarian.
- (b) This special reduced-time arrangement is conditional on the employee agreeing to retire on either July 1 or January 1 within four (4) years of taking up the option.
 - (c) Notwithstanding Article 9.8(g), when an employee enters into a special reduced-time arrangement, that arrangement shall normally be considered as permanent for the duration of their service at Carleton University.
 - (d) An employee on a reduced-time appointment shall be entitled to sabbaticals at times as defined in 19.1(a) and 19.1(b). Workload and compensation during the sabbatical period will be pro-rated appropriately. For the purpose of a sabbatical, a reduced-time appointee shall have the right to a pro-rated accrual of sabbatical entitlement based on nominal salary. To calculate the sabbatical stipend, refer to Article 19.3(h). Workload shall also be reduced appropriately. For example; an employee on an ongoing 50% reduced-time appointment, in a unit where the normal teaching workload is 2.0 credits, would be assigned to teach 1.0 credit. A full-time employee who has a six month sabbatical would be relieved of 1.0 credit after completing three years of full-time service. Therefore, the 50% reduced-time employee who has accrued a six month sabbatical shall also be relieved of 1.0 credit after completing three years of full-time equivalent service. This example is meant to assist in the calculation of a variety of sabbatical credits.

12.8 Temporary Assignment of Professional Librarian Employees

- (a) It is understood that to meet operational requirements it may be necessary in some circumstances (such as, but not limited to, extended leaves of absence of other Professional Librarian employees) to make temporary assignments of duties other than those specified in the job description. Where such temporary assignment of duties is required for a period of one (1) month or more, the employee shall receive notice in writing which shall stipulate:
 - (i) the change in duties to be performed;
 - (ii) the duration of the temporary assignment, which shall not exceed twelve (12) months except by agreement of the employee(s) concerned;
 - (iii) that duties, including the temporary assignment, shall be generally attainable within a thirty-five (35) hour week averaged over the period of the assignment; and
 - (iv) any other conditions attached to the assignment.
- (b) The Professional Librarian employee shall sign the notice acknowledging its receipt, and may add comments to the notice. A copy of the signed notice, with comments, shall be filed with the job description in accordance with Article 11.2(b).

Article 13: Innovation Transfer, Patents And Copyright

13.1 General

- (a) Protection of intellectual property includes, but is not limited to, matters of patent, copyright, trade mark, and industrial design.
- (b) Inventors, authors and other creators (hereinafter referred to as originators) have sole ownership over their intellectual property except where the Employer has contributed any assistance in the creation or development of the intellectual property, whether by way of funds, facilities and/or support or technical personnel employed by the Employer beyond that which is normally provided to originators to carry out their usual duties. Originators so supported have a duty to disclose intellectual property developed to the Employer. Unless specifically directed otherwise, each originator shall make such disclosure to the Provost and Vice-President (Academic).
- (c) Nothing contained in this Article derogates from an employee's right to assign

ownership of intellectual property to the Employer.

- (d) An employee who assigns or agrees to assign ownership of intellectual property to the Employer shall execute all such documents as may be required in order to register or record such intellectual property and its assignment.

13.2 Innovation Transfer

- (a) Innovation Transfer represents the movements of concepts, processes and products generated and developed at Carleton University to external communities including industry, government and society at large. This transfer of technology is undertaken in a variety of ways including, but not limited to, publication of research results and concepts, consulting arrangements, conduct of seminars and conferences and various types of research arrangements.
- (b) The parties recognize that Carleton University supports innovation transfer in all its dimensions and the commercialization of the concepts, processes and products emerging from the research at the University.
- (c) Assistance for innovation transfer and commercialization is available through the Innovation Transfer Office of Carleton University.
- (d) Assistance for innovation transfer may take a variety of forms such as the following: technical evaluation, market evaluation, prototype development, industrial contacts and leads, business planning, new product planning, market research, financial planning, licensing arrangements, and protection of intellectual property.

- (e) **Ownership**

Where the Employer contributes any assistance beyond that normally provided as outlined in Article 13.1 (b) the originator(s) and the Employer shall reach a mutually agreeable arrangement respecting ownership which shall be reduced to writing.

- (f) **Exploitation**

Exploitation of intellectual property through Innovation Transfer may be undertaken by the owner singly or in combination with another party.

- (i) The parties exploiting the property shall reach a mutually agreeable arrangement including ownership and revenue sharing which shall be reduced to writing.
- (ii) In the event that the employee reaches an agreement to use the offices of the University or the Innovation Transfer Office of Carleton University, disputes shall be handled in accordance with Article 13.6. Individuals

using the offices of external agencies should include a dispute resolution mechanism in their written agreements.

- (g) Article 13.2 shall not apply to intellectual property resulting from work financed by a grant or contract where the granting or contracting body, as a condition of the grant or contract, requires that any technology rights be assigned to it.

13.3 Patents

- (a) Patent assistance is available through the Innovation Transfer Office of Carleton University.

- (b) **Ownership**

Where the Employer contributes any assistance beyond that normally provided as outlined in Article 13.1 (b), the originator(s) and the Employer shall each hold fifty percent (50%) of any right, title and interest to any invention, improvement, design or development made by the employee.

- (c) **Exploitation**

- (i) Exploitation of intellectual property may take the form of patenting by the originator singly or in combination with other agencies.
- (ii) The parties patenting the property shall reach a mutually agreeable arrangement including ownership and revenue sharing which shall be reduced to writing.
- (iii) In the event that the employee reaches an agreement to use the offices of the Innovation Transfer Office, disputes shall be handled in accordance with Article 13.6. Individuals using the offices of external agencies should include a dispute resolution mechanism in their written agreements.
- (d) Article 13.3 shall not apply to any invention, improvement, design or development resulting from work financed by a grant or contract where the granting or contracting body, as a condition of the grant or contract, requires that any patent rights be assigned to it.

13.4 Copyright

- (a) **Non Sponsored Research and Sponsored Research under which the Employee Retains Copyright**

Notwithstanding the provisions of Article 13.1(b), the employee retains all rights related to literary work created by that employee which includes, but is not limited to, lectures (whether televised or not), copyright in computer program software, industrial design and artistic work (hereinafter called copyrighted property),

except that where such work is covered by a signed agreement between the Employer and the employee predating this Collective Agreement the prior agreement shall govern.

(b) Employer Facilitated Research

Where the Employer has contributed any assistance in the creation or development of the intellectual property, whether by way of funds, facilities and/or support or technical personnel employed by the Employer beyond that which is normally provided to originators to carry out their normal duties, the originator(s) and Employer shall come to a written agreement on the sharing of royalties from the commercialization of copyrighted property.

(c) Sponsored/Contracted Research with Copyright Ownership Provisions

- (i) Article 13.4(a) does not apply to any copyright resulting from work financed by a grant or contract where the granting or contracting body, as a condition of the grant or contract, requires that any copyrights be assigned to it.
- (ii) Any employee who is employed by the Employer or an agent of the Employer to edit a journal or magazine shall not own any copyright therein save and except for articles, reviews or literary pieces written by them.
- (iii) Where the Employer specifically commissions the preparation of a particular work relating to the operations or functions of the University, the Employer may enter into a contract with a member the terms of which give the Employer sole or part ownership in the copyright of any such work. The Employer shall provide the Association with a copy of any such contract one (1) week prior to its execution.

(d) General Provisions

- (i) The Employer shall retain a non-exclusive, royalty-free, irrevocable, indivisible and non-transferable right to the use, solely for the Employer's internal use, of any audio-visual recorded instructional materials, including related printed materials which are prepared or developed by an employee in the course of their University employment and which are produced with the assistance of direct University funding or with the use of University production facilities free of charge or at rates substantially lower than those of the local commercial establishments provided the employee signs a written agreement to that effect. Audio-visual recorded materials shall include films, filmstrips, film loops, tape/slide programs, series of overhead transparencies, videotape or television programs, audiotapes, audio or video cassettes, together with any secondary print materials which form an integral part of the production. Where no agreement has been entered into and the Employer wishes to use the material for internal use, then the

matter shall be referred to the Innovation Transfer, Patents and Copyright Committee under Article 13.6.

- (ii) The Employer shall retain a non-exclusive, royalty-free, irrevocable, indivisible and non-transferable right to the use, solely for the Employer's internal use, of any computer program developed in the course of the normal administrative duties of the member or any program developed in relation to the storage and use of university data and records or any program developed for use in the degree programs of the University.
 - (iii) No employee shall claim any copyright in any assessment, grading, report or correspondence produced pursuant to their normal administrative duties within the University.
- (e) **Exploitation of Copyright**
- (i) The owner of the copyright has the right to exploit the copyrighted property.
 - (ii) Such exploitation may be undertaken by the copyright holder singly or in combination with other agencies. The copyright holder retains the right to assign or license copyright in whole or in part to any agency assisting in the exploitation of the copyrighted property.
 - (iii) The parties to the exploitation of a copyrighted property shall reach a mutually agreeable arrangement including financial terms which shall be reduced to writing.
 - (iv) In the event that the employee reaches an agreement to use the offices of the Innovation Transfer Office, disputes shall be handled in accordance with Article 13.6. Individuals using the offices of external agencies should include a dispute resolution mechanism in their written agreements.

13.5 Trade-marks

Any trade-mark adopted or used in association with wares or services which are or may be subject to the provisions of Article 13 shall be owned by the persons who, pursuant to this Article, are the owners of the patent, copyright or other intellectual property in question.

13.6 Dispute Resolution Mechanism

- (a) The parties agree to request the Senate to establish an Innovation, Patents and Copyright Committee. Should Senate fail to establish such a Committee within two (2) months of the signing of this Collective Agreement the parties agree to create a continuing Innovation, Patents and Copyright Committee, which shall be composed of two (2) members appointed by the Employer and two (2) members

appointed by the Association with the Chairpersonship alternating between the Employer's representatives and the Association's representatives at each successive meeting. The Committee shall meet at least twice annually or at the call of any two (2) members to:

- (i) conduct such business as is referred to it;
 - (ii) consider proposals for modifications or changes in Article 13 of this Collective Agreement; and,
 - (iii) mediate any disputes arising out of this Article as per 13.6(b) below.
- (b) For the purpose of this Collective Agreement, the complaint stage of a grievance pertaining to innovation, patents and copyright shall be referred to the Innovation, Patents and Copyright Committee. If the Committee is unable to resolve the dispute, the remaining formal grievance and arbitration procedures provided for in Article 28 of this Collective Agreement shall apply.

13.7 Intellectual Property General Provisions

(a) Passing of Rights

On the death of an employee or former employee any rights which they had derived under this Article or any agreement made in pursuance of this Article shall pass to their estate.

(b) Subcontracting by Employer

The Employer agrees not to enter into any agreement to subcontract the services of any employee without securing to the employee whose services are subcontracted, all the rights, privileges and benefits accorded them in this Article, nor shall universities or government departments or private companies enter into any agreement, for the purposes of research or development or commercial exploitation or the creation of intellectual property without securing to the employees who may be seconded to or employed by such consortia, departments, or private companies all the rights, privileges and benefits accorded by this Article. If the Employer makes an agreement contrary to this provision and fails to secure the said rights, privileges and benefits to said employees, the agreement shall not apply to employees unless there is a special agreement in writing between the Employer and the Association, upon the recommendation of the Innovation, Patents and Copyright Committee (Article 13.6), to waive this provision in that case.

13.8 Interpretation

In this Article the singular shall include the plural and the plural the singular where appropriate.

Article 14: Rights and Responsibilities

14.1 General

The rights and responsibilities of employees ensue from the nature of a university, the requirements of teaching assignments, the position of a member of the academic staff, the rightful expectations of the institution, the requirements of the students and the legitimate claims of the community. In accordance with Article 1, Employees and the University have a shared responsibility for creating and maintaining a respectful workplace. In addition to their civil rights and civic responsibilities, the primary rights and responsibilities of employees are as specified in Article 14.1(b) and 14.1(c) 14.1 (a) and 14.1 (c).

- (a) The primary responsibilities of Faculty Members are teaching and research/scholarship. In addition, they have the right and the responsibility to participate in the governance of the University through active membership in department, school, institute, and/or faculty bodies and, when called upon, to participate to a reasonable extent in other University bodies and the Association. It is understood, however, that the performance of the latter function shall be at the level consistent with their primary teaching and research or scholarly responsibilities.
- (b) The primary responsibility of Faculty Members, Teaching Stream is teaching, and professional and pedagogical development. In addition, they have the right and responsibility to participate in the governance of the University through active membership in a department, school, institute, and/or Faculty bodies and, when called upon, to participate to a reasonable extent in other University bodies and the Association. It is understood, however, that the performance of the latter function shall be at the level consistent with their teaching, and professional and pedagogical responsibilities.
- (c) The primary responsibilities of Professional Librarian employees will vary from those specified for Faculty employees. In particular, it is not expected that the conduct of research/scholarship will constitute one of their primary functions. In general, however, their rights and responsibilities also ensue from their positions as members of the academic staff (see below, 14.4 for Rights and Responsibilities of Professional Librarian Employees).

14.2 Rights and Responsibilities of Faculty Members

- (a) Teaching
 - (i) As the prime role of Faculty Members is the pursuit and dissemination of knowledge and understanding through teaching, research and scholarship, they must devote their energies conscientiously to the development of scholarly competence and effectiveness as teachers.

- (ii) It is the responsibility of Faculty Members to teach the course content as defined in the current calendar.
- (iii) It is the responsibility of Faculty Members to deal ethically, and fairly with students, Faculty and staff, to foster a free exchange of ideas, to avoid discrimination, to respect the principles of confidentiality, to conduct themselves in a respectful manner consistent with the performance of their academic role and to acknowledge their indebtedness to students in relation to their own research.
- (iv) Faculty Members shall have the right and responsibility to organize and structure classroom and laboratory activities within the limits set by available facilities and to adopt reasonable means to maintain a learning environment which is both productive, and orderly.
- (v) Faculty Members shall be conscientious in the preparation and organization of subject matter, maintaining and developing their knowledge relating of the relevant subject matter, for teaching purposes, in accordance with appropriate departmental and University guidelines and regulations. They shall ensure that students are informed of their instructional and evaluation methods.
- (vi) A Faculty Member shall not normally miss, cancel or terminate scheduled instruction except in the case of sudden illness or emergency and even in such cases shall make every effort to have their Chair/Director and students notified. In other circumstances, including to allow Indigenous Faculty Members to attend an Indigenous ceremony or, cultural or spiritual event significant to their culture, subject to the approval of the appropriate Chair/Director, arrangements for rescheduling or for a substitute must be made in advance of missing scheduled instruction. When able, Faculty Members shall provide any relevant extant course materials for the missed scheduled instruction to the replacement or substitute instructors. Such materials shall be returned to the original Faculty Member upon completion of the missed scheduled instruction and cannot be used for any other purposes. Instruction missed shall be rescheduled if possible with adequate notice to the students.
- (vii) It shall be the responsibility of each Faculty Member to maintain the competence required to engage effectively in teaching, research and scholarship in support of the objectives of their department.
- (viii) Faculty Members shall comply with established procedures and deadlines for reporting and reviewing the grades of their students and other such procedures and deadlines as may be necessary for the well ordered operation of the University. Faculty Members shall accept responsibility for

participation in the effective operation of the University including the academic counselling of students, assisting at registration and assisting at examination times as described in Article 14.2(i).

- (ix) Faculty Members are responsible for supervising their examinations. If the Faculty Member cannot be available at a scheduled examination time, they must find an acceptable substitute, as approved in writing by the Chair/Director.
 - (x) Faculty Members shall inform their students on how to book an appointment for consultation, and/or the time they will normally be available to meet for consultation, including making themselves available to meet on campus and virtually. Information on how to make an appointment, and/or the available times for office hours, shall be included in the course outline.
- (b) Research/Scholarship
- (i) Scholarly/research activity conducted within the University shall be directed to the objectives of increasing knowledge and understanding, or improving the scholarly competence of the teacher and of initiating students into the academic disciplines insofar as is possible. In view of the first objective, it is essential that members of the academic staff be free to disseminate the results of their research through publication, lectures and other appropriate means.
 - (ii) In order to fulfill the objectives of scholarly/research activity within the University, Faculty Members shall have the right and responsibility to devote a reasonable portion of their time to meaningful scholarship and research activities. Insofar as it is possible, the University will attempt to provide adequate facilities for these purposes.
 - (iii) Members of the academic staff shall, in their published work(s), indicate their affiliation with Carleton University and any reliance on the work and assistance of others.
 - (iv) It is unethical for members of the academic staff to enter into any agreement that infringes their freedom to publish the results of research conducted within Carleton University precincts or under Carleton University auspices. Notwithstanding this, they may agree to delay, for a specified period of time, publication of the results of sponsored or contract research, provided that this condition is agreed to by the Vice-President (Research and International).
 - (v) Academic staff members shall conduct their research with integrity. Academic staff members are required to ensure their research

complies with all the applicable policies and procedures.

- (vi) On notification of a submission date that shall be provided at least one (1) month in advance by the relevant Dean or University Librarian, academic staff have the responsibility to provide an annual statement or updated CV to the appropriate Dean or University Librarian concerning their activities in the area of scholarship and research.

14.3 Rights and Responsibilities of Faculty Members, Teaching Stream

- (a) The prime role of Faculty Members, Teaching Stream shall be to disseminate knowledge and understanding through teaching. In addition to teaching, Faculty Members, Teaching Stream shall undertake such other activities as may be defined by this Collective Agreement and by the job description for their position, where such has been agreed upon by the parties. Faculty Members, Teaching Stream are not expected to conduct research or scholarship, other than that directly related to their teaching or job description duties.
 - (i) Faculty Members, Teaching Stream shall devote their energies conscientiously to their professional development as effective teachers. They have, therefore, the right and responsibility to ensure their professional development as effective teachers;
 - (ii) It is the responsibility of Faculty Members, Teaching Stream to teach conscientiously and competently courses which fall within their area(s) of professional competence and which are, after consultation, assigned to them by the Chair/Director, within the workload provisions of Article 12;
 - (iii) It is the responsibility of Faculty Members, Teaching Stream to deal ethically, and fairly, with students, Faculty and staff, to foster a free exchange of ideas, to avoid discrimination and to respect the principles of confidentiality, to conduct themselves in a respectful manner consistent with their instructional role;
 - (iv) Faculty Members, Teaching Stream shall have the right and responsibility to organize and structure classroom and laboratory activities within the limits set by available facilities and to adopt reasonable means to maintain a learning environment which is both productive, and orderly.
 - (v) Faculty Members, Teaching Stream shall be conscientious in the preparation and organization of subject matter, and developing their knowledge of the relevant subject matter, for teaching purposes, in accordance with appropriate departmental guidance and University guidelines and regulations. They shall ensure that students are informed of their instructional and evaluation methods.

- (vi) Faculty Members, Teaching Stream shall not normally miss, cancel or terminate scheduled instruction except in the case of sudden illness or emergency and even in such cases shall make every effort to have their Chair/Director and students notified. In other circumstances, including to allow Indigenous Faculty Members, Teaching Stream to attend an Indigenous ceremony, or cultural or spiritual event significant to their culture subject to the approval of the Chair/Director, arrangements for re-scheduling or for a substitute must be made in advance of missing scheduled instruction. When able, Faculty Members, Teaching Stream shall provide any relevant extant course materials for the missed scheduled instruction to the replacement or substitute instructors. Such materials shall be returned to the original Faculty Member, Teaching Stream upon completion of the missed scheduled instruction and cannot be used for any other purposes. Instruction missed shall be re-scheduled if possible with adequate notice to the students;
- (vi) Faculty Members, Teaching Stream are responsible for supervising their examinations. If the Faculty Member, Teaching Stream cannot be available at a scheduled examination time, they must find an acceptable substitute, as approved in writing by the Chair/Director.
- (vii) Faculty Members, Teaching Stream shall comply with established procedures and deadlines for reporting and reviewing the grades of their students and other such reasonable procedures and deadlines as may be necessary for the well-ordered operation of the University. This includes responsibilities for academic counselling, assisting at registration, and assisting in supervision at examination times as specified in Article 14.2(i) for faculty employees;
- (viii) Faculty Members, Teaching Stream shall inform their students on how to book an appointment for consultation, and/or the time they will normally be available to meet for consultation, including making themselves available to meet on campus and virtually. Information on how to make an appointment, and/or the available times for office hours, shall be included in the course outline.
- (ix) Faculty Members, Teaching Stream shall have the right to attend and take part as voting members in departmental meetings;
- (x) Although it is not expected that the conduct of research/scholarship will constitute one of the functions performed by Faculty Members, Teaching Stream they shall be eligible to seek University support for such research or scholarship that pertains to the scholarship of teaching and learning, their professional development, or their individual job description;
- (xi) Faculty Members, Teaching Stream will work in cooperation with course

coordinators;

- (xii) Faculty Members, Teaching Stream will assist when requested in the training of teaching assistants, to an extent reasonably consistent with devoting themselves primarily to their assigned teaching responsibilities;
 - (xiii) Faculty Members, Teaching Stream will serve when requested on departmental committees, to an extent reasonably consistent, when added to other non-teaching duties, with devoting themselves primarily to their assigned teaching responsibilities;
 - (xiv) Faculty Members, Teaching Stream shall carry out such duties as may be requested of them by the Chair/Director or Dean, provided such requests, together with other non-teaching duties, are reasonably consistent with devoting themselves primarily to their assigned teaching responsibilities;
 - (xv) Where course load release is customary for Faculty Members, Faculty Members, Teaching Stream who fulfill the same duties shall receive the same course load release.
- (b) As provided by Article 6.3(c), the University acknowledges a continuing responsibility to maintain a climate in which the academic functions of Faculty Members, Teaching Stream may be effectively carried out, and undertakes to provide Faculty Members, Teaching Stream with reasonable opportunity to carry out their responsibilities effectively.

14.4 Rights and Responsibilities of Professional Librarian Employees

- (a) As the prime role of Professional Librarian employees is to further the pursuit and dissemination of knowledge and understanding through the application of their skills and expertise as Professional Librarians, they must devote their energies conscientiously to the development of their competence and effectiveness as Librarians.
- (b) It is the responsibility of Professional Librarian employees to participate in the effective operation of the Library and to carry out the duties described in the relevant job description.
- (c) Professional Librarian employees, while complying with the responsibilities in this article, have the right and responsibility to devote their energies conscientiously to their research projects and/or professional development, subject to operational requirements.
- (d) It is the responsibility of Professional Librarian employees to deal fairly and ethically, with students, Faculty and staff and with those to whom they render their professional services, to foster a free exchange of ideas, to avoid

discrimination and to respect the principles of confidentiality, in a respectful manner consistent with the performance of their professional role.

- (e) Professional Librarian employees shall have the right and responsibility within the limits set by available facilities to adopt reasonable means to maintain an orderly and productive learning environment in the library.
- (f) Professional Librarian employees, if involved in scheduled work-related activities shall not normally miss, cancel or terminate such scheduled activities except in the case of sudden illness or emergency and even in such cases shall make every effort to give notification. Adequate notice shall be given of any re-scheduling of cancelled activity.
- (g) Although it is not expected that all Professional Librarian employees will engage in research/scholarship, those who do shall have the right to seek University support for research/scholarship and the responsibility to report on those activities in their annual report.
- (h) As provided by Article 6.3(c), the Employer acknowledges a continuing responsibility to maintain a climate in which the academic functions of Professional Librarian employees may be effectively carried out, and undertakes to provide Professional Librarian employees with reasonable opportunity to carry out their responsibilities effectively.

14.5 Rights and Responsibilities of Self-Governance

- (a) In the context of collegial decision-making and the processes of academic peer judgement, members of the academic staff shall participate in the governance of Carleton University through active membership in department, school, institute, and/or faculty-boards and, when called upon, to participate to a reasonable extent in other University bodies, according to this Collective Agreement, past practice and the principles of University governance.
- (b) In the course of the collegial and peer judgement decision-making process, members of the academic staff shall deal fairly and ethically with their colleagues, shall objectively assess the performance of their colleagues when this is required, shall avoid discrimination and shall not infringe on their colleagues' academic freedom. In addition, they shall observe the principles of confidentiality in a manner consistent with the performance of their collegial responsibilities.

14.6 Rights and Responsibilities as Members of the Learned Professions and of the Community at Large

- (a) When addressing themselves to the community at large, members of the academic staff retain the rights and responsibilities which flow from the exercise

of academic freedom. Except when specifically authorized to speak on behalf of the University, an employee shall not by their conduct purport to be speaking or acting on behalf of the University.

(b) **Outside Professional Activities**

Recognizing that members of the academic staff are part of a wider community and have responsibilities to this community in addition to their specific University obligations and, to enhance the reputation of Carleton University, help to keep employees in touch with practice in their fields and enhance the quality of the performance of their primary functions, the parties agree that while employees are committed to full-time employment with the University, unless otherwise provided for by this agreement, they may engage in paid or unpaid outside professional/academic activities provided that:

- (i) such activity does not conflict or interfere with the fulfilment of the employee's obligations to the University as outlined in this article:
- (ii) such activity is carried out in a reasonable and responsible fashion;
- (iii) such activity shall not exceed past practice for the relevant faculty, Library or school, except that an employee who wishes to spend more than one-half ($\frac{1}{2}$) day a week on a regular basis off campus during the academic year (September to May) shall so advise their Dean/University Librarian or Director;
- (iv) upon notification of a submission date, that shall be provided at least one (1) month in advance by the relevant Dean/University Librarian, each employee shall provide the information necessary to monitor their paid or unpaid outside professional/academic activities to ensure that such activities do not interfere with the normal duties of the employee.

(c) **Procedures**

- (i) Employees shall notify their departmental Chair/Director or equivalent, of the nature and scope of any paid or unpaid outside activity of a substantial and continuing nature and of any changes subsequent to the last notification.
- (ii) The Chair/Director of the department or equivalent shall report to the appropriate Dean, the total activities of employees engaged in outside professional activities so that the Dean or University Librarian may decide whether the employee might be requested to consider a partial leave or a reduction in such outside activities. Such a request shall not be unreasonably denied by the employee.

- (iii) In the case of paid or unpaid outside professional/academic activity, the employee concerned shall arrange for reimbursement of the use of University resources with the appropriate Dean or University Librarian for the payment of the costs, if any.
- (d) Members of the academic staff have the right to participate in the activities of their learned professions and societies.

Article 15: Confidentiality and Access to Personnel Files

- 15.1 An employee shall have the right to examine all of their personnel files during normal business hours, provided that any confidential letters of recommendation solicited shall be held confidential except as provided for in this article. At any time, however, members may request and shall obtain the names of the authors of all confidential letters or assessments held in their personnel files, excluding the names and identifying information of external referees for the purposes of tenure and promotion.
- 15.2 Employees shall have the right to have all of their files supplemented or corrected in the event of error or inadequacy. In the event of alleged distortion, employees shall have the right to provide additional material for inclusion in their personnel files.
- 15.3 Employees shall have the right to have the Employer prepare, at the employee's expense, copies of their files excluding confidential letters or assessments except as provided hereunder.
- 15.4
 - (a) Unless required by law, no anonymous material shall be kept by the Employer concerning any employee. Statistical information gathered pursuant to Article 24 shall not be considered anonymous material. Non-statistical information gathered pursuant to Article 24, however, shall not be exempt from the provisions of this article.
 - (b) When the university receives a signed written complaint filed with the Employer against a CUASA member, the employee will be notified within fifteen (15) working days of the receipt of the complaint and advised to notify CUASA. A copy of the letter advising the member to contact CUASA shall be sent to the Association. The employee shall be given an opportunity to place a comment or rebuttal on the file.
 - (c) For any formal inquiry/investigation, the Employer shall notify the employee of any additional steps before they occur throughout the process and inform the employee when the process is concluded.
- 15.5 Personnel files of employees shall be kept only by the Chairs, Deans, Directors of schools and institutes, University Librarian, Human Resources and the Office of the Provost and Vice-President (Academic).

- 15.6 Letters or assessments received in relation to the appointment of an employee shall be confidential and shall not be shown to the candidate before or after their appointment. Such letters or assessments shall either be destroyed or returned to the sender within twenty-four (24) months of any appointment. Such letters or assessments shall not be submitted as evidence in any subsequent proceeding involving an employee. Letters currently in the files, and over twenty-four (24) months old, in relation to appointment shall be either destroyed or returned to the sender within twenty-four (24) months of the signing of this Collective Agreement and shall not be used in any proceeding involving an employee of the bargaining unit.
- 15.7 (a) All letters and assessments in relation to promotion shall be destroyed at the end of the relevant period but not prior to the expiration of any deadlines for appeals or grievances. Such letters or assessments, if maintained contrary to this policy, shall not be submitted as evidence in any subsequent proceeding involving any employee.
- (b) An employee may, however, request in writing to their Dean or the University Librarian within thirty (30) days of the date of the Provost and Vice-President's (Academic) letter which informs them of the final disposition of their candidacy for promotion that the Dean or the University Librarian retain the letters or assessments received concerning their candidacy. If an employee so requests, the Dean or the University Librarian shall retain all letters or assessments concerning the candidacy in question and shall submit them at the next consideration of the candidate. Such letters shall not be retained beyond the next consideration of the candidate, unless a new request is received. An employee may, in order to determine whether they should request the retention of their letters and/or assessments, consult the Chair/Director of their department or departmental promotion committee or equivalent committee in the Library who may, in order to preserve confidentiality, limit their advice to a simple statement in favour of or against the retention of the letters or assessments in question.
- 15.8 The employee shall have the right to submit names of referees to the appropriate Chair/Director and Dean, or in the case of Professional Librarian employees the University Librarian, who shall solicit letters or assessments from the names provided in regard to renewal of a preliminary appointment or to the confirmation of appointment or to the granting of tenure. Letters or assessments or any other written material presented as evidence in regard to the renewal of appointment, confirmation of appointment, or the granting of tenure shall, in the event of a tentative negative recommendation, be made available as a true copy to the employee concerned prior to any final decision by the department or by a faculty review body or by the Peer Evaluation Committee or by the University Librarian. At the level of the Tenure and Promotions Appeal Committee as applicable all written assessments in regard to a negative recommendation shall be made available to the employee concerned at the time they are presented to the committee or, at the discretion of the Employer at any earlier date.
- 15.9 Letters of reference and/or assessments shall be made available in their entirety when

called for by the provisions of this agreement, to the relevant departmental, faculty, or Library committees and, in the case of appeal or grievance, to the Tenure and Promotions Appeal Committee, as appropriate. The members of such committees shall treat such letters and assessments as confidential.

- 15.10 Letters or assessments or any other material presented as evidence in a proceeding for dismissal for cause shall be made available to the individual employee concerned, according to the procedures of Appendix A. True copies of letters or assessments shall be supplied to the employee concerned.
- 15.11 The parties agree that employees of Carleton University and employees of the Association have a right to privacy in their personal communications and files, whether on paper or in electronic form, and the parties undertake to respect that right to the fullest extent possible. Personal files mean those which are not maintained for university purposes or business, and personal communications includes those that are stored or transferred electronically on university computer systems. Personal files and communications do not include the official file of employees of Carleton University, materials pertaining to students, or official records of university committees and are intended to include files respecting or associated with research conducted or proposed by an employee except where governed by rules of disclosure. Nothing herein shall interfere with the Employer's rights and responsibilities including the need to guard against illegal activities, the need to meet concerns about liability, the need to comply with the law or an order of a court, or the need to protect the security or health of individuals.
- 15.12 In accordance with Article 7, the Employer has a right to confidentiality in its documents, files and official records so designated whether on paper or in electronic form with respect to the responsibilities and functions of the Employer.

15.13 **Access to Information Requests**

When the Employer receives a request pursuant to the Ontario *Freedom of Information and Protection of Privacy Act* R.S.O. 1990, c.F.31, which requires a member to provide information, the member shall be advised that they should contact the Association.

Article 16: Financial Stringency and Program Redundancy

- 16.1 (a) Subject to Article 16.12 below, in the light of the parties' recognition of the primacy of the University's academic mission and in light of their desire to preserve the academic integrity of Carleton University, the Board of Governors shall not declare a state of financial stringency and/or initiate lay-offs of a member or members of the bargaining unit except on reasonable financial grounds and after rigorous economies have been introduced in all sectors of the University.

- (b) Prior to any declaration of financial stringency and/or the initiation of any lay-offs of a member or members of the bargaining unit, the Board of Governors shall establish a Financial Commission of three (3) persons whose membership and terms of reference are set out below.

(c) **Financial Commission**

Within ninety (90) days of the signing of this Collective Agreement, the parties shall establish an agreed list of names of persons who shall be from outside the Carleton University community and from among whom these three (3) persons shall be chosen. Within thirty (30) days of a decision to establish a Financial Commission, the parties shall select three (3) persons to serve. In the event that the parties cannot agree upon three (3) persons to serve on the Commission, each party shall name one (1) person from outside the Carleton University community to serve and the two (2) persons from outside the Carleton University community so named shall choose a third from outside the Carleton University community who shall serve as Chairperson of the Commission.

Failing agreement of the nominees to select a Chairperson within ten (10) days, the parties shall ask an arbitrator from the list of arbitrators agreed to by the parties and specified in Article 28.12 of the Collective Agreement to serve as Chairperson or, if they are unable to act, to appoint a Chairperson from outside the Carleton University Community.

- (i) The Terms of Reference of the Financial Commission shall be:
- (1) to assess whether in the light of a full examination of Carleton University's financial situation the University has a financial emergency involving deficits which continue for more than one (1) financial year, which are projected by generally accepted accounting methods to continue, the persistence of which will seriously inhibit the functioning of the existing academic units;
 - (2) to assess whether in the light of the primacy of Carleton University's academic mission and in light of the Board's desire to preserve the academic integrity of the institution a decision to resolve a financial emergency through lay-offs of a member or members of the bargaining unit is reasonable;
 - (3) the Report of the Commission shall be advisory to the Board of Governors, and shall be submitted to the Board within seventy-five (75) working days of the first meeting of the Financial Commission, and shall be made immediately available by the Board to the Association and the Senate in the event that the Board declares that the state of financial stringency exists and/or initiates lay-offs of a member or members of the bargaining unit;

- (4) the Commission shall have access to any and all data and documents which it deems relevant to its study, and shall have the power to call for submissions from any individuals or groups it chooses. Notwithstanding the preceding, the Association, the Faculty Boards and the Students' Association shall have the right to make written and/or oral representations to the Financial Commission.

16.2 The parties agree that no later than one (1) week following a declaration of financial stringency pursuant to Article 16.1, the parties will meet in an effort to find methods of reducing expenditures under this Collective Agreement which could avoid or reduce the number of lay-offs in the Bargaining Unit. These discussions will be limited to financial matters described in this Collective Agreement.

16.3 Procedures Relating to Identification of Faculties, Departments, Programmes, Schools, Institutes, Colleges, the Library, and Fields within Departments which May be Affected

- (a) Without in any way diminishing the right of Senate to satisfy itself that all the necessary economies have been made in all other sectors of the University, the parties recognize the right of Senate to determine finally the academic priorities of the University, and the right of the Board to determine the size of the budgetary reductions required within the academic sector pursuant to its declaration of financial stringency.
- (b) The procedures outlined in the Appendix D of this Collective Agreement (the *Document on the Release of Teaching Staff in Times of Financial Stringency* approved by Senate, December 11th, 1974), hereafter referred to as the *Financial Stringency Document* shall apply provided only that, should the Senate fail or decline to recommend the number of teaching staff appointments to be discontinued within any given Faculty within two (2) months of the Board's declaration, the determination of the numbers shall be governed by the procedures outlined in Article 16.10. Where the Board is not satisfied that Senate's determination is consistent with the Board's decision on the size of the budgetary reductions required, the Board may refer the matter to an Academic Commission in accordance with Article 16.10(a) to (d).

16.4 Procedures Related to Identification of Individual Faculty Employees

- (a) The procedures outlined in the *Financial Stringency Document* shall apply, except as modified by Articles 16.4, 16.7, and 16.8.
- (b) Should the process of identification of individuals in any sub-unit(s) not be completed within two (2) months from the completion of procedures outlined in Article 16.3 then the procedures outlined in 16.10 shall apply.

16.5 Procedures Related to Identification of Individual Professional Librarian Employees

In the event that financial stringency is declared by the Board of Governors pursuant to Article 16.1 and makes necessary lay-offs of a Professional Librarian member or Professional Librarian members of the bargaining unit, the following procedures will apply:

- (a) The University Librarian, in consultation with the University Library Committee, shall within six (6) weeks apportion the designated cutbacks. The University Library Committee comprises the University Librarian, eight (8) members elected by and from the Professional Librarian employees, five (5) members chosen by the Senate Executive Committee and two (2) members chosen by the University Librarian. The decision as to the designation of individuals shall be based on the need of the Library to maintain a balance of services, and on the relative merit of the individual as a Professional Librarian.
- (b) The University Librarian shall within two (2) weeks of the apportionment of the cutbacks make their recommendation to the President.

16.6 Procedures Related to Identification of Individual Faculty, Teaching Stream Employees

In the event that financial stringency is declared by the Board of Governors pursuant to Article 16.1 and makes necessary lay-offs of a Faculty, Teaching Stream member or Faculty, Teaching Stream members of the bargaining unit, the decision as to the designation of Faculty, Teaching Stream employees to be laid off shall be based on the need of the department to maintain its academic programme as well as the relative merit of the Faculty, Teaching Stream employee's performance as exemplified in teaching. The procedures used to identify members of the Faculty, Teaching Stream ranks to be laid off shall be the same as those for faculty employees.

16.7 Implementation and Grievance

- (a) Following the completion of the procedures laid down for faculty employees in the *Financial Stringency Document* or after the completion of the alternative procedures in Article 16.10 and/or following the completion of the procedures laid down for Professional Librarian and Faculty Member, Teaching Stream employees in Articles 16.5 and 16.6 of this Collective Agreement, the President shall write, by registered mail with receipted delivery, to those employees who are to be laid off indicating that they will be so recommending to the Board of Governors and giving the individual(s) concerned in writing the reasons based on the established criteria as defined in the *Financial Stringency Document* part VII for faculty employees and/or in Articles 16.5 and 16.6 of this Collective Agreement for Professional Librarian and Faculty Member, Teaching Stream employees respectively.
- (b) Should an employee who is to be laid off because of the declaration of financial

stringency wish to grieve their selection for lay-off, they shall do so under the grievance and arbitration provisions of Article 28 of this Collective Agreement. The informal stage of Article 28 shall not apply in such cases, and any grievances shall be initially dealt with by the Grievance Sub-Committee. The grievor must submit the grievance in writing to the Grievance Sub-Committee within fourteen (14) days of receipt of the President's letter pursuant to Article 16.7(a).

16.8 Compensation and Protection of Benefits of Laid-off Employees

- (a) Compensation and notice for laid-off employees shall be as follows:
 - (i) fifteen (15) months' notice or twelve (12) months' salary in lieu of notice; plus
 - (ii) one month's salary for each year of service at Carleton to a maximum of twelve years' service, or six months' salary, whichever is greater; plus
 - (iii) one-half month's salary for each year of service at Carleton since the last sabbatical leave, to a maximum of six years' service.
- (b) Upon receipt of notice of lay-off the employee shall have the option of taking salary in lieu of notice as provided in Article 16.8(a)(i) above.
- (c) Notwithstanding the preceding, individuals fifty-five (55) years of age and older shall have the choice of applying the provisions of Article 20.6 or Article 38 (early retirement) in place of the provisions specified in Article 16.8(a) above.
- (d) Any laid-off employee and their spouse and dependent(s) eligible for free tuition at the time of lay-off shall continue to be entitled to free tuition benefits unless the employee refuses recall pursuant to Article 16.8(c).
- (e) Employees with tenure at the time of lay-off shall have the right of first refusal for a period of three (3) years for each and every available position in their field and in any field in which they are competent. Any other employee shall have the right of first refusal for a period of one (1) year for each and every available position in their field and in any field in which they are competent. Notwithstanding the above, all laid-off employees shall be automatically considered for each and every available position in their field for four (4) years from the date of lay-off.
- (f) Employees to be recalled shall be notified by registered mail at their last known address. Should more than one employee be eligible for recall in the same field, preference shall be given to the employee with the longest service at Carleton University at the time of lay-off, provided that their academic qualifications for the position are substantially equal.
- (g) Recalled employees shall be given three (3) months to decide whether they wish

to accept recall and shall be entitled to a reasonable period of time to fulfil other employment commitments before resuming their duties.

- (h) A laid-off employee shall forfeit all rights to automatic consideration under (c) above if they refuse an offer of recall pursuant to Article 16.8.

16.9 Hiring Freeze

The Employer shall impose a hiring freeze from the date of any declaration of financial stringency until the identification of individual employees to be laid-off has been completed and the employees notified by the President.

16.10 Alternate Procedures in Connection with Financial Stringency

The parties agree, pursuant to Article 16.3 of the Collective Agreement, that should Senate fail or decline to determine the number and distribution of faculty appointments to be discontinued within two (2) months following a declaration of financial stringency, the following procedures shall be substituted for those outlined in Part V (Senate Role) of Appendix D (the *Document on the Release of Teaching Staff in Times of Financial Stringency* approved by Senate, 11th December, 1974):

- (a) an academic commission shall be chosen consisting of three (3) members, one (1) of whom shall be chosen by the President, one (1) of whom shall be chosen by the Association and the third to be mutually agreeable to the first two (2). In the event of disagreement, the Dismissal Review Chairperson appointed under Appendix A: *Procedures for the Dismissal with Cause* shall appoint the third member;
- (b) the Academic Commission shall be named within one (1) week of a decision of Senate to decline jurisdiction or after the time period stated in Article 16.3 of the Collective Agreement has expired;
- (c) the Academic Commission shall determine the number and distribution of faculty positions to be discontinued according to the principles and assumptions laid down in the *Financial Stringency Document*; and,
- (d) the Academic Commission shall within two (2) months report to the Board of Governors through the President with copies to the Academic Deans and the Association.
- (e) the parties agree, pursuant to Article 16.4 of the Collective Agreement, that should one or more of the basic academic units (departments, schools, institutes, centres and such other basic academic units as may be created) fail or decline to identify faculty appointments to be discontinued and/or to identify the individuals to be laid off, the following procedures shall be substituted for those outlined in Part VII (Department Role) of Appendix D (the *Document on the Release of Teaching Staff in Times of Financial Stringency* approved by Senate, 11th

December, 1974):

- (i) within one (1) week of a departmental (or equivalent) decision to decline to perform the role assigned to departments in the *Financial Stringency Document* or within one (1) week of the decision of the appropriate Dean following consultation with the departmental Chair/Director that the department has failed to perform its role, a committee shall be appointed;
- (ii) the committee shall be composed of the Dean of Arts and Social Sciences, the Dean of Engineering and Design, the Vice-Provost (Graduate Studies), the Dean of Science, the Dean of Public and Global Affairs, and the Dean of the Sprott School of Business, and shall be chaired by the Dean of the faculty of which the department, school or institute is a sub-unit;
- (iii) the committee shall select those individuals who shall be laid off according to the principles and assumptions laid down in the *Financial Stringency Document, Part VII*;
- (iv) the committee shall report its findings within six (6) weeks to the appropriate Dean with a copy to the Chair/Director of the affected department. The committee shall in its report give a reasoned assessment in which it reviews the evidence in relation to Section 5, Items (a) through (e) of Part VII of the *Financial Stringency Document*; and,
- (v) each individual designated for lay-off shall receive a copy of the committee's report pursuant to Article 16.7(a).

16.11 Any instructional program which is self-funding (i.e. exclusively funded from student fees, or which is funded to the extent of fifty percent (50%) from sources outside the University's normal operating funds), shall be exempt from the provisions of Article 16, with the exception of Article 16.8(c), (d), (e) and (f); and such programs may be terminated in whole or in part at the discretion of the Employer. In place of the provisions of Article 16 (excepting Article 16.8(c), (d), (e) and (f)), the following provisions shall apply:

- (a) Any employee holding a preliminary, tenured or confirmed appointment who:
 - (i) has accepted transfer or secondment to any instructional program which is self-funding (i.e. exclusively funded from student fees, or which is funded to the extent of fifty percent (50%) from sources outside the University's normal operating funds); or
 - (ii) who is in a program which over time becomes self-funding (i.e. exclusively from student fees, or which is funded to the extent of fifty percent (50%) from sources outside the University's normal operating funds), shall be

reassigned to regular duties within the University or to another program without loss of rights, privileges and benefits.

- (b) Where such a program is to be partially discontinued, subject to Article 16.11(a) above, an *ad hoc* committee shall be struck to advise the appropriate Dean as to the members of the bargaining unit to be released.
- (c) The *ad hoc* committee shall consist of the director of the program involved (as Chairperson), one (1) member to be chosen by the Employer, one (1) member to be chosen by the relevant faculty board, and one (1) member to be chosen by the director. Considerations of this committee shall be subject to Article 16.11(a) above.
- (d) In identifying members of the bargaining unit whose employment is to be terminated for financial reasons, the committee shall apply criteria consistent with Article 16.6 (Procedures Related to Identification of Individual Faculty Member, Teaching Stream Employees). The Committee should be guided by criteria set out in Article 12.2 (Criteria for the Evaluation of Faculty Member, Teaching Stream Employees: Principles).
- (e) Any member of the bargaining unit whose employment is terminated under the provisions of Article 16.11 shall have full recourse to the provisions of Article 28 (Complaints, Grievances and Arbitration).

16.12 The parties recognize the authority of Senate to declare programs redundant. The parties agree to implement any resolution(s) of Senate on redundancy matters by memorandum of agreement to be negotiated and approved by JCAA within one month of Senate's resolution(s), for ratification by the parties and incorporation into the Collective Agreement. If the parties fail to agree within one month of Senate's resolution(s), then the following provisions shall apply, *mutatis mutandis*, to any lay-offs for reasons of program redundancy: Part VI through IX of the *Financial Stringency Document*, and Article 16.6, Article 16.7, Article 16.8 of the Collective Agreement. In the event that the procedures referenced in Part VI through IX of the *Financial Stringency Document* are not completed after two months, then Article 16.10(e) shall apply *mutatis mutandis*.

Article 17: Rights and Privileges of The Association and Its Members

17.1 The Employer agrees to provide the Association, at a reasonable charge the use of suitable, serviced, office space, with telephone line(s), and with the use of the internal University postal service. Until April 30, 2019 the rent will be based on the charge per square foot for 2014-2015 applied to the square feet occupied. Beginning May 1, 2019 the charge per square foot will be increased annually at the rate of increase in CPI (Ottawa) effective the preceding April 30th of each year. The rent will be based on the resulting annual charge per square foot applied to the square feet occupied.

- 17.2 Subject to availability, the Employer will allow the Association to use Carleton University reproduction services, computing facilities, and audiovisual equipment at rates and on the same basis as those applicable to other internal University users.
- 17.3 Subject to availability, the Employer shall provide the Association with suitable meeting rooms as required, free of charge, provided this can be done without interrupting the instructional programs of Carleton University.
- 17.4 A member's service to the Association shall be considered in assessment of workload and the evaluation of performance. In these contexts, it shall be treated in the same manner as similar duties performed in departmental, faculty and University committees, and administrative duties undertaken for learned or professional societies.
- 17.5 The Association shall have the right to have an observer present at open University meetings and, subject to the usual consent of the University body meeting, to make representations to such meetings.
- 17.6 The Association agrees to provide the Employer with a current list of Association representatives from time to time with whom the Employer would be expected to deal in regard to the administration of this Collective Agreement.
- 17.7 The Association shall have the right at any time to call upon the assistance of representatives of the Canadian Association of University Teachers (CAUT) and the Ontario Confederation of University Faculty Associations (OCUFA). Such representatives shall have access to Carleton University premises to consult with members, Association officials or the Employer. Access in this Article shall not include the right of CAUT or OCUFA representatives to call meetings on Carleton University's premises.
- 17.8. (a) The President of the Association, the Grievance Policy and Administration Committee Chairperson and the Collective Bargaining Committee Chairperson shall not be required to teach more than one full course, or its equivalent, during the term of office, without prejudice to their salaries, benefits or any rights and privileges within the University.

Where the President, Grievance Chairperson or Collective Bargaining Chairperson is a Professional Librarian, the workload reduction under this Article shall be negotiated by the parties at JCAA. Disputes about the assignment of duties to these employees shall be referred for resolution to the Joint Committee for the Administration of the Agreement.

This arrangement is understood to be a special provision, applicable only to this Article and without prejudice to the more general arrangements for reduced workload with pro-rated pay specified in Article 12.6.

- (b) On conclusion of their term as Past President or as Grievance Chairperson of the Association, the Past President and the Grievance Chairperson of the Association shall be entitled *mutatis mutandis* to the provisions of Article 23.1(b). These provisions shall apply to their full terms as President and Past President and to their term as Grievance Chairperson.

- (c) The Association has the right to purchase from the Employer, at the appropriate contract instructor rates, up to five (5) full-course equivalents per contract year and during a bargaining year, up to ten (10) full-course equivalents, to be distributed at the discretion of the Association. Payment by CUASA for a teaching-replacement is contingent upon the Employer hiring said replacement to teach a course whenever there is a release that applies within the unit. In the event the replacement is assigned to teach additional courses for reasons not related to this provision, CUASA shall only be required to make a pro-rated payment. For Professional Librarian employees, a full-course equivalent shall be deemed to be one working day per week over the contract year.

Article 18: Leaves

18.1 Leave of Absence Without Pay

- (a) With the exception of leave of absence for compassionate reasons, requests for leave shall be made three (3) months prior to the beginning of the leave of absence without pay. An employee requesting leave must submit a written statement to the appropriate Dean describing in detail the nature and location of the activities to be undertaken during the leave period. If no detailed statement is provided or if the Dean is dissatisfied with the statement, the Dean, in consultation with the department, may seek revision of the statement; if no satisfactory revisions of the statement are forthcoming, the Dean may recommend to the Provost and Vice-President (Academic) that the leave be denied. In exceptional cases where less than three (3) months' notice of the request for leave is provided, such requests may be considered but approval of leave in this instance is less assured.
- (b) If applied for in accordance with 18.1(a) permission for leave of absence without pay shall be considered with due regard to the continued effective functioning of the academic program and the needs of students. Permission may be denied where it would cause an adverse impact on the academic program or the needs of students. Leave of absence without pay under this Article shall not, except by agreement between the Employer and employee, normally exceed two (2) consecutive years except for Political Leave as provided for in Article 18.3. Leaves of absence without pay shall not be renewed. Any additional leave of absence without pay must be requested in accordance with Article 18.1(a).
- (c) An employee on leave of absence without pay shall continue as a member of the academic staff and a member of the bargaining unit.
- (d) Except as provided in Article 12.6(c), an employee on leave of absence without pay shall be required to maintain membership in the benefit plans in force, provided the plans so permit and that the employee pays the total cost involved. An employee may request to opt-out of the mandatory group benefit(s) while on a University-approved leave of absence without pay. This opt-out request shall

be completed by following the procedures negotiated by the Association and the University in the MOS dated July 28, 2022.

- (e) The Employer shall, on the day following completion of leave of absence without pay, credit to the employee for the purpose of a sabbatical, tenure, confirmation and promotion any period of service which stood to the employee's credit on the day prior to the commencement of such leave.
- (f) An employee on leave of absence without pay shall receive such additions to their nominal salary as shall be implemented, as a result of collective bargaining from time to time during the period of the leave and shall be eligible, under the conditions specified in Article 39.3(f), to have career development increments added to their nominal salary. The eligibility of an employee for a career development increment shall be specified in the written communication referred to in Article 18.1(g).
- (g) One (1) month prior to the commencement of such leave the Employer shall inform the employee in writing of all agreed terms and conditions upon which the granting of leave is based, including a reference to the specific section(s) of the Collective Agreement which governs the type of leave granted and specifying a deadline for acceptance or rejection of the said terms and conditions.
- (h) The employee shall not be deemed to have accepted the terms of such leave of absence until they have so notified the Employer in writing. Failure to accept within the deadline specified in Article 18.1(g) shall be deemed to constitute non-acceptance.
- (i) Once accepted by the employee, the employee becomes responsible for any cost to the University arising directly out of a subsequent change altering the arrangements with respect to such leave.

18.2 Leave for Academic and Professional Development

- (a) In order to satisfy Carleton University's future needs for particular skills and qualifications and to permit employees to fulfil their professional commitments, the Employer may grant study leaves or retraining leaves, with full, partial, or without pay.
- (b) In particular, the Employer shall provide financial support to employees who undertake programs of retraining with the agreement of the Employer in order to affect internal transfers and to provide for a higher level of instructional flexibility.
- (c) In the case of leave for retraining the employee shall continue to receive full benefits and shall earn credit toward a sabbatical, tenure, confirmation and promotion and full eligibility for career development increments. An employee on leave for retraining shall receive such additions to their nominal salary as shall be implemented, as a result of collective bargaining, from time to time during the

period of leave and shall be eligible to have career development increments added to the nominal salary.

- (d) In the case of study leave, such leave shall be governed by Article 18.1, Leave of Absence Without Pay, and Article 12.6, Reduced Workload with Pro-Rated Pay, except that financial compensation shall be by arrangement between the Employer and employee.
- (e) Three (3) months prior to the commencement of such leave the Employer shall inform the employee in writing of all agreed terms and conditions upon which the granting of leave is based, including a reference to the specific section(s) of the Collective Agreement which governs the type of leave granted and specifying a deadline for acceptance or rejection of the said terms and conditions.
- (f) The employee shall not be deemed to have accepted the terms of such leave of absence until they have so notified the Employer in writing. Failure to accept within the deadline specified in Article 18.2(e) shall be deemed to constitute non-acceptance.
- (g) Once accepted by the employee, the employee becomes responsible for any cost to the University arising directly out of a subsequent change altering the arrangements with respect to such leave.

18.3 Political Leave

- (a) **Parliament of Canada or a Provincial Legislature**
 - (i) The employee shall make every attempt to give the greatest possible notice of intention to run for one (1) of the above offices and shall actively cooperate in arranging for substitutions necessary to ensure the uninterrupted continuation of the academic program of Carleton University.
 - (ii) Leave with pay will be granted upon application and subject to satisfactory arrangements being made under (i) above, to any candidate who satisfies the conditions of the appropriate election expenses act, for the period between the issuing of the writs of election and the return of the writs, or for a two (2) month period, whichever is shorter.
 - (iii) If elected to one (1) of the above offices, the employee shall be entitled to leave of absence without pay during their term of office except that such leave of absence and the person's employment will automatically be terminated upon their re-election to office unless re-election occurs within twenty-four (24) calendar months after the first election. In the latter case the person's leave of absence and employment will automatically be terminated on the next subsequent re-election to office.

(b) **Public Office (Other than the Parliament of Canada or a Provincial Legislature)**

An employee who is a candidate for or is elected to public office, other than in the Parliament of Canada or a Provincial Legislature may make application through the appropriate Dean or University Librarian to the President for partial or full leave of absence which shall be subject to the following conditions. Such leave shall not be unreasonably refused.

- (i) The employee shall make every attempt to give the greatest possible notice of intention to run for public office and shall actively cooperate in arranging for substitutions necessary to ensure the uninterrupted continuation of the academic program of Carleton University.
- (ii) Leave without pay may be granted upon application for a period of not more than two (2) months in the time immediately prior to the date of the election.
- (iii) If elected to public office, the employee shall be entitled to either partial leave of absence with pro-rated pay or full leave of absence without pay during their term of office. Such leave shall in no case exceed a period of five (5) years.

18.4 Court Leave

Paid leave shall be granted to any employee required to be a witness or juror by anybody in Canada with powers of subpoena. The employee shall notify the senior academic officer immediately upon their receipt of notification that the employee will be required to attend court and present proof of service requiring attendance.

18.5 Sick Leave

- (a) In cases where employees of the bargaining unit are legitimately absent from their duties because of illness, they shall be entitled to full salary and all other benefits for a period of one hundred and eighty (180) calendar days or until benefits under the Group Long-Term Disability Plan come into effect, whichever may be the shorter of the two (2). The Employer shall be entitled to request a medical certificate indicating that the employee is unable to fulfil their duties, in all cases of absence in excess of five (5) working days. Employees shall notify the appropriate Dean or the University Librarian of their absence and its estimated duration. Insofar as reasonable, other employees shall assume the workload of persons on sick leave in order to ensure that scheduled academic activities need not be cancelled.
- (b) In case of absence of three (3) months or more due to illness, the Employer may, at its discretion, require that the employee be examined by a medical practitioner of the employee's choice, for the purpose of evaluating the employee's fitness to

return to work. Such examination may only be requested after the employee indicates that they intend to return to work.

- (c) The Employer shall notify the employee of their remaining sick leave entitlement on or before the time that their remaining paid sick leave reaches sixty (60) calendar days.

18.6 Compassionate Leave

It is recognized that certain circumstances may arise in the employee's personal or family life which may require their absence from the University for a limited period of time. Notification of such absence shall be made before departure, whenever possible, to the appropriate Dean or University Librarian who may authorize leave with pay. Normally such leave shall not exceed eight (8) working days. The Dean or University Librarian may, in exceptional circumstances, extend this period.

18.7 Maternity and Parental Leave

(a) General Provisions for Maternity and Parental Leave

- (i) Subject to Employment Insurance Act legislation, Maternity leave covers any employee, regardless of gender identity, who is away from work because they are pregnant or have recently given birth. Parental leave covers any employee who is away from work to care for a newborn child or the coming of a child into the employee's custody, care and control for the first time.
- (ii) An employee who fails to give the required notice does not lose the right to maternity or parental leave.
- (iii) The start date of leave can be changed with at least two (2) weeks' notice. The return date can be changed with at least four (4) weeks' notice. The employee shall normally confirm in writing to their Dean and Human Resources their intention to return to work at least (4) four weeks prior to their intended date of return, noting any anticipated delay.
- (iv) Maternity and parental leave shall count as time worked when calculating items such as sabbatical entitlement and credited service for the retirement plan.
- (v) An employee holding a term appointment, in accordance with Article 35, must be a continuous member of the bargaining unit for one (1) year at the time of the expected due date to be considered eligible for the provisions in Article 18.7. Term appointees of one year or less at the time of the expected due date shall not be eligible.

- (vi) On returning from leave, the employee shall be placed in their former position or in a position equivalent to their former position with no loss of seniority.

(b) **Maternity Leave**

- (i) Pregnant employees have the right to apply for Maternity Leave up to a maximum of 17 weeks. An employee shall, upon application, be granted Maternity Leave subject to the following conditions:
- (ii) Application for Maternity leave shall normally be made at least fifteen (15) weeks but no fewer than two (2) weeks prior to the beginning of the employee's anticipated leave and shall be supported by a certificate from a qualified member of the medical profession.
- (iii) Maternity leave may begin no earlier than the eleventh week prior to the expected date of delivery. If additional maternity leave time is required, the employee may apply for leave without pay pursuant to Article 18.1.
- (iv) The type of payment structure received through Maternity Leave is contingent upon the employee's eligibility for and application for benefits under the *Employment Insurance Act*.
- (v) If the employee is eligible for Maternity benefits under the *Employment Insurance Act* they may elect benefits as follows:
 - (1) For the first week, the Employer will pay 95% of the employee's regular salary;
 - (2) For the next fifteen (15) weeks, the employee will claim "Maternity" benefits pursuant to the Employment Insurance Act and regulations;
 - (3) In addition, the Employer will pay the difference between the benefits set out in (2) above and 95% of the employee's regular salary through the University's Supplementary Unemployment Benefit plan.
 - (4) The employee and the Employer shall continue to pay their respective shares of the cost of maintaining the employee's membership in the benefit plans;
 - (5) The combined weekly level of Employment Insurance (EI) Benefits, Supplemental Unemployment Benefits, and any other earnings will not exceed 95% of the employee's regular weekly salary.

- (vi) As an alternative to paragraph 18.7(b)(v)(1-4) above, the employee may elect benefits as follows:
 - (1) For the first twelve (12) weeks (or less if the leave is of shorter duration) of Maternity leave, the employee shall continue to receive their regular salary. The Employer shall maintain regular contributions to the benefit plans.
 - (2) For the last five (5) weeks (or less if the leave is of a duration shorter than seventeen (17) weeks) of Maternity Leave, the leave is unpaid by the University and the employee and the Employer shall continue to pay their respective shares of the cost of maintaining the employee's membership in the benefit plan.

(c) **Parental Leave**

Employees have the right to apply for Parental Leave following the birth of a child or the coming of a child into the employee's custody, care and control for the first time, under the provisions of the *Employment Standards Act (ESA)*.

- (i) A qualifying employee shall, upon application, be granted Parental Leave.
- (ii) Application for Parental leave by a non-birth parent shall normally be made at least fifteen (15) weeks but no fewer than two (2) weeks prior to the beginning of the employee's anticipated leave and shall be supported by proof of birth, a certificate of adoption or a court document proving that the child is within the custody, care and control of the employee. An application for Parental Leave by a birth parent shall be part of the leave request submitted under section (b).
- (iii) The type of payment structure received through Parental Leave is contingent upon the employee's eligibility for and application for benefits under the *Employment Insurance Act*.
- (iv) If the employee is eligible for parental benefits under the *Employment Insurance Act*, they may elect for standard parental leave benefits or extended parental leave benefits as described in paragraphs (d) and (e) below.

(d) **For Standard Parental Leave:**

- (i) For the week of eligible leave, the Employer will pay 95% of the employee's regular salary where the employee is subject to a one-week waiting period.
- (ii) For any remaining period of EI eligibility, the employee will claim parental

benefits pursuant to the *Employment Insurance Act* and regulations.

- (iii) Where the employee is eligible and in receipt of EI benefits, the Employer will pay the difference between the benefits set out in (ii) above and 95% of the employee's regular salary through the University's Supplementary Unemployment Benefit plan.
 - (iv) The employee and the Employer shall continue to pay their respective shares of the cost of maintaining the employee's membership in the benefit plans.
 - (v) The combined weekly level of Employment Insurance (EI) Benefits, Supplemental Unemployment Benefits, and any other earnings will not exceed 95% of the employee's regular weekly salary.
- (e) **For Extended Parental Leave:**

Employees electing for extended parental leave shall have the total value of the standard parental leave benefits under Article 18.7(d) prorated and amortized in equal installments over the period of extended parental leave.

- (f) For one week following the conclusion of EI payments, the Employer will pay 95% of the eligible employee's regular salary if the employee is still in the eligible leave period.

18.8 Annual Leave

- (a) Subject to (b) below, all employees shall be entitled to annual leave of one (1) calendar month.
- (b) Professional Librarian employees shall receive twenty-two (22) working days annual leave. After fourteen (14) years of service, such employees shall receive twenty-five (25) working days annual leave. Employees shall not accrue more than one (1) year of leave entitlement. Any employee who has accrued more than one (1) year of leave entitlement shall be required to meet with the University Librarian to develop a plan to use their vacation entitlement.
- (c) Employees shall arrange their vacation period(s) in consultation with their department Chair/Director or equivalent. Every effort shall be made to comply with employees' requests in scheduling annual leave with due regard to the continued effective functioning of the academic program and the needs of students. In the case of Faculty and Faculty, Teaching Stream employees, the Chair/Director shall provide the appropriate Dean with a schedule indicating when employees will be on vacation.

18.9 Statutory Holidays

Statutory holidays for Faculty employees and Faculty, Teaching Stream employees shall be governed by past practice. Professional Librarian employees shall be entitled to the following official statutory holidays acknowledged by Carleton University: New Year's Day, Family Day, Good Friday, Easter Monday*, Victoria Day, Canada Day, Civic Holiday (August), Labour Day, Thanksgiving, Christmas Day, Boxing Day, one-half (½) day prior to Christmas or New Year's Day.

If any other day is proclaimed by the Federal or Provincial Government as a statutory holiday, its recognition shall be referred to the Joint Committee for the Administration of the Collective Agreement. Where possible the Employer shall attempt to provide additional time off during the Christmas/New Year period. Professional Librarian employees shall be advised by the University Librarian of the specific details well in advance of the holiday season.

* The University is open on Easter Monday each year and some Librarian employees will be scheduled to work on that day. If a Librarian employee is required to work on Easter Monday, they will receive a mutually convenient alternative day off with pay.

18.10 Gender Affirming Care

- (a) The University acknowledges the duty to accommodate employees based on their gender identity and/or gender expression.
- (b) Employees may use their sick leave entitlement pursuant to Article 18.5 for gender affirming care, when applicable (e.g., for medical procedures and recovery).

Article 19: Sabbaticals

19.1 Faculty Employees

In recognition of the fact that faculty employees are required as a condition of their employment, to continue to develop as scholars and researchers throughout their careers, the Employer maintains a policy of sabbaticals intended for academic study, research, writing, or travel for investigation purposes, or retraining as provided for under the provisions of Article 36, that provides means by which faculty employees increase their knowledge, further their research, stimulate intellectual interest, strengthen their contacts with the world-wide community of scholars, and thus enhance their contribution to the University on their return.

- (a) Subject to (c) below, each faculty employee is entitled to a sabbatical of twelve (12) months after every six (6) years of full-time on-campus service at Carleton University which shall include periods designated as research release time. The number of years of service in relation to sabbatical entitlement and the length of a sabbatical may be modified according to the terms of this Article. Such a

sabbatical shall start on either July 1st or January 1st.

- (b) As an alternative to a full-year sabbatical under 19.1(a) above, a tenured or confirmed employee may elect to take a six-month sabbatical after three years of full-time on-campus service at Carleton. Such a sabbatical shall start on either July 1st or January 1st. The conditions of Article 19.1(d) shall apply.
- (c) In the event that the faculty employee is entitled to a sabbatical but has not been granted tenure, the sabbatical to which a faculty employee is entitled shall be delayed until tenure is granted. Notwithstanding Article 19.4(e), in the event that a faculty employee accumulates more than six (6) years service prior to achieving tenure, all such years of service in excess of six (6) years accumulated prior to achieving tenure may be carried over towards the employee's next sabbatical.
- (d) A faculty employee must inform, in writing, the departmental Chair/Director or equivalent and the appropriate Dean of the intention to take a sabbatical no later than October 31 (the Employer, however, may extend this deadline) in the year prior to the academic year in which the planned sabbatical is to take place. Such statements of intent may be withdrawn by the faculty employee no later than six (6) months prior to the effective start date of the sabbatical, but subsequently only with the agreement of the appropriate Dean and the Provost.
- (e) Where possible, at least six (6) months prior to the beginning of the sabbatical and in any event no later than three (3) months prior to the beginning of the sabbatical, a faculty employee must submit a written statement to the appropriate Dean describing in detail the nature and location of the activities to be undertaken during the sabbatical period, and estimating travel expenses and expected income, if any, over and above the normal sabbatical allowance. If no detailed statement is provided or if the Dean is dissatisfied with the statement, the Dean, in consultation with the department, may seek revision of the statement; if no satisfactory revisions of the statement are forthcoming, the Dean may recommend to the Provost that the sabbatical be denied for that year. Applications shall not be unreasonably denied. If a sabbatical is delayed under these conditions, the employee shall not be entitled to an increment in stipend for the year in which it is denied. When the Provost informs a faculty employee that they may proceed on sabbatical, they shall do so in writing specifying the purpose for which the sabbatical is granted, and any terms and conditions, including travel, domicile, and research material, equipment, and support arrangements which are attached to it.
- (f) All faculty members shall automatically gain one (1) year of sabbatical entitlement for every two (2) years of full-time equivalent service in a university teaching position elsewhere since their last sabbatical, if any, prior to their appointment at Carleton University provided that such service was continuous and contiguous to the appointment at Carleton, and was credited service towards

a sabbatical at the other university or would have been credited service at Carleton had the service been at Carleton. In no case will this entitlement exceed two (2) years. Such entitlement may not be counted toward proration of sabbatical stipend above the amounts provided for in Article 19.3.

- (g) Because of a particular situation in a department, or of an abnormal number of applications for sabbaticals in a year, the sabbatical to which a faculty employee is entitled may, with the agreement of the employee involved, be postponed for at most one (1) year. In such cases, the appropriate Dean must agree to the postponement and shall so inform the appropriate Chair/Director and employee at least six (6) months prior to the start of the intended sabbatical. The employee must express agreement in writing to be eligible for the provisions of Article 19.3(b).
- (h) Faculty employees are expected to take sabbaticals as a condition of employment when they have established eligibility, although individual faculty employees may delay their sabbaticals. In such cases, however, they shall not be entitled to additional remuneration, except as per 19.3(b)(iii) and (iv).

19.2 Faculty Member, Teaching Stream and Professional Librarian Employees

- (a) With the exception of Article 19.3(a), the provisions of Article 19 shall apply, *mutatis mutandis*, to Faculty Members, Teaching Stream and Professional Librarian employees.
- (b) Where more than one (1) Faculty Member, Teaching Stream employee in a department is eligible for sabbatical in the same year, problems of replacement or re-staffing may be considered only to the extent that the concerned department may request that the sabbatical of an employee may be delayed by not more than one (1) year.
- (c) Because of a particular situation in an administrative unit of the Library, or of an abnormal number of applications for sabbaticals in a year, the sabbatical to which a Librarian employee is entitled may, with the agreement of the employee involved, be postponed for at most one (1) year. In such cases, the University Librarian must agree to the postponement and shall so inform the department head and employee at least six (6) months prior to the start of the intended sabbatical. The employee must express agreement in writing in order to be eligible for the provisions of Article 19.3(b).
- (d) A Professional Librarian or Faculty Member, Teaching Stream employee returning from a sabbatical shall return to their former position or an equivalent position, unless the sabbatical was agreed, in letters exchanged by the employee and the Employer, to be for retraining purposes as permitted in Article 36 (Transfers).

19.3 Sabbatical Allowance

- (a) When the first sabbatical is for a period of twelve (12) or six (6) continuous months and, is taken within the first fifteen (15) years of a preliminary or confirmed/tenured employee's initial appointment at Carleton University or another University, the rate of sabbatical allowance shall be 100% of nominal salary.
- (b) With the exception of (a) above, the amount of the allowance that a sabbaticant is entitled to receive shall be based on the following calculations:
 - (i) The rate of sabbatical allowance for a full-year sabbatical shall be 85% of nominal salary.
 - (ii) The rate of sabbatical allowance for a six-month sabbatical under Article 19.1(b) shall be 85% of nominal salary.
 - (iii) Employees who have been required by the Employer to delay a full-year sabbatical shall be entitled to remuneration of 90% of nominal salary. Alternatively, such employees may elect to be credited with the period of service arising from the delay, to be applied toward their next sabbatical.
 - (iv) Employees who have been required by the Employer to delay a six-month sabbatical to the next academic year shall be credited with one (1) year of service, commencing on the July 1 following completion of the sabbatical, such service to be applied toward their next sabbatical.
- (c) A portion of the sabbatical allowance to which an employee is entitled may be paid as a research grant. The award of a research grant shall be made in accordance with University policy for awarding research grants which provides that the employee shall receive as a research grant that portion of their sabbatical allowance required to cover their approved research and travel expenses.
- (d) Subject to Article 39.5(b), employees on sabbatical are eligible for career development increments and research/teaching/professional achievement awards, and entitled to other increments to nominal salary and improvements to fringe benefits which may become effective during their absence. For employees who are on sabbatical, an updated CV shall suffice as the annual statement in support of the CDI.
- (e)
 - (i) All Health Benefits specified in Article 38.1 shall be maintained on behalf of any employee taking a sabbatical, in accordance with the cost-sharing arrangements specified in Article 38.2.
 - (ii) The Long-Term Disability Plan shall be maintained in relation to the employee's nominal salary.

- (iii) An employee on a sabbatical will contribute to the Carleton University Retirement Plan in accordance with the provisions of Article 12.7(a).
 - (iv) An employee on a sabbatical retains the right to all other benefits specified in Article 38.
- (f) Employees shall have periods spent on sabbatical counted as periods of full service towards promotion and are also eligible to apply for and to receive promotion during their absence on sabbatical.
- (g) The total of sabbatical stipend plus grant and/or income received for employment with another Employer during the period of the sabbatical may not exceed 150% of nominal salary for that period.
- (h) The following interpretation shall apply in calculating the sabbatical stipend cited in Article 9.10(e) and 12.6(d).
- (i) If the equivalent service is less than six (6) full years, and the employee has held an appointment for at least six (6) consecutive years since their last sabbatical, the sabbatical allowance shall be:

1/6 (number of years of full-time equivalent service) multiplied by the usual allowance based on nominal salary.
 - (ii) If the equivalent service is equal to or greater than six (6) full years then they will be entitled to the usual sabbatical allowance based on nominal salary, subject to (iii) below.
 - (iii) If the equivalent service is greater than six (6) full years because the Employer required delay then the individual will be entitled to the usual sabbatical allowance based on nominal salary plus an additional 5% of nominal salary.
 - (iv) The calculation of 85% after three years is as follows:

1/3 (number of full-time equivalent years of service) multiplied by 85% of nominal salary where the maximum value for the number of equivalent years service is three (3).

19.4 General Provisions

- (a) Each department, school or equivalent shall plan the sabbaticals of its employees sufficiently in advance in order that sabbaticals need not normally be delayed.
- (b) Full-year sabbaticals and six-month sabbaticals shall normally commence once

an employee has accumulated sufficient service, as per Article 19.1(a) or 19.1(b). The Employer shall not unreasonably deny this request.

- (c) Not later than three (3) months after the end of the sabbatical, an employee shall submit a report on scholarly/research activities undertaken during each sabbatical to the appropriate Faculty Dean or University Librarian. A statement certifying compliance with Articles 19.1(e) and 19.3(g) above shall be attached.
- (d) Subject to the approval of the appropriate Dean and of the Provost, a sabbatical may be taken after five (5) years but this option will require seven (7) years' full-time, on campus service at Carleton University before the next sabbatical.
- (e) When an employee takes a sabbatical, all prior accumulated years of entitlement are exhausted, except as provided for in Article 23.1(a)(iii).
- (f) An employee who takes a sabbatical will normally return to service at Carleton University.
- (g) The Employer reserves the right to determine if persons on sabbatical will be replaced.
- (h) For second and subsequent sabbaticals, each employee shall receive a grant of \$1200 for twelve (12) month sabbaticals or \$600 for six (6) month sabbaticals for the reimbursement of expenses (with appropriate receipts or records of purchase) for travel (transportation and accommodation) and conference fees related to their planned research during the sabbatical leave. The grant shall be made available following the approval by the Provost of the written sabbatical plan. This grant is non-transferable and any unused funds may not be carried forward for future use.

19.5 Extended Sabbatical and/or Study Leave

- (a) Upon written application, and with the approval of the Employer, individuals may take extended sabbatical for the purposes of research and/or study.
- (b) The financial compensation for such a two-year period shall be 65% of the individual's nominal salary in each year of the sabbatical.
- (c) The individual's participation in the benefit plans, including the Carleton University Retirement Plan, will be in accordance with the provisions of Article 19.3(e).

Article 20: Other Terms and Conditions of Employment

- 20.1 It is understood that employees will undertake research, study or other professional activities whenever they are not engaged in scheduled duties, whether during the

academic year or outside it, except when on authorized leave(s).

- 20.2 When employees are required to be absent in the pursuit of their research or professional activities, such absence shall not interfere with their scheduled duties, and shall be arranged through advance consultation with the department Chair/Director or equivalent who shall notify the appropriate Dean in writing of the arrangements made.
- 20.3 (a) Upon notification of a submission date, that shall be provided at least one (1) month in advance, by the relevant Dean/Librarian, each employee shall supply a copy of an updated CV each academic year in a format as agreed by the parties. Such updated CV may be submitted via email, hard copy or notice of an update on the appropriate Carleton University website maintained by the academic staff member.
- (b) Upon notification of a submission date, that shall be provided at least one (1) month in advance, by the relevant Dean/Librarian, each employee returning from a leave of absence shall provide a copy of an updated CV. Such an updated CV may be submitted via email, hard copy or notice of an update on the appropriate Carleton University website maintained by the academic staff member.

20.4 Off-Campus Teaching

The Employer agrees that an employee teaching Carleton University courses, whether credit or non-credit, off the University campus shall be reimbursed for reasonable and actual costs of travel to and from the place of teaching, meals and necessary accommodation. Employees shall not be required to teach courses off the University campus if they have reasonable grounds for not doing so, but employees shall not unreasonably withhold consent.

20.5 Resignations

- (a) Faculty employees on preliminary or tenured appointment and Faculty, Teaching Stream employees on preliminary or tenured appointment shall have as their normal resignation or retirement dates June 30 and December 31. A minimum of one term's advance notice of intention to resign or retire will be given in writing to the Dean. Requests for an alternative resignation or retirement date of August 31 must be made in writing to the appropriate Dean by May 1. When an employee requests an August 31 resignation date, the following understanding shall apply:
- (i) the request must be made in writing to the appropriate Dean by May 1;
 - (ii) the Employer shall not unreasonably refuse such a request;
 - (iii) within one (1) month of receiving such a request, the Dean shall provide a written response indicating either:
 - (1) that the Dean agrees that the employee will be active between

June 30 and August 31 conducting Carleton University business in teaching, research and/or graduate supervision and that, therefore, the August 31 date of resignation is accepted; or,

- (2) that the Employer is not in agreement that the employee will be active on Carleton University business during the entire period between June 30 and August 31 and that an earlier resignation date between the period of June 30 and August 31, inclusive, is being imposed, in which case, the Employer's written response will include reasons for the decision.
- (b) A Professional Librarian employee may resign their position at any time provided that a minimum of two (2) months' notice is given in writing in advance of the resignation or retirement date.

20.6 Voluntary Separation

An employee may, on a fully voluntary basis, apply for a Voluntary Separation under the terms of the Board of Governors policy in effect at the date of signing of this agreement.

- (a) In the first instance, an employee seeking application of the provisions of these documents, shall present, in writing, a request to their Dean or equivalent, with a copy to the Association.
- (b) The parties agree that the application of the documents, where granted by the Employer, shall be done in a fair and equitable manner.
- (c) An employee seeking application of the documents shall have the right to be represented by the Association at all stages of the discussions concerning application of the provisions of the documents with respect to their potential separation.
- (d) Notwithstanding any subsequent amendment or withdrawal of the Board document, any employee separating from the institution shall be entitled to their earned sabbatical entitlement or parts thereof, in the form of paid leave or of its monetary equivalent, computed in accordance with the provisions of Article 19 of this Collective Agreement.

20.7 Ergonomic Workstations

The Employer recognizes the need to provide ergonomically suitable furniture to be used in connection with carrying out the duties of academic staff members.

- (a) Workstations shall be in accordance with the Ministry of Labour guidelines for computer ergonomics.
- (b) Members of the academic staff who use computer equipment to carry out their

duties as academics shall be provided with ergonomically suitable furniture to accommodate computer equipment.

- (c) The Employer will give first priority to the upgrading of all workstations in response to requests from employees with disabilities, where such requests are accompanied by satisfactory documentation.
- (d) The parties agree to a goal of upgrading all workstations and the Employer agrees to provide up to \$50,000 in each year to implement this goal.
- (e) The JCAA will monitor the implementation of this Article.

20.8 Legal Liability

- (a) The Employer shall provide insurance coverage in respect of the liability of employees acting within the normal scope of their employment, to the extent provided by the CURIE policies as they currently exist or as they may be amended or substituted from time to time.
- (b) A copy of the CURIE policies, as amended or substituted from time to time, shall be provided to the Association.
- (c) Timely notice will be given to the Employer of any action or claim of which the member has knowledge, or of any occurrence which the member reasonably ought to know may give rise to an action or claim.

20.9 Guidelines on Artificial Intelligence (AI)

The University shall maintain general advice and guidelines on the use of Artificial Intelligence (AI). Such general advice and guidelines shall be made available on its website. Before implementing changes related to AI use on campus with a significant impact on employees' working conditions, the University shall consult with CUASA.

Article 21: Information

21.1 Information Concerning Employees

- (a) The provisions of the Freedom of Information and Protection of Privacy Act (FIPPA) govern the disclosure of information concerning employees to CUASA for the purpose of enabling the union to carry out its responsibilities under the Ontario Labour Relations Act (OLRA) to act as the agent and representative of bargaining unit members in labour relations matters. CUASA confirms that such information will only be used by CUASA to carry out its statutory responsibilities. The Employer shall make available monthly to the Association a list stating the name, rank, status (term, preliminary, tenured, confirmed), amount of dues deducted, department, date of initial appointment at the University, date of last sabbatical, department of primary position, full-time equivalent (sum of positions),

highest degree, resignation date, stipend title, stipend amount, year of first degree, year of highest degree, date of last promotion, leave status, date of birth, and a unique identifier for each employee within the bargaining unit and the total number of employees in each rank.

- (b) The Employer will further provide CUASA with copies of final correspondence to members regarding appointments, reappointments, promotions, tenure, permanency, leaves, and reduced load as described in Articles 9.8, 12.6 and 12.7, setting out the terms of such, at the time the correspondence is sent to the member.
- (c) The parties agree that employees shall respond to reasonable requests for information from authorized University officers where such information relates to employee responsibilities covered by this Collective Agreement.
- (d) The University shall transmit a copy of the reports for Faculty and Librarians submitted to the Federal Government in fulfillment of the employee requirements of the Federal Contractors Program to the Association within 60 days of its submission.

21.2 Information for Contract Administration and Collective Bargaining

- (a) The parties agree to exchange such information as is agreed from time to time to be necessary for the collective bargaining process and/or the administration of this Collective Agreement. This shall not require either party to compile information and statistics in the form requested if such data are not already compiled in the form requested unless required under Article 21.2(b), nor to supply any confidential information.
- (b) As soon as available, or as specified below, the Employer agrees to provide the following information to the Association:
 - (i) a copy of the latest University budget and budget report in the format in which it is released to the public;
 - (ii) a copy of the annual audited statement of the University;
 - (iii) copies of Statistics Canada tables giving average salaries by rank and age and years since first degree for Faculty and Faculty, Teaching Stream employees;
 - (iv) on or about February 1st a list of employees who have resigned and retired in the preceding academic year;
 - (v) a list of new employees eligible for membership in the bargaining unit after these have been approved by the Board of Governors;

- (vi) on or about February 1st a report on the number and type of expected leaves;
- (vii) (1) An official hard copy report, with an electronic version suitable for data manipulation, on all members of the bargaining unit each term stating:
 - department
 - rank
 - name
 - gender (m/f/other)
 - full-time equivalent
 - date of birth
 - year of first degree
 - year of highest degree
 - degree
 - date of initial appointment at the university
 - year appointed to rank
 - status
 - the lower limit
 - the upper limit
 - the nominal salary
 - distance from Lower Limit
 - distance from Upper Limit

and,

 - (2) Annually, an official hard copy of the salary rationalization tables and graphs, with an electronic version suitable for data manipulation, for each rank effective May 1 of each year showing years since first degree, lower limit, upper limit, floor, full CDI and partial CDI amounts.
- (viii) reports on all benefit plans as required in Article 38; and,
- (ix) an annual report on Librarian employees who have taken sabbaticals or extended leaves of four (4) months or more, along with part-time and term Librarian employees employed over the same period of time.
- (x) On or about February 1st, a statement for the previous academic year ending August 31 covering all employees in the bargaining unit stating:
 - the courses or fractions thereof, taught by each member of the bargaining unit
 - the time and location of these courses
 - the enrolment in these courses (including multiple sections and laboratory sessions)

- the total number of domestic undergraduate FTE students enrolled by Faculty (as calculated for financial purposes)
- the total number of domestic graduate FTE students enrolled by Faculty (as calculated for financial purposes)
- the total number of international undergraduate FTE students enrolled by Faculty (as calculated for financial purposes)
- the total number of international graduate FTE students enrolled by Faculty (as calculated for financial purposes)

21.3 Release of Information to Governmental Bodies

The parties agree to inform the other party when statistical information concerning employees is released as required by law or in response to a request from a governmental body or agency. The Employer agrees to provide the Association with a copy of any reports which may be legally released.

21.4 Information from the Association

The Association agrees to provide the Employer with the following information:

- (a) a copy of each CUASA newsletter;
- (b) an up-to-date copy of the Constitution and Bylaws of the Association and amendments thereto;
- (c) an up-to-date list of the executive of the Association.

Article 22: Amalgamation, Consolidation, Merger or Expansion of the University

- 22.1 In the event of an amalgamation, consolidation, or merger of Carleton University or any of its constituent units or sub-units with any institution(s), employees eligible for membership in the Association who are not members of another bargaining unit with a current Collective Agreement in force shall, subject to a favourable outcome of a vote to be administered by the parties, immediately become members of the Association in which case the terms and conditions of this Collective Agreement shall immediately apply to all such persons.
- 22.2 In the event of an expansion or extension of Carleton University through the creation of colleges, schools, centres or any other academic units or sub-units offering academic programs or the offering of courses at locations other than the main campus of Carleton University, the employees eligible for membership in the Association in such colleges, schools, centres or other academic units or sub-units offering academic programs shall immediately become employees within the meaning of this Collective Agreement. In the event that the terms and conditions of this Collective Agreement are found by the

parties to be inappropriate for such employees, in whole or in part, the parties agree to negotiate new terms and conditions of employment for the employees of such new units or sub-units immediately.

- 22.3 The Employer shall not merge, amalgamate, assign, transfer or sell any of the academic units or sub-units engaged in instruction to any other body unless the successor agrees to be bound by this Collective Agreement for its duration.

Article 23: Duties and Remuneration of Chair/Director

23.1 Remuneration

- (a) (i) In recognition of departmental, administrative and other duties, a faculty employee who at the signing of this Collective Agreement, or who during its term, is a Chair/Director of a department shall receive a credit equivalent to one (1) additional year of service towards a sabbatical entitlement for each complete two (2) years of service as Chair/Director, or two additional years of credit for each complete three (3) years of service as Chair/Director. The provisions of Article 23 apply to Directors of Centres and Institutes, other than Joint Ottawa-Carleton Institutes, where such Directors are members of the bargaining unit.
- (ii) A Chair/Director is expected to take a sabbatical when eligible or upon conclusion of their term of office, whichever occurs later. Such sabbatical shall be subject to the provisions of Article 19, except as provided in (iii) below.
- (iii) If upon conclusion of the employee's term as Chair/Director they have more than six (6) years of credited service towards a sabbatical, the extra year(s) of service earned as a chair in accordance with paragraph (i) above may be used as follows:
- (1) up to three (3) years of service may be used, notwithstanding Article 19.3(b), to increase the sabbatical stipend by 5% for each such year of service, to a maximum of 100%, of nominal salary;
 - (2) if the employee takes a combined sabbatical and study leave in accordance with Article 19.5, the increase in sabbatical/study leave stipend shall be 2 1/2% of nominal salary for each year of additional credited service, to a maximum of 72 1/2% of nominal salary;
 - (3) one (1) year of service may be carried over, notwithstanding Article 19.4(e), towards the employee's next sabbatical following the sabbatical taken pursuant to Article 23.1(b)(ii).
- (b) (i) Effective July 1, 2024, a Chair/Director (or equivalent) during their term of

office shall receive in addition to their annual salary, an annual stipend related to the number of employees, and technical and administrative support staff in their department (or equivalent) as set out below:

1	-	9 employees	\$5,386.00
10	-	19 employees	\$5,914.00
20	-	29 employees	\$6,442.00
30	-	39 employees	\$6,970.00
40 or more		employees	\$7,498.00

Effective July 1, 2025, a Chair/Director (or equivalent) during their term of office shall receive in addition to their annual salary, an annual stipend related to the number of employees, and technical and administrative support staff in their department (or equivalent) as set out below:

1	-	9 employees	\$5,521.00
10	-	19 employees	\$6,062.00
20	-	29 employees	\$6,603.00
30	-	39 employees	\$7,144.00
40 or more		employees	\$7,685.00

Effective July 1, 2026, a Chair/Director (or equivalent) during their term of office shall receive in addition to their annual salary, an annual stipend related to the number of employees, and technical and administrative support staff in their department (or equivalent) as set out below:

1	-	9 employees	\$5,659.00
10	-	19 employees	\$6,214.00
20	-	29 employees	\$6,768.00
30	-	39 employees	\$7,323.00
40 or more		employees	\$7,877.00

- (ii) A Chair/Director (or equivalent) shall receive an additional stipend of \$500 if their department (or equivalent) employed fifteen (15) or more contract instructors in the Fall/Winter Session of the preceding academic year.
- (d) Notwithstanding Article 23.1(b)(i), Directors of Joint Ottawa-Carleton Institutes shall be eligible to receive a research grant of \$5000.00 annually, upon the Employer being satisfied that the normal rules and requirements pertaining to approval of research proposals have been satisfied.

23.2 Duties of a Chair/Director of a Department or Institute

The Duties of a Chair/Director of a Department are:

- (a) to call and preside over meetings of the department;

- (b) to represent the department in administrative matters;
- (c) to bring to the attention of the department for discussion and action matters pertaining to the work and efficiency of the department;
- (d) to oversee the internal administration of the department in consultation with other members of the department, and to delegate administrative activities as they see fit;
- (e) after consultation with other members of the department, to ensure that proposals requiring the approval of the appropriate faculty board or of the Senate are brought forward;
- (f)
 - (i) on an annual basis, to invite each member of the department to submit a list of course and program preferences for consideration as teaching assignments, and, where the preliminary assignment varies from the member's preferences, to invite the member to discuss the assignment;
 - (ii) on an annual basis, circulate the advertisement of all summer courses to members of the bargaining unit and normally give preference to members of the bargaining unit applying to teach courses in the Summer Session where the members' qualifications are demonstrably equal to those of non-member applicants. In accordance with Article 12.2(b), teaching in the summer Session may be assigned as part of the normal workload assignment; and,
 - (iii) following this consultation, and subject to the approval of the appropriate Dean(s), to designate course and program assignments; in cases of disagreement, the matter shall be decided by the appropriate Dean(s) who shall ensure that the assignment is fair, equitable, and reasonable.
- (g) to submit to the appropriate Dean in writing, after consultation with other members of the department, an estimate of the department's budgetary needs for the ensuing year and to oversee and manage the allocated budget for the department;
- (h) to perform such other duties in connection with the work and administration of the department as the appropriate Dean may assign them, and as are consistent with their status as a member of the bargaining unit;
- (i) to consult with members of the department and to convey and present the recommendations of the appropriate departmental body to the appropriate Dean, for appointments or advancements in salary or rank;
- (j) to discuss annually with preliminary appointees in the department progress in relation to criteria for tenure/confirmation set out in their letter of appointment as

called for in Article 9.4(c); and,

- (k) such duties as are specified in this Collective Agreement.

23.3 The provisions of Article 23 apply to directors of Centres and Institutes, where such Directors are members of the bargaining unit.

Article 24: Teaching Evaluation

- 24.1
- (a) A primary purpose of any teaching evaluation is that of self-development and improvement.
 - (b) The parties agree that no single measure provides complete information about teaching quality and effectiveness. Therefore, when assessing teaching quality and effectiveness, all evidence provided by Faculty employees included in their dossier shall be evaluated fully. Teaching effectiveness may be evaluated by student questionnaires and by academic peers, so long as such evaluations are in accord with the regulations below and with other provisions of this Collective Agreement.
 - (c) Student Experience Questionnaires will be supervised by individual departments or schools and all originals shall be returned to the instructor and only summaries which conform to the provisions of this Article may be used for any purpose.

24.2 Student Experience Questionnaires

- (a) Student experiences shall be obtained through questionnaires, administered in such a way as to afford all the students in a given course or class a reasonable chance to respond.
- (b) Each questionnaire shall allow for students to make detailed comments. The sole purpose of these comments is to assist the instructor in evaluating all aspects of the course. These comments shall be returned unexamined to the instructor in accordance with (d) below.
- (c) The questionnaires will be made accessible to students in the last two (2) weeks of a course, or of an employee's involvement in a course where such involvement is less than a full term or academic year. No questionnaire shall contain any indication of the identity of the student filling it out. After questionnaires have been completed, the responses will remain confidential until final grades for the course have been approved by the appropriate Dean.
- (d) At the same time as questionnaires governed by this Article are made available to students, an instructor may also include additional questions. Responses to such questions shall be collected with the questionnaire. Once final grades have been approved by the appropriate Dean, responses to such questions shall be

returned unexamined to the instructor who made them available, and, as required by Article 15, may not be used by anyone except the instructor concerned, for any purpose except to provide guidance to the instructor.

- (e) The responses to student experience questionnaires shall be collected and aggregated by the Office of Institutional Research and Planning in such a way as to present a fair and accurate picture of the opinions of the respondents.
- (f) The mean, median, standard deviation, frequency distribution, and number of eligible respondents shall be provided.
- (g) Before data derived from student experience questionnaires are used, they shall be presented to the instructor concerned, complete, in accord with the provisions of this Article and in written form, sufficiently in advance of their being used for any purpose to allow an instructor to respond to them in writing.
- (h) Effective upon ratification of this Collective Agreement, the format(s) (written and/or electronic) and framework for administration of the student experience questionnaires will be determined by JCAA.
- (i) Student experience questionnaires are to be used only for purposes as defined in this Collective Agreement. Furthermore, student experience questionnaires as defined here are the only ones that shall be used for purposes described throughout this Collective Agreement. Should requirements appear for the Employer to report on student experience questionnaires, this will be done without attribution to specific employees. The choice of administering the student experience questionnaires in written or electronic form shall be at the sole discretion of the instructor.

24.3 Peer-Evaluation

- (a) Where evaluations of teaching effectiveness by academic peers (i.e. other teaching employees) are used, they shall (except as allowed by Article 23.4(b)) be restricted to consideration of the topics identified in Article 24.2(a), but need not include consideration of all of them. Any such evaluation shall be written and signed, and shall clearly identify which of the topics is being considered. Candidates have the right to respond in writing to any assessments given. Candidates' responses shall be included in their files.
- (b) Peer evaluations may also consider the extent to which the methods and material used by an instructor achieved the objectives of the course as identified by the instructor, provided such evaluations do not violate Article 4, Academic Freedom.
- (c) Peer evaluations shall contain a written statement of the evidence on which the evaluations were made and the circumstances in which the evidence was collected. Only evidence which is reasonably reliable and reasonably indicative of the characteristic being evaluated may be used.

- (d) Peer evaluations shall be presented, complete, in accordance with the provisions of this Article, and in written form, sufficiently in advance of their being used for any purpose to allow an instructor to respond to them in writing.

- 24.4 Subject to the provisions of Article 24.6 evaluations of teaching effectiveness which meet the requirements of this Article may be used in consideration of renewal of appointment (Articles 6 and 9), tenure (Article 10), or confirmation (Articles 11), promotion (Article 10), or denial of increments (Article 39) provided for in this Collective Agreement.
- 24.5 All evaluations of teaching used for purposes of career decisions shall meet the requirements of this Article. Evaluations of teaching used for other purposes shall be used only with the permission of the employee.
- 24.6 (a) Student experience questionnaires shall be conducted in all courses having enrolments of five (5) or more students.
- (b) The data from all courses shall be compiled to determine department, faculty and University norms as required;
- (c) All courses offered after September 1, 2015 deemed eligible for evaluation per Article 24.6(a) will be evaluated, and only class size, response rates, and the distribution of ratings shall be used for career decisions in accordance with Article 24.4 with the following limitations:

Each academic year, the one course with lowest teaching evaluation score for each Faculty Member and the two courses with the lowest teaching evaluation scores for each Faculty Member, Teaching Stream will not be used for career decisions in accordance with Article 24.4. A maximum of 2.0 credits shall be used for any career decisions in any year.

* See calculation for arithmetic mean from May 27, 2018 in bargaining records.

Article 25: Employment of Non-members

- 25.1 (a) The Employer agrees not to employ non-members of the bargaining unit to teach courses in the Summer Session without first circulating the advertisement of all such courses to members of the bargaining unit.
- (b) The Employer shall normally give preference to members of the bargaining unit applying to teach courses in the Summer Session where the members' qualifications are demonstrably equal to those of non-member applicants.
- 25.2 (a) (i) The Employer recognizes the desirability of minimizing contract instructor expenditures.

- (ii) In each academic year, the number of full-course equivalents that may be taught by non-members of the bargaining unit during Fall and Winter terms (excluding those taught by persons referred to in Articles 25.3, 25.4 and 25.5 and academic staff retired from Carleton University) shall not exceed 0.404 multiplied by the number of members paying dues to CUASA or charity as reported on the November dues print-out transmitted to CUASA by December 10.
 - (b) In the event of a declaration of financial stringency by the Board of Governors pursuant to Article 16, the Employer shall reduce the amounts as determined in Article 25.2 (a) by 60% within twelve (12) months of such declaration.
- 25.3 Nothing herein shall prevent persons holding professorial rank, who occupy academic or administrative posts or serve as members of the Board of Governors and are employed full-time, from doing academic work at Carleton University.
- 25.4 Nothing herein shall prevent the performance of instructional duties by students currently registered in a program in Graduate Studies at Carleton University, or by Post-Doctoral Fellows employed at Carleton University.
- 25.5 Nothing herein shall prevent the performance of instructional duties by contract instructors hired to replace employees who have been granted any form of leave.
- (a) The Employer agrees to provide the Association by June 30th of each year, with a report on the number of full-course equivalents taught in accordance with Article 25.2 during the previous academic year.
 - (b) In addition, within two (2) months of the beginning (of classes) of each term the Employer agrees to provide the Association with the numbers, by department, of non-members appointed to teach and the number of courses to be taught by non-members.
- 25.6 Except as provided for in this Article, no instructional work in the credit programs of the University shall be performed by non-members of the bargaining unit.

Article 26: Dues Check-off

- 26.1 (a) The Employer agrees to deduct monthly dues as assessed by the Association from the salaries of all members of the bargaining unit on a continuing basis.
- (b) Employees who, prior to 1982, have previously affirmatively expressed to the Association religious or conscientious objection to the paying of dues or other assessments to a trade union, and whose objections have been accepted by the Association, may continue to have a sum equivalent to Association monthly dues deducted by payroll check-off and remitted on their behalf to a charitable organization chosen by the employee from the list mutually agreed upon between the Employer and the Association (Appendix F).

26.2 Dues Remittance

The amounts deducted under Article 26.1 shall be remitted monthly to the Association no later than the tenth (10th) day of each month. The Employer shall subtract any sum to be paid to charitable organizations prior to each monthly remittance to the Association. The Association shall advise the Employer in writing one (1) month in advance of any changes in the amount of regular monthly dues. The Employer shall inform the Association of the names and ranks of the employees from whose salaries deductions have been made and the amounts so deducted from every employee's salary, on a regular basis.

- 26.3 The Association will indemnify and hold the Employer harmless for any and all claims which may be made against the Employer for amounts deducted under this Article.

Article 27: Correspondence

- 27.1 A copy of each and every piece of correspondence passing between the Association and the Employer shall be by email and shall be directed by the Employer to the President of the Association and the Executive Director of CUASA. All communications required to be in writing shall be by email and shall be directed by CUASA to the Director, Labour Relations (Academic) and the Deputy Provost.

Article 28: Complaints, Grievances and Arbitrations

- 28.1 The parties agree that they will use their best efforts to encourage informal, amicable and prompt settlement of complaints and grievances arising from the interpretation, application, administration or alleged violation(s) of this Agreement. However, the parties recognize that one of the corner-stones of collective bargaining is a viable grievance procedure allowing for a prompt and fair hearing of matters arising from the interpretation, application, administration or alleged violation(s) of the Agreement.

Except as otherwise provided in this Agreement, the procedures outlined below shall be the sole method for the resolution of complaints or grievances arising from the interpretation, application, administration or alleged violation(s) of this Agreement. There shall be no discrimination, harassment or coercion of any kind by either party or their agents against any person who elects to avail or not to avail oneself of these procedures.

- 28.2 (a) The Association and the Employer shall be present at all steps of the complaint and grievance procedure. The Association shall have the right to represent the grievor at all steps. The Association shall have carriage of all grievances, save and except those filed by the Employer.
- (b) The parties shall be bound by and shall promptly implement all decisions arrived

at under the procedures described in this Article.

28.3 All communications required by this Article to be in writing shall be by email and shall be directed by the Employer to the Grievance Chair, the Executive Director, and the assigned Grievance and Arbitration Officer of CUASA with a follow-up hard copy directed to the CUASA Office. All communications required by this article to be in writing shall be by email and shall be directed by CUASA to the Director, Labour Relations (Academic) and the Deputy Provost (Academic Planning and Operations).

28.4 Definitions

- (a) **Grievance:** A grievance is a claim by an employee or a group of employees, by the Association, or by the Employer that there has been a violation, misapplication or misinterpretation of the terms of this Collective Agreement.
- (b) **Employee Grievance:** An employee grievance is a claim by an employee, who is solely affected, that the terms and conditions of this agreement have been violated, misapplied or misinterpreted.
- (c) **Association Grievance:** An Association grievance is one involving more than one employee or involving bargaining unit or association rights, or any dispute arising directly between the Employer and the Association concerning the interpretation, application or alleged violation of the Collective Agreement.
- (d) **Employer Grievance:** An Employer grievance is one in which the Employer believes that the Association has violated, misinterpreted or improperly applied the terms and conditions of this Collective Agreement.

28.5 Employee Grievances

(a) Complaint Stage

At the complaint stage, where possible, the Parties to this Agreement shall make every reasonable effort to encourage informal, amicable and prompt settlement of complaints. Any matter related to potential discipline, discrimination, or harassment shall proceed directly to the grievance stage.

- i) Informal discussions between the persons directly involved in the matter giving rise to a complaint shall commence within twenty-five (25) working days of the date when the act or omission in dispute has become known, or ought reasonably to have become known, to the employee or the Association.
- ii) If a complaint is not resolved to the satisfaction of the Association within twenty-five (25) working days of the commencement of informal discussions, a grievance may be filed. If at any point in the complaint stage the Association determines that the process has failed, a grievance

may be filed. If the complaint is settled at this stage, all decisions, agreements and resolutions shall be committed to writing and signed by the parties' designates.

- iii) Attempts at informally resolving a complaint may continue for longer than twenty-five (25) working days with the mutual written agreement of both Parties. If the matter is not resolved at this stage, it may become a grievance.

(b) Grievance Stage

If the Association is not satisfied with the results of the complaint stage it shall, within twenty-five (25) working days of the conclusion of the complaint stage, submit a grievance. In the case of a discrimination or a harassment grievance, the deadlines to submit shall be the same as those allowed by law or policy. The grievance form shall identify the following:

- (i) the nature of the grievance;
- (ii) the remedy sought;
- (iii) the article(s) of this Agreement relied upon or claimed to have been violated, misinterpreted or improperly applied.

No grievance shall be deemed invalid by reason of any defect or technical irregularity of form.

The CUASA Grievance Chair or designate shall sign the form and shall ensure its transmittal to the relevant Dean/University Librarian and the Director, Labour Relations (Academic) or designate. The Employer representative shall have ten (10) working days from the date of receipt of the grievance form in which to either schedule a meeting to discuss the grievance or render a decision in writing. Should a meeting be scheduled, the Employer must then respond in writing by the end of the ten (10) working days from the holding of the meeting. If the Employer fails to meet these deadlines the Association shall have the right to take the grievance to arbitration. The parties will respond and participate expeditiously in the process. The parties may at any time and by mutual written agreement put a matter in abeyance pending settlement discussions.

(c) Binding Arbitration

The Association may submit the matter to binding arbitration within ten (10) working days of the completion of the Grievance Stage. The Association shall notify the Employer in writing of such action.

28.6 Association Grievance

Association Grievances shall normally follow the procedures outlined under Article 28.5. However, where a dispute arises directly between the Employer and the Association concerning the interpretation, application or alleged violation of the Collective Agreement, the Association may elect to bring an Association grievance directly to the Grievance Stage within 45 working days of the event giving rise thereto or of the date on which the Association first knew or reasonably could have known of such event if that date is later.

28.7 Employer Grievance

Employer Grievances shall normally follow the procedures outlined under Article 28.5. However, where a dispute arises directly between the Employer and the Association concerning the interpretation, application or alleged violation of the Collective Agreement in which the Employer is the grievor, the Employer may elect to bring an Employer grievance directly to the Grievance Stage within 45 working days of the event giving rise thereto or of the date on which the Employer first knew or reasonably could have known of such event if that date is later.

28.8 Exclusions from the Grievance Procedure

- (a) The grievance procedures under this Article shall not be available for resolution of disputes exclusively concerned with lay-offs (Article 16.4, 16.5, 16.6, 16.10, 16.12 and Appendix D (*Document on the Release of Teaching Staff in Times of Financial Stringency*) to the Collective Agreement).
- (b) For the purposes of this Article "procedure" shall mean the fact or manner of proceeding or going on and shall not mean the manner of interpreting guidelines or criteria.

28.9 Failure to Respond

- (a) In the event that the responding party fails to reply to a complaint or grievance within the prescribed time limits in this Article the grieving party may submit the complaint or grievance to the next step.
- (b) In the event that the grieving party fails to submit the complaint or grievance to the next step in the grievance procedure within the time limits expressed in this Article, the grieving party shall notify the responding party of the expiration of the time limit. The grieving party shall then have an additional five (5) working days from the receipt of such notice to request an extension of the time limit. In the absence of a response to such a written expiration notice the complaint or grievance shall be considered settled without setting a precedent.
- (c) **Abandonment**

The grieving party may abandon a grievance at any time during the grievance

process. The abandonment of a grievance shall not prejudice the position of the grieving party in dealing with grievances of a similar nature.

28.10 Grievance Mediation

The parties agree that it is their intent to resolve grievances without recourse to arbitration, wherever possible. The purpose of alternative dispute resolution processes is to assist members of the Bargaining Unit who may be interested in obtaining a resolution and to provide a mediated pathway to informal conflict resolution. Therefore, notwithstanding clause 28.11, the parties may, on mutual agreement, engage the services of a mediator in an effort to resolve a Grievance and may extend the time limits in writing for the request for arbitration. The parties will share equally the fees and expenses, if any, of the mediator. Mediators will be mutually agreed to by the University and the Association. Should mediation occur and not be successful, the Grievance may proceed to arbitration within ten (10) working days of the conclusion of the mediation.

28.11 Arbitration

- (a) In the event that the Grievance Stage does not resolve the grievance, unless the parties mutually agree to an extension of the timelines, the grieving party may serve notice within ten (10) working days of the other party's response or the expiry of the deadline that it intends to proceed to arbitration. The Association shall have the right to carry Association grievances, and the Employer shall have the right to carry Employer grievances to arbitration, as described in Articles 28.6 and 28.7.
- (b) Notwithstanding the preceding, the parties agree that, in any case involving academic freedom, a decision of the Association not to pursue the matter to arbitration shall not prevent the individual grievor from seeking the advice of CAUT, and, on the positive recommendation of CAUT, in which case a further period of ten (10) working days shall be provided beyond the provisions of Article 28.10(a) for such consultation to take place, proceeding to arbitration under this Collective Agreement.

28.12 Appointment of Arbitrator

The parties hereby authorize and appoint the persons listed at the end of this Article to serve as a panel of arbitrators on a rotating basis for the duration of this Collective Agreement. The arbitrators shall be requested to serve singly according to the order in which they are listed. If an arbitrator is not available within a reasonable period of time, the next arbitrator in order shall be selected and so on until one of the arbitrators is available. For the next arbitration thereafter, the arbitrator who was listed after the arbitrator last selected shall be next in line. By mutual consent, however, any listed arbitrator may be selected out of turn. If in the event that none of the arbitrators is available within a reasonable time, an arbitrator outside the panel shall be selected by mutual consent. If such agreement cannot be reached within twenty-two (22) working days the parties agree to request the Ministry of Labour for authority to appoint an arbitrator in accordance with the provisions of Section 44(4) of the Ontario Labour

Relations Act. It is agreed, however, that any of the names may be stricken from the list during periods when no arbitrations are pending by either party on one (1) month's written notice, provided that the parties agree to replace those names stricken from the list within one (1) month following such notice. No person may be appointed as an arbitrator who has been involved in an attempt to negotiate or settle the grievance in process.

Panel of Arbitrators: K. Burkett
M. Mitchnick
A. Tremayne
J. Parmar
S. Price
A. Matthew

28.13 Limits on Arbitration

The arbitrator shall not have jurisdiction to amend or add to any of the provisions of this Collective Agreement nor substitute any new provisions in lieu thereof, nor to give any decision inconsistent with the terms of this Collective Agreement, provided, however, that the arbitrator will not be barred on the basis of a minor technical irregularity from hearing a grievance and rendering an award.

28.14 Expenses

The parties will jointly share the fee and expenses of the arbitrator.

28.15 Time Limits

The time limits fixed in both the grievance and arbitration procedures may be extended by the consent in writing of both parties.

28.16 Workplace Investigations

- (a) The University has a duty to fairly and promptly address complaints pursuant to the Collective Agreement, University Policies, and applicable legislation.
- (b) Investigations shall be conducted in accordance with the applicable University policy, respecting the principles of procedural fairness.

Article 29: Strikes or Lock-outs

29.1 There shall be no strikes or lock-outs (as defined in the Ontario Labour Relations Act) as long as this Collective Agreement continues to operate, except as provided for in Article 31 (Duration and Continuance of the Collective Agreement).

Article 30: Negotiation Procedure

- 30.1 The Employer acknowledges the right of the Association to appoint or otherwise select a Bargaining Committee.
- 30.2 The Association will notify the Employer in writing of the names of the Bargaining Committee members named by the Association and only those Bargaining Committee members shall be recognized by the Employer.
- 30.3 Either party may, within the period of ninety (90) days prior to the expiry of the Collective Agreement, give notice in writing to the other party of its desire to bargain with a view to the renewal of the Collective Agreement.
- 30.4 Meetings shall be held at a time and place fixed by mutual consent.
- 30.5 Nothing in this Collective Agreement shall prevent its subsequent amendment with the written concurrence of the parties.

Article 31: Duration and Continuance of the Agreement

- 31.1 Except as specifically otherwise provided herein, the Collective Agreement ratified by the parties shall be binding and remain in effect from May 1, 2024 until and including April 30, 2027.
- 31.2 This Collective Agreement, however, shall continue in force, including during any period of negotiation, until a new Collective Agreement is ratified by both parties, or until a strike or lock-out is declared.

Article 32: Interest Arbitration

- 32.1 The parties agree that in negotiating Collective Agreements all non-monetary issues shall be settled prior to arbitration on monetary issues.

Included within the meaning of non-monetary issues shall be the principle of introducing new forms of benefits. (The cost-sharing of such new benefits, if agreed to in principle, shall be a monetary issue).

Any dispute as to whether a proposal on benefits constitutes a new form of benefits shall be settled at an arbitration as outlined in Article 32.2 before the monetary issues are submitted to arbitration.

If agreement is not reached within sixty (60) calendar days of the agreement by the respective principals on non-monetary issues, the parties may agree to submit the unresolved monetary issues to arbitration. The form of arbitration shall be that

established pursuant to Article 32.3 below unless changed by agreement of both parties.

32.2 In any dispute as to whether a benefit issue is monetary or non-monetary, the parties agree to submit the dispute to an arbitrator chosen from the list of arbitrators in effect under Article 28.11 in the fashion specified in Article 28.11.

32.3 (a) The Arbitrator shall be selected from the list below. One shall be requested to serve singly according to the order in which they are listed. If an arbitrator is not available within a reasonable period of time, but in any case not to exceed one (1) month, the next arbitrator in order shall be selected and so on until one of the arbitrators is available. For the next arbitration thereafter, the arbitrator who was listed after the arbitrator last selected shall be next in line. By mutual consent, however, any listed arbitrator may be selected out of turn. If none of the arbitrators is available within a reasonable time, but in any case not to exceed one (1) month, an arbitrator outside the panel shall be selected by mutual consent.

List of Arbitrators

K. Burkett

W. Kaplan

L. Steinberg

(b) The parties shall jointly share the fees and expenses of the arbitrator.

32.4 Submission Process and Scope of the Arbitrator

(a) The Arbitrator shall call a meeting of the parties to address the most recently tabled proposals, and to hear their arguments.

(b) Following this meeting, if required, the arbitrator shall determine a date by which each party shall submit its final monetary proposal and supporting arguments on each of the unresolved issues.

(c) After receipt of both parties' proposals the Arbitrator shall release both submissions to the two parties.

(d) The parties may agree that the Arbitrator will mediate the proposals presented.

(e) The Arbitrator may call a hearing in which the parties are given an opportunity to submit oral arguments in support of their submissions and to respond to questions by the Arbitrator.

(f) If the parties do not agree to a mediated solution, the Arbitrator may impose a solution on the parties, according to the following parameters:

The Arbitrator, shall consider, *inter alia*, whether and to what extent the following issues are relevant to the determination of the award on monetary issues: the Employer's ability to pay; the cost of living settlements affecting comparable groups of employees; and the University's need to retain qualified academic staff.

- (g) The Arbitrator shall not have jurisdiction to amend or add to any of the non-monetary provisions of this Collective Agreement nor substitute any new provisions in lieu thereof, nor to give any decision inconsistent with the terms of this Collective Agreement.
- (h) The parties agree to request the Arbitrator to make every effort to hear evidence and conclude proceedings within one (1) calendar month of appointment, and to make every effort to present their decision, within two (2) calendar months.
- (i) The decision of the Arbitrator governs and is binding upon both parties.
- (j) The Arbitrator shall be encouraged to give reasons for the award.

Article 33: Joint Committee for the Administration of the Agreement

- 33.1 An Administration Committee composed of four (4) representatives of the Employer and four (4) representatives of the Association shall be established within fourteen (14) days of the ratification of this Collective Agreement.
- 33.2 The Administration Committee shall perform the various functions assigned in the Articles of this Collective Agreement to parity or bilateral committees provided that the parties may agree to establish sub-committees on a parity basis to perform particular functions assigned by particular Articles if they are of the opinion that this will expedite the better administration of the Collective Agreement.
- 33.3 In addition to performing the tasks specifically assigned to parity or bilateral committees in this Collective Agreement, the Administration Committee shall administer this Collective Agreement in a spirit of cooperation and mutual respect, shall seek the timely correction of conditions which may give rise to misunderstandings and shall be the forum for the exchange of information specified in Article 21.
- 33.4 The Administration Committee shall meet as necessary but at least once a month during the academic year. Either party may call a meeting on five (5) days' written notice. The parties shall exchange written agendas in advance of each meeting. While a quorum shall be six (6) members with three (3) representatives of each party present, minutes of decisions shall not constitute Memoranda of Agreement unless signed by those persons authorized by each party.
- 33.5 The Administration Committee shall include a standing item on employment equity, diversity, and inclusion on its agenda.

33.6 The provisions of this Article shall be subject to Article 7 and Article 28.

Article 34: Health, Safety and Security

34.1 The Employer recognizes a responsibility to provide an environment intended to protect the health, safety and security of employees as they carry out their responsibilities. To that end, the Employer agrees:

- (a) subject to availability of medical resources, to provide on-going emergency health services during regular daytime working hours for all employees;
- (b) to maintain a committee on environmental health and safety with broad representation drawn from all sectors of the University, including at least one (1) representative appointed by the Association;
- (c) to cooperate with the Association in making every reasonable provision for the safety, health and security of employees;
- (d) to take reasonable measures to maintain the security of the buildings and grounds while at the same time maintaining reasonable access for employees who have a need for such access at times other than during regular working hours, provided that the Employer shall consult with the Association prior to the announcement and/or implementation of any changes to existing policies or practices, since this Article 34.1(d) is exempt from the provisions of Article 6.3;
- (e) to ensure that the Association has the right to appoint at least one (1) representative to any committee whose terms of reference include any of the matters referred to in this Article; and
- (f) to comply, as a minimum, with the *Occupational Health and Safety Act*, R.S.O. 1990, c.O.1 as amended from time to time.
- (g) that it has a responsibility to provide accommodation to employees with disabilities, and shall follow the policy and procedures set out in the *Carleton Human Rights Policies and Procedures* as they may be amended from time to time for dealing with accommodation requests.

34.2 (a) In return, individual employees shall assume an appropriate responsibility to respect and assist in the implementation of policies, procedures, guidelines or directives adopted to protect the health and safety of the campus community, and to maintain the security of persons and premises, and the Association will so encourage its members to do so.

34.3 Workplace Harassment and Prevention

Pursuant to Article 5 and all relevant legislation, the University maintains comprehensive policies and procedures to address workplace harassment and violence.

Article 35: Term Appointments

35.1 An appointment may be made in the term category in the following circumstances:

- (a) where there is a position exclusively associated with particular non-recurring programs or situations, including the replacement of an employee on leave or the temporary filling of a vacant position while a competition is still open;
- (b) in the case of an individual of recognized distinction in their field who is on temporary leave from another position outside the University (Visiting Professors);
- (c) where there exists a position associated with an instructional program which is self-funding (i.e., funded from student fees), or funded to the extent of at least 50% from sources outside the University's normal operating funds;
- (d) when vacancies occur or new positions are created as a direct result of:
 - (i) the development of a new program;
 - (ii) the modification of an existing program;
 - (iii) the resignation of an employee first notified to the Employer between June 1st and September 1st of any year, providing that the term replacement is appointed with an effective date between June 1st and December 31st of that year;
 - (iv) a Senate declaration that a program is established on a probationary basis (i.e., subject to review), and only for that specified period of the probation.
- (e) A term appointment may also be offered to an employee on preliminary appointment as an alternative to the granting of tenure, in accordance with the provisions of Article 10.

35.2 A term appointment may be of any duration, except that:

- (a) it shall be limited by the maximum time limits governing consideration for tenure or confirmation; and,
- (b) only for a position consistent with the conditions of Article 35.1(a), (b), (c), or (d)

(iii) may it be made for a period of less than one (1) year.

35.3 An employee holding a term appointment may be granted a renewal of term appointment or a preliminary appointment without the requirement for external advertisement and competition. Such renewal or conversion shall be subject to prior approval of the Dean, in consultation with the Chair/Director of the appropriate sub-unit, and the procedures for recommending appointments in the appropriate academic unit or sub-unit.

- (a) (i) While a term appointee cannot assume renewal of their contract, renewal shall take place if:
 - (1) there is a further need for the same type of employee, and
 - (2) where the position has been advertised, their qualifications and experience are demonstrably equal to those of the best external applicant who meets the requirements of the position.
- (ii) If the position to which an employee is appointed for a one-year term becomes available for a second year or longer the employee shall be notified in writing by the appropriate Dean within one (1) month of the availability becoming known and, in any case, prior to March 1 and invited to apply for reappointment. They shall be informed at the same time as to whether the position is to be advertised and subject to open competition in the current academic year or whether, if they desire reappointment, the advertisement and open competition will be deferred to a subsequent year, should the position continue to be available.
- (iii) If the position to which an employee is appointed for a two (2) or three (3) year term becomes available for a period longer than the period of the initial appointment term, the employee shall be notified in writing by the appropriate Dean by December 15 in the final year of their term or within one (1) calendar month of the availability of the position becoming known, whichever is later, and in no case later than March 1, and be invited to apply for reappointment. They shall be informed at the same time as to whether the position is to be advertised and subject to open competition in the same academic year or whether, if they desire reappointment, the advertisement and open competition will be deferred to a subsequent year, should the position continue to be available.
- (iv) In the event that such notification is made after March 1 the incumbent shall be reappointed, if they so desire, and the advertisement and open competition deferred until a subsequent year, should the position continue to be available.
- (v) In any of the above cases, the employee shall have ten (10) working days

to respond. A non-response shall be interpreted as indicating a decision not to stand for reappointment.

- (vi) An employee shall not be required to compete for the position more than once after the initial competition for an appointment.
 - (b) When an employee is considered for a renewal of a term appointment, such consideration shall include reference to academic employees performing similar work, and comparison with other employees of comparable experience.
 - (c) An employee employed under successive term appointments must in the fifth (5th) year of such employment be considered for tenure or confirmation. If an employee's term appointment is ended before the fifth (5th) year of such employment and the employee receives a new term appointment that is substantially the same and in the same academic unit as their previous term appointment within twelve (12) months of the end of their last appointment, the term appointments shall be considered successive for the purpose of this Article.
 - (d) If a term appointment is not to be renewed, the Employer shall notify the employee, in writing, at least six (6) months in advance of the termination date. If the reason(s) for termination are other than those implicit in the letter of appointment they shall be stated.
- 35.4 Terms and conditions of employment for term appointees shall be the same as for other employees as specified in this Collective Agreement except for the Pension Plan which is specifically restricted with respect to term appointees whose appointment is limited to less than twelve (12) months. If a term appointee has less than a full workload or a term of less than a full year, the salary and other compensation shall be correspondingly pro-rated. Visiting professors eligible for or receiving similar benefits elsewhere, shall not, as a condition of employment, receive employee benefits, other than the agreed salary, at Carleton University.
- 35.5 Compensation and workload for term appointees shall be as specified in this Collective Agreement.
- (a) For term appointments of less than one (1) year, both compensation and workload shall be pro-rated by reference to similar employees performing similar work and employed on appointments of one (1) year or longer. Anyone on term appointment for less than one (1) year who is rehired shall be deemed to be a continuing employee in the context of the Collective Agreement.
 - (b) Visiting professors, as defined in Article 35.1(b) shall be exempt from the provisions of Article 35.5(a).
 - (c) All term appointees shall be eligible for leaves and all employee benefits (except where prohibited by the plan), and the established cost-sharing arrangements,

with the single exception of visiting professors as described in Article 35.4 above.

- 35.6 In departments or equivalent where a preliminary or permanent position is to be filled, a term appointee then employed by the University shall be given preference over any other applicant from outside the University, providing that their qualifications and experience are demonstrably equal to those of the best external applicant who meets the requirements of the position.
- 35.7 Years of service accumulated on term appointments shall be counted in the same way as years on preliminary appointment for purposes of consideration for tenure, confirmation, and promotion.
- 35.8 Whenever possible, letters of appointment of term appointees shall be issued at least two (2) months prior to the date of commencement of duties and in all cases shall be specific as to terms and conditions of employment.

Article 36: Transfers

36.1 Employee Transfers Between Academic Units or Library Departments

- (i) The University may initiate a proposed transfer of an employee either partially or fully from one academic unit or sub-unit to another, or from one Library Department to another, providing that:
- (a) the employee agrees voluntarily to such transfer;
 - (b) such transfers apply to tenured or confirmed employees only;
 - (c) the employee has the right to be represented by the Association at all stages of the discussions concerning the proposed transfer;
 - (d) the employee's rights with respect to promotion, sabbatical, and all other provisions of this Collective Agreement be fully specified and protected;
 - (e) all terms and conditions attached to such a transfer be fully set out in a letter from the Provost & Vice-President (Academic) to the employee;
 - (f) for a period of not less than two (2) years following the transfer, the employee shall not be denied the Career Development Increment regardless of the results of assessment of their performance, which assessment shall be undertaken solely for the information of the employee and the University;
 - (g) for Faculty employees, their teaching workload in the new unit or sub-unit in their first year following the transfer shall be one half credit less than the normal teaching load in the new unit or sub-unit;

- (h) the employee may propose a retraining plan to their Dean or University Librarian for their consideration which, if approved, shall be provided at the University's expense. No employee shall be denied a CDI during any such period of retraining.
- (ii) An employee may request a transfer by written application to the appropriate Dean or University Librarian. The provisions of Article 36.1 shall not apply to employees who request a transfer from one academic unit or sub-unit to another.

36.2 General Provisions for Transfers

- (a) The University shall advertise available positions to the bargaining unit by appropriate means.
- (b) In the case of vacant positions that have been advertised, preference must be given to an applicant from the bargaining unit wishing to transfer if their qualifications are demonstrably equal to those of applicants from outside the bargaining unit.
- (c) An employee may justifiably use their sabbatical leave (Article 19), or any other form of leave (Article 18.1 and 18.2), in study or any other preparation appropriate to achieving the qualifications pre-requisite to potential transfer, including employment in the sub-unit to which they would transfer.
- (d) If the employee seeking a transfer is subject to lay-off as a result of the implementation of the provisions of Article 16 (Financial Stringency), the consideration of their qualifications for the new position will take into account any improvement in those qualifications which have accrued from retraining, or would be reasonable to expect to accrue from the retraining provided for in Article 36.6 below.

36.3 The University recognizes that in no way does transfer constitute a criticism of any sort or degree of the transferred member's prior performance of their academic duties.

36.4 Any employee transferred to another position (unless the position requires exclusion from the bargaining unit) at either the University's or the employee's initiative, shall retain their rank, salary level, and all other terms and conditions of employment, and without limiting the generality of the foregoing:

- (a) eligibility for sabbatical shall not be prejudiced or delayed in any way by transfer;
- (b) any consideration of a transferred employee for subsequent promotion, or any increment(s) shall give full credit for their service prior to transfer;
- (c) where scholarship and research are relevant as judged by the appropriate peer

evaluation committee, to the subsequent promotion of a transferred employee, the University shall also give full credit for their scholarly achievement prior to transfer as well as subsequent to transfer.

36.5 Subsequent to a declaration of financial stringency in accordance with the provisions of Article 16, the University shall offer the opportunity of retraining, under the provisions of Article 18.2 to any employee whose retraining and subsequent transfer would lessen the necessity of lay-off for that employee or other employees.

- (a) The pay and benefits of an employee receiving retraining under the provisions of this Article shall be subject to acceptance by the employee.
- (b) Such retraining leave shall normally be supposed to last one (1) full academic year, though other arrangements may be made with the consent of the employee concerned.
- (c) Any employee retrained under the provisions of Article 36.5 shall be given preference for vacancies as provided for in Article 36.2(b) and where the provisions of Article 16.8(c), (d), (e) and (f) apply.

36.6 Secondment

- (a) A secondment is a temporary assignment by the University of an employee to perform duties in an academic unit or sub-unit other than the employee's own unit. Secondments shall be subject to the provisions of 36.1(i)(a)-(e).
- (b) A seconded employee shall not, for the period of the secondment, be denied a CDI.
- (c) The teaching of a credit or half credit in a sub-unit other than the employee's appointment or cross-appointment sub-unit without the temporary and formal transfer of teaching and service duties shall not constitute a secondment. However, no employee shall be required to teach a course or half course outside of their appointment or cross-appointment sub-unit without their consent.

36.7 Transfer of Employee Streams

- (a) A Faculty Member, Teaching Stream may be appointed to a faculty rank where a suitable vacancy occurs, and their qualifications are demonstrably equal to those of the best external applicant who meets the requirements of the position.
- (b) However, a Faculty Member, Teaching Stream holding a preliminary or confirmed appointment may in exceptional circumstances be transferred to faculty rank with the same appointment status without there being a suitable vacancy when:

- (i) their research or scholarship in an appropriate discipline is deemed by their unit tenure and promotion committee to be of a calibre and nature normally required for a faculty appointment;
 - (ii) their qualifications meet those normally required for a faculty appointment; and,
 - (iv) they are deemed by their unit Chair or Director to be doing a job which is effectively the same as that normally required of a Faculty Member and the Dean agrees the unit is capable of resolving the implications of this transfer for its course offerings within its existing resources.
 - (iv) Recommendation for such a transfer shall be made by the departmental promotion committee to the faculty promotion committee and then to the appropriate Dean. The employee receiving a positive recommendation for transfer into faculty ranks from the Dean, having considered the operational needs, shall receive a formal letter of offer of transfer from the Employer.
- (c) A Faculty Member may request a transfer to a Faculty Member, Teaching Stream position through written application to their Dean. Transfers shall not be unreasonably denied.
 - (d) The employee receiving a positive recommendation for transfer shall receive a formal letter of offer of transfer from the Provost and Vice-President (Academic).

Article 37: Copies of the Agreement

- 37.1 At the conclusion of negotiation, the Employer shall prepare six (6) official print copies of the Agreement to be signed by the signing officers of the Employer and the Association. Each party shall receive three (3) official copies.
- 37.2 The Employer shall as soon as possible, and in any event within sixty (60) days after the signing of this Agreement, put a searchable electronic version of the Collective Agreement on the Human Resources website.
- 37.3 It shall be the responsibility of the University to provide the link to the electronic version of the Collective Agreement on the web for new employees included in the bargaining unit, and to candidates (when required).

Article 38: Benefit Plans

- 38.1 (a) For the period of this Agreement, Health Benefit Plans for employees will be as

follows:

- (i) The Group-Life Insurance Plan;
 - (ii) The Long-Term Disability Plan;
 - (iii) The Extended Health Care Plan;
 - (iv) The Dental Plan.
- (b) For those who are eligible, membership in the Plans listed in (a) above is a condition of employment.
- (c) The Extended Health Care Plan shall also provide:
- (i) vision care benefits of \$800.00 maximum per covered person with no deductible every twenty-four (24) months with 80% reimbursement;
 - (ii) massage therapy benefits of \$600.00 maximum per covered person every calendar year with 80% reimbursement;
 - (iii) orthotics benefits of \$700.00 maximum per covered person every calendar year (when prescribed by a physician, podiatrist or chiropracist) with 80% reimbursement;
 - (iv) three (3) pairs of custom-made compression hose at 80% reimbursement; and
 - (v) drugs and drug supplies covered by the Plan with 80% reimbursement.
- (d) The Extended Health Care Plan shall provide mental health and psychological services by the following providers as deemed qualified by the plan administrator based on provincial accreditation, with 80% reimbursement:
- psychologists;
 - social workers;
 - psychotherapists, and;
 - counsellors.
- (e) The Extended Health Care Plan shall provide Gender Affirmation coverage for employees and their dependents up to a lifetime maximum of \$15,000 per covered person with 80% reimbursement.
- (f) The Dental Plan shall provide annual coverage of 80% of the cost of eligible orthodontic or implant treatment per person covered per calendar year to a lifetime maximum of \$2,500.

38.2 Health Benefit Plans - Cost-Sharing Arrangements

The Employer shall contribute to the costs of Health Benefit Plans stipulated in Article 38.1(a) as follows:

- (a) The cost of premiums for the Group Life Insurance Plan shall be borne wholly by employees.
- (b) The cost of premiums for the Long-Term Disability Plan shall be borne wholly by employees.
- (c) For the Extended Health Care Plan, the full premium costs of rates in effect prior to May 1, 1998. For premium changes on or after May 1, 1998, one-half (1/2) of the cost of such change shall be passed on to the employees. The Employer will bear the remainder of the cost of such change. One-half (1/2) of any rebates for any of the Health Benefit Plans referred to in Article 38.1 shall be passed on to the employees in the same manner as changes in premium rates. The remainder shall accrue to the Employer.
- (d) For the Dental Plan:
 - (i) Until April 29, 2027, the full premium costs of rates in effect prior to May 1, 1998. For premium changes on or after May 1, 1998, one-half (1/2) of the cost of such change shall be passed on to the employees. The Employer will bear the remainder of the cost of such change. One-half (1/2) of any rebates for any of the Health Benefit Plans referred to in Article 38.1 shall be passed on to the employees in the same manner as changes in premium rates. The remainder shall accrue to the Employer.
 - (ii) Effective April 30, 2027, the full dental premium costs shall be paid by the employer.

38.3 Health Benefit Variations

The practice of permitting variations in Health Benefits on written request in cases of immediate familial relationships between employees shall continue during the term of this Collective Agreement.

38.4 Information and Reporting

- (a) The Employer agrees to supply the Association with:
 - (i) a copy of the master policy of each of the Plans specified in Article 38.1(a); and,
 - (ii) copies of all correspondence between the Employer and the carrier of the respective Plans which pertain to dividends or other performance rebates.

- (b) The Employer agrees to report to the Association (in such a way as to not breach confidentiality of individuals) all problems arising with respect to the application of these Plans to employees.
- (c) The Employer shall maintain on a web site, an employment benefits booklet which shall be updated by September 15 of each year. Employees may request copies of this document from the Human Resources Office at any time.
- (d) The Employer shall provide the Association with such information as outlined in Appendix M as at January 1 and July 1 of each year no later than one month following the relevant date.

38.5 Athletic Facilities

All employees shall have free access to the facilities of Carleton University's Athletic and Physical Recreation Centre.

38.6 The Carleton University Retirement Plan

- (a) The parties agree that the Carleton University Retirement Plan shall continue for the term of this Agreement, except that if the Plan is amended to modify the Employer's obligation to fund the minimum guarantee fund beyond actuarial requirements, that amendment will take effect as provided by the amended plan.
- (b) The parties to the Agreement undertake to cooperate with any external group or body having a *prima facie* legitimate interest in the Plan or University Pension Plans in general, such as the Federal or Provincial Governments and their agencies, and Associations representative of University administration and/or faculties, with a view to improving the pension benefits of employees.
- (c) In respect of the foregoing, the Employer undertakes to provide information concerning the funding, liabilities, terms and conditions of operations of the Plan to any group or body of the nature of those indicated, as soon as such information is available. Such information shall be presented in such a way as not to violate the confidentiality of individuals.
- (d) Nothing herein shall be construed so as to restrict the right of the Employer at its sole discretion, upon request from an employee, to reappoint the employee for such other period of time, or upon such other terms as the Employer may choose, in accordance with the provisions of the Retirement Plan.
- (e) The parties agree to take appropriate steps, jointly and individually, to provide information to eligible employees with particular emphasis on:
 - (i) the income tax implications and the potential net income effects of a reduced salary under Article 12.7.

- (ii) the maintenance of benefits and pension contributions provided for under Articles 12.7 and 9.8.
- (iii) the retirement planning benefit of exercising the option under Article 12.7.

38.7 Benefits for Retired Employees

- (a) For those employees hired before November 28, 2007, employees who retire at or after fifty-five (55) years of age, and who have at least five (5) years of continuous service at the University and who were members of the respective Plans at retirement will continue as members of the following Plans with the premiums paid for wholly by the Employer:
 - (i) the Extended Health Care Plan; and
 - (ii) the Dental Plan.
- (b) For those employees hired after November 28, 2007 who retire at or after fifty-five (55) years of age, and:
 - (i) who have at least eight (8) years of continuous service at the University shall continue as members of the Plans listed in 38.9(a) above, with the premiums paid for wholly by the Employer;
 - (ii) who have at least four (4) years of continuous service at the University shall continue as members of the Plans listed in 38.9(a) above, with the premiums paid in accordance with Article 38.2 and 38.3(a); and,
 - (iii) employees who do not qualify under (i) or (ii) above shall have the right to participate in these Plans with the premiums paid for wholly by the retired member.
- (c) Employees who retire at or after fifty-five (55) years of age, and who have at least five (5) years of continuous service to the University, shall continue to have, access to the University Library, the athletic facilities and health services. A special I.D. card will be issued on request.
- (d)
 - (i) Where a retired employee applies for contract teaching pursuant to this Article, they will be appointed if, in the opinion of the department, their qualifications and experience are demonstrably equal to those of the best candidate who meets the requirements of the position.
 - (ii) The Employer shall make reasonable efforts to provide teaching for retired members of the bargaining unit and in accordance with (i) above, such retired employees shall have preference to teach up to the equivalent of two (2) full credit courses per calendar year.

- (iii) Remuneration for teaching pursuant to (i) above shall be the same as the compensation provided for overload courses provided for in Article 41.1.
- (iv) Where a contract is cancelled not more than 4 weeks before the first scheduled class, the Employer shall pay a minimum preparation fee based on the following scale:
 - not less than 3 weeks before class \$688 effective May 1, 2024; \$705 effective May 1, 2025; and \$723 effective May 1, 2026;
 - less than 3 weeks but more than 1 week before class \$793 effective May 1, 2024; \$813 effective May 1, 2025; and \$833 effective May 1, 2026;
 - 1 week or less before class \$1,161 effective May 1, 2024; \$1,190 effective May 1, 2025; and \$1,220 effective May 1, 2026.
- (e) Where the Dean of the appropriate Faculty agrees in writing, upon the recommendation of the department, that there is a continuing need for graduate supervision by a particular retired faculty member, the retired faculty member will be permitted to elect to continue the supervision or not. If the retired member elects to continue the supervision, the retired member shall be paid the sum of \$2,000 when the Master research thesis is accepted by Graduate Studies and \$4,000 when the PhD research thesis is accepted by Graduate Studies.

38.8 Guaranteed Housing Loan Plan

- (a) The Employer agrees to provide employees with access to a "University Guaranteed Housing Loan Plan" as described in this Article.
- (b) **Eligibility:** Subject to the limitations described in Article 38.8(g), any employee covered by this Collective Agreement will be eligible to apply for a loan under this plan provided that the loan is specifically to assist in the purchase of a house or dwelling unit to be used as the principal residence of the employee.
- (c) **Operation of the Plan:** The basis of this plan is that the applicant will borrow money as primary debtor from the Bank of Nova Scotia, Carleton University Branch, and Carleton University will guarantee repayment of such loan to the Bank subject to execution by the employee of a Second Mortgage in favour of Carleton University. First priority for guaranteed housing loans shall be to provide second mortgages for purchasing a first home or dwelling unit.
- (d) **Interest Rate:** Because Carleton University has agreed to guarantee all loans made by the Bank under this plan, an agreement has been reached whereby the Bank will charge interest to employees at the following rates:

Term of Loan	Amount of Loan	Rate of Interest
1 - 10 years	up to \$10,000	Prime + 1/2%
1 - 10 years	\$10,000 - \$20,000	Prime + 3/4
10 - 15 years	0 - \$20,000	Prime + 1%
15 - 20 years	0 - \$20,000	Prime + 1-1/4%

- (e) **Repayment Terms:** The maximum term for a loan is twenty (20) years and payment shall be in monthly instalments of principal and interest sufficient to amortize the loan over the loan period.
- (i) Under the terms of the agreement between Carleton University and the Bank of Nova Scotia, it is required that all applicants open a Personal Account at the Carleton University Branch of the Bank of Nova Scotia and authorize Carleton University to deposit to that account such salary payments as are due them from time to time.
 - (ii) The balance of principal plus accrued interest owing at any time may be repaid without notice or bonus but any such arrangement for repayment must be made between the employee and the Bank.
- (f) **Security for the Loan:** To secure its loan to the employee, the Bank will require a Promissory Note to be signed by the employee and guaranteed by the University.
- (i) To secure its guarantee of the loan, Carleton University requires that the employee execute a Second Mortgage on the property concerned in favour of Carleton University.
 - (ii) So that Carleton University may properly record the contingent liabilities arising from this plan, employees must also authorize the Bank to inform Carleton University at any time of the state of the loan account.
- (g) **Limitations:** The Employer reserves the right to limit the total amount of such loans to members of the bargaining unit guaranteed under this plan to a maximum of \$950,000.00.
- (i) The Bank of Nova Scotia will not be bound to make a loan to an employee even though that employee has obtained Carleton University's approval for a loan and if such approval is denied by the Bank the employee is deemed to be ineligible for a loan under this plan.
 - (ii) If and when the Bank does approve a loan, no money will be advanced to the employee until the Bank receives notice from Carleton University to do so.

- (iii) No loans will be approved by Carleton University unless the employee has at least a 10% equity in the property in the case of a detached house, and up to 20% on other types of homes, as may be negotiated on an individual basis.
 - (iv) The maximum amount of loan to be made available to individual employees under the plan is \$20,000.
- (h) **Cancellation of Loan:** Any loans given under this plan will contain the condition that the entire balance of any principal outstanding together with interest accrued becomes due and payable immediately if:
- (i) the employee ceases for any reason to be employed by Carleton University, except such loans shall be continued at the option of the employee until the employee ceases to receive salary payment from the University. Notwithstanding the provisions of Article 38.8(b) any employee recalled under Article 16.8(e) shall be eligible to apply for reinstatement of the loan previously guaranteed by the University;
 - (ii) the employee ceases to occupy as their usual and principal place of residence, the house for which the loan was made; or
 - (iii) the employee sells, conveys, assigns or otherwise becomes deprived of their interest in the said lands and premises.
- (i) **Legal Costs:** The employee must pay all legal and administrative expenses incidental to this loan including the costs of preparing the Second Mortgage documents and of obtaining an up-to-date survey of the property concerned. When the loan has been repaid, the employee is also responsible to arrange for a discharge of the Second Mortgage.
- (j) **Application for Loans:** Each eligible employee who wishes to borrow money under this plan must complete an "Application for Guaranteed Housing Loan" which may be obtained from the Director of Finance's Office. If the Application is approved by Carleton University, the University will forward the Application to the Bank and the Bank will contact the Applicant to arrange for signing of the Promissory Note and payment of the monies.

38.9 Tuition Waiver Program

- (a) Employees and, with the employee's written consent, their dependent(s) and spouse are eligible for free tuition for credit courses offered by Carleton University, under the terms and conditions of the Tuition Waiver Program.

Dependents are defined as children of the employee under the age of twenty-six (26) to whom the employee provides regular financial support.

- (b) A student qualifying for free tuition must remain in good standing. In the event of loss of good standing, the same course(s) or equivalent courses may be taken at the student's expense to reinstate eligibility or good standing. Auditing of courses is only allowed with the permission of the instructor in charge of the course and any such approval must be passed on in writing to the Business Office prior to the commencement of the course.
- (c) Employees receiving benefits under the Long-Term Disability Plan, their spouses and dependents, the spouses and dependents of employees who die in service, and employees who retire from Carleton University and their spouses and dependents shall also continue to enjoy the benefit of free tuition.
- (d) The parties agree that both the Association and the Employer through JCAA shall continue to examine reciprocal free tuition benefit arrangements with other institutions.

38.10 Professional Expense Reimbursement

- (a) The Employer shall make available to each member of the bargaining unit a sum for the purchase of items related to the performance of their professional and/or teaching duties. A member may use this sum, provided they present the Dean with receipts or records of purchase, for the purchase of books, equipment, or memberships in professional associations and/or for travel related expenses not covered by or in excess of other travel grants. PER accounts will be administered in accordance with Canada Revenue Agency (CRA) guidelines. All goods purchased through PER accounts remain the property of the University.
 - (i) for the period May 1st, 2024 to April 30th, 2025 the sum shall be \$2,200.00.
 - (ii) for the period May 1st, 2025 to April 30th, 2026 the sum shall be \$2,200.00.
 - (iii) for the period May 1st, 2026 to April 30th, 2027 the sum shall be \$2,200.00.
- (b) Any employee who takes leave of absence without pay as in Article 18.1, of one hundred and eighty (180) days or more during the twelve (12) month period commencing May 1st and ending April 30th shall have their annual entitlement pro-rated and may only use the pro-rated sum.
- (c) On each May 1st, unspent portions will be carried over provided the total does not exceed five (5) years entitlement. On each May 1st, balances in excess of five (5) years will be permanently removed and transferred to the CUASA Scholarship Fund.
- (d) If a Faculty employee or Professional Librarian ends their employment with the

University, items purchased through the Professional Expense Reimbursement (PER) fund may have to be returned to the Dean or University Librarian upon separation. Any amount that is overdrawn from an employee's PER fund shall be deducted from their final pay.

- (e) Amounts transferred to an individual's Professional Expense Reimbursement fund pursuant to Article 40.6(b) shall not count towards the maximum entitlement permitted to be carried forward.

Article 39: Career Development Increments

39.1 Purpose

The purpose of the Career Development Plan is to provide financial progress, through a series of annual increments, in the career of a member of the academic staff. It is designed to achieve orderly promotion within rank. The Plan contains a provision for denial of an increment in exceptional cases to those whose academic/professional development is judged on grounds of performance, based on the criteria which follow, to be substantially below the standard set by the majority of the employees in the relevant category (Faculty Member, Faculty Member, Teaching Stream, Professional Librarian employee) of the academic staff of Carleton University.

39.2 Procedures

(a) Faculty Member

- (i) Recommendations with regard to the denial, in exceptional cases, of career development increments shall be made according to procedures established by each department to suit its own needs. Such procedures, including the criteria to be used, shall be communicated to all members of the academic unit. The Chair/Director or equivalent shall ensure that the procedures are carried out and shall have the responsibility for conveying recommendations to the appropriate Dean. The decisions with respect to denial of career development increments shall rest with the Dean of the appropriate Faculty. No CDI shall be denied without the Dean first requesting a meeting with the faculty member. In the communication requesting this meeting, the Dean shall include the CDI assessment, including the criteria used, and invite the faculty member to provide additional information, as they wish.
- (ii) Recommendations with regard to the denial, in exceptional cases, of career development increments for intra-faculty cross-appointees shall be made by a joint committee to be established in accordance with procedures developed by the relevant departments (or equivalent) to suit their own needs. Such Procedures, including the criteria to be used, shall be communicated to all members concerned. The Chair/Director or

equivalent shall ensure that the procedures are carried out and shall have the responsibility for conveying recommendations to the appropriate Dean. The decision with respect to denial of career development increments shall rest with the Dean of the appropriate Faculty. No CDI shall be denied without the Dean first requesting a meeting with the faculty member. In the communication requesting this meeting, the Dean shall include the CDI assessment including the criteria used, and invite the faculty member to provide additional information, as they wish.

- (iii) Recommendations with regard to the denial, in exceptional cases, of career development increments for inter-faculty cross-appointees shall be made by a joint committee to be established in accordance with procedures developed by the relevant departments (or equivalent) to suit their own needs. Such procedures, including the criteria to be used, shall be communicated to all members concerned. The Chair/Director or equivalent shall ensure that the procedures are carried out and shall have the responsibility for conveying recommendations to the appropriate Deans who shall in all cases meet and attempt to reach a collective decision. The decision with respect to denial of career development increments shall rest with the Deans of the appropriate Faculties. If the Deans are unable to arrive at a collective decision with respect to an inter-faculty cross-appointee, the case shall be forwarded to the Vice-President (Academic) with whom the decision with respect to denial of career development increment shall rest. No CDI shall be denied without the Deans first requesting a meeting with the faculty member. In the communication requesting this meeting, the Deans shall include the CDI assessment, including the criteria used and invite the faculty member to provide additional information, as they wish.
- (iv) Faculty Members, Teaching Stream shall be considered for CDI in the same manner described above in 39.2(a)(i),(ii), and (iii).

(b) **Professional Librarian Employees**

Recommendations with regard to the denial, in exceptional cases, of career development increments for Professional Librarian employees shall be made according to the following procedures:

- (i) The immediate supervisors shall prepare for the Peer Evaluation Committee a written evaluation of the performance of Professional Librarian employees during the past twelve (12) months using the job-related criteria indicated in Article 39.3(b). The employee's signature on the evaluation shall signify that a discussion of the job performance has taken place and that they have read the appraisal, but not that they necessarily agree with it. If there is disagreement, the employee shall so indicate upon signing of the evaluation and provide a concise statement of

reasons in writing for dissent. Failure to supply a statement of disagreement shall be taken as acceptance of the supervisor's appraisal. The employee shall be given a copy of the appraisal.

- (ii) The Peer Evaluation Committee shall:
 - (1) evaluate the professional contributions and professional growth of the employee, according to criteria indicated in Article 39.3(b), on the basis of a statement of the previous year's professional development provided by the employee. The Committee may seek clarification and information from the employee on any point;
 - (2) inform the employee, in writing, of the Committee's evaluation of their professional development; the employee may provide to the Committee a concise statement of reasons in writing for dissent;
 - (3) review and evaluate the appraisal made by the supervisor, seeking clarification and information, if necessary, and ascertaining whether there is any disagreement between the employee and the supervisor with respect to any point;
 - (4) inform the supervisor and the employee in writing of its decision; and
 - (5) recommend to the University Librarian whether or not each Professional Librarian employee shall be denied a career development increment, by furnishing them with its written overall recommendation, and a copy of the supervisor's appraisal, the employee's professional development appraisal and any further statements submitted by the employee.
- (iii) The decision with respect to the denial of career development increments for Professional Librarian employees shall rest with the University Librarian.
- (c) In no case shall a quota system of any kind be applied in the determination of the denial of career development increments.

39.3 Criteria

(a) Faculty Member and Faculty Member, Teaching Stream Employees

- (i) As specified in Article 14 the rights and responsibilities of faculty employees relate to their performance of an appropriate combination, though not necessarily all, of the activities of teaching, scholarship/research (Faculty Members), professional and pedagogical development (Faculty Members, Teaching Stream), professional

achievement, governance and administration (through active contributions to departmental and faculty committees, councils and tasks, and, when called upon and to a reasonable extent, through active membership in other University bodies), and contributions to the learned professions and the community at large.

For purposes of these criteria, teaching shall be treated as one (1) area of assessment; a second area of assessment shall be scholarship/research for Faculty Members, and professional and pedagogical development for Faculty Members, Teaching Stream; and the third area of assessment shall be service (e.g. governance, administration, community service and service to the learned professions). The details of each area of assessment, including what performance measures are used and what level of performance is associated with being assessed as “above the norm”, “at the norm”, “below the norm” or “substantially below the norm”, will be communicated to all members under review.

- (ii) Performance in teaching and/or related activities which is above the norm shall guarantee a career development increment provided it is accompanied by a reasonable degree of activity in one (1) or both of the other two (2) areas.
- (iii) Performance in teaching and/or related activities which is at the norm, together with performance in one (1) or both of the other two (2) areas of assessment which is at the norm or better, shall guarantee a career development increment.
- (iv) Performance at the norm in teaching and/or related activities accompanied by performance substantially below the norm in the other two (2) areas of assessment may be considered as sufficient reason for denial of a career development increment.
- (v) Performance in teaching and/or related activities which is only slightly below the norm, together with at least normal performance in both of the other two (2) areas of assessment shall be sufficient to ensure a career development increment.
- (vi) Performance in teaching and/or related activities which is substantially below the norm may be considered sufficient reason for denial of a career development increment.
- (vii) The JCAA will examine the criteria set out in Article 39.3(a)(i) to (vi) above, and will make recommendations to the parties concerning the appropriateness of these or other criteria.
- (viii) For faculty who have been assigned additional teaching workload

pursuant to Article 12.2(d)(ii), performance at the norm in teaching shall be sufficient to ensure a career development increment.

(b) Professional Librarian Employees

- (i) Assessments of Professional Librarian employees for purposes of career development or other salary increments shall be according to the following criteria as applied to performance based on the individual job description and in relation to achievement of goals which have been mutually established.
- (ii) Criteria to be used in evaluating performance shall be:
 - (1) Accuracy and thoroughness of work, including quality and consistency of performance, effective application of knowledge and skills.
 - (2) Organization of work, including the ability to set priorities, to choose efficient means of accomplishing goals and to use time effectively.
 - (3) Quantity and timeliness of work, including level of productivity and the ability to meet deadlines.
 - (4) Judgment, including recognition of problems, decision-making, and the ability to see further implications of actions and events.
 - (5) Communication, including ability to communicate in speech and in writing, flexibility and responsiveness to new ideas, ability to gain the confidence, cooperation and respect of others.
 - (6) Initiative, including choosing objectives; resourcefulness and creative innovation.
- (iii) The career development increment shall not be denied unless there are deficiencies in performance relative to the above criteria such as to seriously affect performance in duties specified in the employee's job description.

(c) Methods of Assessment (Faculty Member and Faculty Member, Teaching Stream Employees)

- (i) The method of assessment of performance in instruction and related activities shall be equitable and may be based on teaching evaluations (including student and peer evaluation) and on assessments by relevant

departmental committees, so long as such evaluations and assessments are in accord with Article 24.

- (ii) The method of assessment of performance in areas of research or scholarship (Faculty Members), professional and pedagogical development (Faculty Members, Teaching Stream) or in professional disciplines, professional achievement and service, shall be equitable and may be based on peer evaluations and on assessments by relevant departmental committees.

(d) Assessment Standards

- (i) In assessing whether the performance of all employees in each of the areas of responsibility has been satisfactory, or the degree to which it has been more than or less than satisfactory, the judgments shall be made relative to the levels of performance normal for an individual of similar rank and experience performing similar tasks in similar areas of responsibility.
- (ii) In respect of rank and experience for Faculty employees, the initial one (1) or two (2) years of a first appointment require one standard of assessment, the remaining years normally spent as an Assistant Professor a second, the years normally spent as an Associate Professor a third, and the years normally spent as a Professor a fourth.
- (iii) The standards of assessment described in this Article shall be applied reasonably. In accord with this, performance in research and scholarship (Faculty Members), professional and pedagogical development (Faculty Members, Teaching Stream) shall always be judged over the most recent three (3) year period inasmuch as it is universally recognized that productivity in research and scholarship over a period as short as a year is subject to extreme variations. Unsatisfactory performance in research and scholarship in the first two (2) years of an appointment shall not however be held to the disadvantage of an employee.

(e) Period of Assessment

- (i) In assessing candidates for the award of career development increments to be paid during the salary year, assessment shall be of teaching and service in the twelve (12) month period May 1st, to April 30th immediately preceding the salary year as specified above. In respect of research and scholarship (Faculty Members), professional and pedagogical development (Faculty Members, Teaching Stream), the assessment shall be of performance over the three (3) year period ending on April 30th, 2025, April 30th, 2026, and April 30th, 2027 respectively. Individuals shall be notified of the result in accordance with Article 39.4(a)

- (ii) Where a career development increment has not been denied, the employee shall be deemed to have been entitled to the increment on May 1st and shall be paid any amounts which have accrued as a result thereof in the months in which the CDI was awarded unless otherwise agreed by the parties.

(f) Leave of Absence

- (i) For employees on leave of absence the assessment shall be of performance over the three (3)-year period ending on April 30th immediately preceding May 1st on which the increment is to take effect. In respect of teaching and service the period of leave shall not be considered in the averaging.
- (ii) Non-performance of tasks in one (1) or more of the areas where this is by prior agreement shall not be held to an employee's disadvantage (Article 18.1(f),(g)).

(g) Long Term Disability

For employees in receipt of long term disability benefits, the following procedures shall apply:

- (i) if the employee received a CDI for the assessment year immediately preceding the year in which LTD benefits commenced, then CDI's will automatically be awarded for the first two (2) years of LTD; after that time, for as long as the employee remains on LTD, no CDI decisions will be made, and the employee's salary will be automatically reviewed by the Salary Adjustment Commission in the year in which the employee returns to work; and,
- (ii) if the employee was denied a CDI for the assessment year immediately preceding the year in which LTD benefits commenced, then no CDI decisions will be made for as long as the employee remains on LTD.

(h) Value of the Career Development Increment

- (i) For each category of employee (i.e., Faculty, Faculty Teaching Stream, Librarian), the value of the full career development increment (CDI) will be equal to the previous year's CDI for the respective category of employee adjusted for any across-the-board (ATB) increase (i.e., percentage scale increase and five percent (5%) of any lump sum increase, if applicable).

For each category of employee, the current year's breakpoint shall be the previous year's breakpoint adjusted by the amount of the current year's ATB increase (i.e., percentage scale increase and any lump sum increase, if applicable).

For each category of employee, the partial CDI, for those above the breakpoint, will be two-thirds (2/3) of the full CDI.

For each category of employee, the CDI ceiling will be equal to the previous year's CDI ceiling for the respective category of employee adjusted for any across-the-board (ATB) increase (i.e., percentage scale increase and any lump sum increase, if applicable).

On May 1, 2025 the CDI ceiling for Full Professors will increase by an additional partial CDI.

On May 1, 2026 the CDI ceiling for Full Professors will increase by an additional partial CDI.

For each category of employee, the salary floor will be equal to the previous year's salary floor for the respective category of employee adjusted for any across-the-board (ATB) increase (i.e., percentage scale increase and any lump sum increase, if applicable).

For each category of employee, the upper limit will be equal to the previous year's upper limit for the respective category of employee adjusted for any across-the-board (ATB) increase (i.e., percentage scale increase and any lump sum increase, if applicable).

- (ii) Subject to Article 39.5, the career development increment, unless denied, shall be added to the salary of each continuing employee as of April 30th in each year of employment and shall become a part of the employee's nominal salary.

39.4 Reporting of Information

- (a)
 - (i) In the event the Dean or the University Librarian, as appropriate, has made a decision to approve or deny a career development increment on or before June 15, they shall provide written notification to the employee by June 15.
 - (ii) In the event the Dean or the University Librarian, as appropriate, has not made a decision to approve or deny a career development increment, they shall, by June 15, provide written notification to the employee and invite them to a meeting to discuss their performance in relation to CDI criteria. Following the meeting with the employee, decisions concerning the approval or denial of career development increments shall be reported by the Dean or University Librarian, as appropriate, to employees by August 1 of each year.
 - (iii) The decision to deny a CDI shall be reported in writing and shall state the

reason therefore, providing an explanation for the denial with reference to the departmental criteria used, and indicate to the candidate, in some detail, at least in which area or areas of performance the appropriate Dean or University Librarian would expect evidence of further development before recommending in favour of awarding a career development increment. The decision letter will advise the employee that they may contact CUASA for further information. In the event of a grievance against the denial of a career development increment, no grounds not contained in this written report shall be brought forward by the Employer unless such are first introduced by the employee.

- (b) A failure by an employee to provide information of a sort generally provided by employees concerning their performance in any of the areas of performance shall be taken into account by the appropriate Dean or University Librarian in making their decision (Article 21.1(b)).
- (c) The Dean or University Librarian shall provide the Association with a list of employees, by department, who have been denied career development increments within ten (10) working days of the denial of such increments.

39.5 Operation of the Career Development Plan

- (a) An employee shall not receive a career development increment if the salary is above the CDI ceiling of the category of that employee. If the career development increment would cause the ceiling to be breached, then the employee shall receive only that portion of the increment which will bring the salary to the ceiling.
- (b) Employees on sabbatical shall be eligible for career development increments on a pro rata basis in the year of their sabbaticals. Their nominal salaries, however, shall be adjusted by the full increment.
- (c) Employees whose initial appointment occurs during the assessment period for performance other than research and scholarship shall be eligible for a career development increment in the next year as follows:
 - (i) if the appointment date is between May 1 and September 1, the employee shall receive a full CDI unless denied pursuant to this Article;
 - (ii) if the appointment date is between September 2 and January 1, the employee shall receive a one-half CDI unless denied pursuant to this Article;
 - (iii) if the appointment date is between January 2 and April 30, the employee shall not be eligible to receive a CDI until the following December, at which time they shall receive a one-half CDI, unless denied pursuant to this Article.

- (d) The allocation of monies which accrue as a result of discretionary denials shall be determined by the JCAA.
- (e) No career development increments other than those pursuant to this Article shall be paid.

Article 40: Awards

40.1 The parties recognize that the outstanding scholarly contributions made by some Faculty Members, Faculty Members, Teaching Stream and Librarians require special recognition and that research and teaching initiatives require special support. As such, the University agrees to establish an Awards fund.

40.2 Research Achievement Awards

- (a) There shall be five (5) Research Achievement Awards per year, each valued at \$15,000.00. These awards recognise outstanding research achievements. They are available to Faculty Members only.
- (b) The \$15,000.00 award may, at the option of the recipient, take the form of:
 - (i) a research grant upon the University being satisfied that the normal rules and requirements pertaining to approval of a research proposal have been satisfied; or,
 - (ii) a \$5,000.00 bonus less deductions required by law and a \$10,000.00 research grant payable upon the University being satisfied that the normal rules and requirements pertaining to approval of a research proposal have been satisfied;
 - (iii) or, a portion of the award equal to the appropriate contract instructor stipend may be used to purchase up to a one (1) credit teaching release.
- (c) Candidates can be either nominated by a colleague or apply directly for an award. Nominations by a colleague should be submitted to the appropriate faculty Dean no later than September 30. The Dean will ascertain whether nominees wish to be considered as candidates and if so, request them to follow the procedure prescribed below. All candidates for the award shall, no later than October 31, submit a curriculum vitae, and an application to their faculty Dean using the online standardized form.

40.3 Research Award – Seed Funding

- (a) There shall be five (5) Research Awards per year, each valued at \$15,000.00. They are available to Faculty Members only. The awards are intended to enhance research productivity. Candidates can apply directly for an award no later than October 31 by submitting a CV and an application with a research proposal to their faculty Dean using the online standardized form that addresses the following:
 - (i) Research proposed for the term of the Award;
 - (ii) How the award will contribute to the employee's research program;
 - (iii) A budget outlining how the award will be spent,
 - (iv) Any other relevant information.
- (b) The \$15,000.00 award may, at the option of the recipient, take the form of:
 - (i) a research grant upon the University being satisfied that the normal rules and requirements pertaining to approval of research proposals have been satisfied; or,
 - (ii) a portion of the award equal to the appropriate contract instructor stipend may be used to purchase up to a one (1) credit teaching release.

40.4 Teaching Awards

- (a) There shall be five (5) Teaching Awards per year, each valued at \$15,000.00. All Faculty Members and Faculty Members, Teaching Stream are eligible to apply. The awards are intended to enhance the teaching of their recipients and the quality of instruction at Carleton University.
- (b) The \$15,000.00 award may, at the option of the recipient, take the form of:
 - (i) a grant upon the University being satisfied that the normal rules and requirements pertaining to approval of a research proposal have been satisfied; or,
 - (ii) A \$5,000.00 bonus less deductions required by law and a \$10,000.00 research grant payable upon the University being satisfied that the normal rules and requirements pertaining to the approval of research proposals have been satisfied; or,
 - (iii) A portion of the award equal to the appropriate stipend may be used to

purchase up to a one (1) credit teaching release.

- (c) Candidates shall apply directly for an award no later than October 31 by submitting a curriculum vitae and an application dossier to their faculty Dean using the online standardized form.

The application should include:

- (i) Statement of teaching philosophy that is informed by educational research and reflects upon the evolution of teaching practice;
- (ii) A budget outlining how the award will be spent,
- (iii) A teaching development project proposed for the term of the Award, including its innovation and its general contribution to teaching in a candidate's discipline;
- (iv) How the award will contribute to the employee's teaching;
- (v) Any other supporting information the candidate wishes to provide.

40.5 Research and Teaching Adjudication Committee

- (a) Each Dean shall convene a committee to consider the candidates for awards submitted from that faculty, or in the case of inter-faculty cross-appointees, the Committee designated in accordance with Article 40.10. This Committee will select a shortlist for each award. Each shortlist shall not exceed five (5) in number. Where the total number of candidates is fewer than five (5) the Committee shall include all candidates on the list. The shortlisted applications will be rank-ordered and submitted to a University Committee without comments by December 20. The University Adjudication Committees shall select the final recipients for each of the awards and shall report its decisions to the President by January 20. Also, they will identify an ordered reversion list to be used in the event that a successful applicant waives their award.
- (b) The University Committee for Research Awards shall be chaired by the Vice-President (Research and International) or their delegate who shall vote only in the event of a tie. The remaining members will consist of one (1) faculty member who has earned distinction as a scholar but is not a candidate for the award, from each of the Faculties of Arts and Social Sciences, Engineering and Design, Science, and Public and Global Affairs and Sprott School of Business. These members will be selected by the Vice-President who shall, whenever feasible, use previous winners of the award as the principal source of potential

members of the Committee.

- (c) The University Committees for Teaching Awards shall be chaired by the Provost and Vice-President (Academic) or delegate. The process outlined in paragraph (b) shall apply mutatis mutandis. Faculty Members, Teaching Stream shall be represented on the University Committee for the Teaching Awards.
- (d) The Deans will be an information resource for the Committee but will not participate in any other way in its deliberations.
- (e) Receipt of an award will occur on the May 1 following the date of application but may be deferred by the recipient for reasonable cause by up to one (1) year.
- (f) It shall be the responsibility of each faculty Dean to ensure, on an annual basis and in a timely fashion, that their faculty members are aware of the applications procedures and deadline.

40.6 Professional Achievement Awards (Faculty, Teaching Stream)

- (a) There shall be a maximum of five (5) Professional Achievement Awards per year for Faculty Member, Teaching Stream, each valued at \$10,000.00.
- (b) The \$10,000.00 awards may, at the option of the recipient, take the form of either:
 - (i) a \$5,000.00 bonus less deductions required by law and a \$5,000.00 allocation to be used for professional expenses, or
 - (ii) a \$10,000.00 bonus less deductions required by law.
- (c) The procedures to be used to select the recipient(s) shall be as follows:
 - (i) the committee for determining recipients shall consist of two (2) persons appointed by CUASA and two (2) persons appointed by the Employer.
 - (ii) the basis shall be outstanding performance by a Faculty Member, Teaching Stream in meeting the responsibilities as defined in the Collective Agreement, and in the individual job descriptions referred to by the Collective Agreement; and,
 - (iii) candidates may be either nominated by a colleague or apply directly for an award and shall submit nominations to the Office of the Vice-

President (Academic) by December 20.

- (d) Employees shall only be eligible to receive both a Professional Achievement Award and a Teaching Award where the basis cited for each award is separate and distinct.
- (e) The Deans will be an information resource for the Committee but will not participate in any other way in its deliberations.

40.7 Librarian Achievement Awards

- (a) There shall be a maximum of two (2) Librarian Achievement Awards per year, valued at \$10,000.00, with the purpose of either recognizing the professional achievements of Librarians or enhancing the research of Librarians.
- (b) The \$10,000.00 awards may, at the option of the recipient, take the form of:
 - (i) A \$5,000.00 bonus less deductions required by law and a \$5,000.00 grant; or
 - (ii) a \$10,000.00 grant upon the University being satisfied that the normal rules and requirements pertaining to approval of research proposals have been satisfied.
- (c) The procedures to be used to select the Professional Librarian recipient(s) shall be as follows:
 - (i) recommendations shall be made by the Peer Evaluation Committee to the University Librarian by December 20, and, subject to Article 40.7(c)(ii), the Committee's recommendation shall be final and binding;
 - (ii) where the University Librarian is not satisfied that the Peer Evaluation Committee's list contains the names of all those employees they believe worthy of consideration, they may request that the Committee consider or reconsider additional names. The Committee shall do so, and its consideration or re-consideration shall be final and binding.
 - (iii) University Librarian shall report the decisions of the Peer Evaluation Committee to the President by January 20.
- (d) The University Librarian will be an information resource for the Committee but will not participate in any other way in its deliberations.

- (e) Receipt of an award will occur on the May 1 following the date of application but may be deferred by the recipient for reasonable cause by up to one (1) year.

- 40.8 The allocation of unexpended monies in under this Article shall be determined by JCAA.
- 40.9 Award recipients will be eligible to apply for the same award in the Fall term of the seventh (7th) year following the year in which the previous award was received.
- 40.10 Applications from Faculty Members who are cross-appointed in two (2) faculties (with more than 0% appointment) shall designate the faculty through which their application is adjudicated.

Article 41: Overload Stipend

- 41.1 The teaching of any overload courses by employees in addition to their normal workload, as provided in Article 12, shall be subject to additional compensation at the rate of not less than:
 - (a) \$17,271.00 for a full credit course and \$8,637.00 for a half credit course, effective May 1, 2024.
 - (b) \$17,703.00 for a full credit course and \$8,853.00 for a half credit course effective May 1, 2025.
 - (c) \$18,146.00 for a full credit course and \$9,074.00 for a half credit course effective May 1, 2026.
- 41.2 The requirements of Article 41.1 above shall not apply to employees who, in addition to their normal workload, at their own request and by agreement with the Chair/Director, undertake summer school teaching in exchange for release time in a regular academic session.

Article 42: Salary Rationalization

- 42.1 The Salary Rationalization Plan for employees shall be the plan detailed in Appendix E to this agreement.

Article 43: Financial Compensation

- 43.1 The nominal salary of each continuing employee during the period May 1, 2024 to April 30, 2025; the period May 1, 2025 to April 30, 2026; and the period May 1, 2026 to April 30, 2027 shall be composed of the following:

- (a) the nominal salary as of April 30 of the previous year of employment, plus
 - (b) the career development increment for the current year, unless denied, as provided for under Article 39, plus
 - (c) any adjustment made to nominal salary as a result of the operation of Article 42 (Salary Rationalization).
- 43.2 (a) Effective May 1, 2024 the nominal salary of employees shall be increased by 2.5%.
- (b) Effective May 1, 2025 the nominal salary of employees shall be increased by 2.5%.
- (c) Effective May 1, 2026, the nominal salary of employees shall be increased by 2.5%.
- 43.3 In any specific year covered by this Collective Agreement, for employees being promoted effective July 1 of that year, no employee's nominal salary shall be less than one full career development increment below the floor of the new rank to which they are appointed before the addition of a career development increment, unless denied.
- 43.4 In any specific year covered by this Collective Agreement, for all employees where 43.3 does not apply in that same year, no employee's nominal salary shall be less than the floor of the rank to which they are appointed before the addition of a career development increment, unless denied.

Article 44: Method of Payment

- 44.1 The Employer agrees to pay employees on the second last banking day closest to the 15th of each month and on the second last banking day closest to the last day of each month.
- 44.2 Upon application by an employee, and upon the Employer being satisfied that the normal rules and requirements pertaining to approval of research proposals have been satisfied, the employee shall receive, in the form of a research grant, part or all of their salary or sabbatical stipend less such funds as are necessary for the continuation of their benefits. The portion requested, up to and including 100%, shall be determined solely by the individual employee concerned and shall be granted, if justified under the rules and requirements referred to above. Payment of the grant will normally be made in quarterly instalments, commencing on the first day of the period to which the research grant applies. This arrangement is subject to the approval of Revenue Canada.

Article 45: Salary Administration Tables

Effective May 1, 2024

2.50%

	CDI	Rank	Floors	Upper Limits
Professors				
Full CDI	\$4,218	Lecturer	\$67,810	\$109,189
Partial CDI	\$2,812	Assistant	\$84,349	\$138,146
		Associate	\$105,040	\$208,483
		Full	\$138,146	\$214,106
Breakpoint	\$167,100			
Ceiling	\$208,483			
Ceiling Full	\$214,106			
Teaching Stream				
Full CDI	\$4,024	Lecturer, Teaching Stream	\$68,227	\$91,487
Partial CDI	\$2,683	Assistant, Teaching Stream	\$78,192	\$111,490
		Associate, Teaching Stream	\$91,487	\$167,904
		Full, Teaching Stream		
Breakpoint	\$134,678			
Ceiling	\$167,904			
Librarians				
Full CDI	\$4,024	Librarian I	\$72,537	\$100,127
Partial CDI	\$2,683	Librarian II	\$80,416	\$127,710
		Librarian III	\$100,127	\$198,650
		Librarian IV	\$123,775	\$198,650
Breakpoint	\$159,232			
Ceiling	\$198,650			

Effective May 1, 2025

2.50%

	CDI	Rank	Floors	Upper Limits
Professors				
Full CDI	\$4,323	Lecturer	\$69,505	\$111,919
Partial CDI	\$2,882	Assistant	\$86,458	\$141,600
		Associate	\$107,666	\$213,695
		Full	\$141,600	\$219,459
Breakpoint	\$171,278			
Ceiling	\$213,695			
Ceiling Full	\$219,459			
Teaching Stream				
Full CDI	\$4,125	Lecturer, Teaching Stream	\$69,933	\$93,774
Partial CDI	\$2,750	Assistant, Teaching Stream	\$80,147	\$114,277
		Associate, Teaching Stream	\$93,774	\$172,102
		Full, Teaching Stream		
Breakpoint	\$138,045			
Ceiling	\$172,102			
Librarians				
Full CDI	\$4,125	Librarian I	\$74,350	\$102,630
Partial CDI	\$2,750	Librarian II	\$82,426	\$130,903
		Librarian III	\$102,630	\$203,616
		Librarian IV	\$126,869	\$203,616
Breakpoint	\$163,213			
Ceiling	\$203,616			

Effective May 1, 2026

2.50%

	CDI	Rank	Floors	Upper Limits
Professors				
Full CDI	\$4,431	Lecturer	\$71,243	\$114,717
Partial CDI	\$2,954	Assistant	\$88,619	\$145,140
		Associate	\$110,358	\$219,037
		Full	\$145,140	\$224,945
Breakpoint	\$175,560			
Ceiling	\$219,037			
Ceiling Full	\$224,945			
Teaching Stream				
Full CDI	\$4,228	Lecturer, Teaching Stream	\$71,681	\$96,118
Partial CDI	\$2,819	Assistant, Teaching Stream	\$82,151	\$117,134
		Associate, Teaching Stream	\$96,118	\$176,405
		Full, Teaching Stream		
Breakpoint	\$141,496			
Ceiling	\$176,405			
Librarians				
Full CDI	\$4,228	Librarian I	\$76,209	\$105,196
Partial CDI	\$2,819	Librarian II	\$84,487	\$134,176
		Librarian III	\$105,196	\$208,706
		Librarian IV	\$130,041	\$208,706
Breakpoint	\$167,293			
Ceiling	\$208,706			

Appendix A: Procedures for the Dismissal with Cause

Preamble

This Appendix is referred to as the "Dismissal document." "Dismissal" means the termination of an appointment by the University without the consent of the appointee before the end of a stated period or, in the case of appointments with tenure or confirmation, before retirement. It follows that the failure to renew a contract of limited term does not constitute dismissal; that the decision not to grant tenure or confirmation at the end of a probationary period does not constitute dismissal; that the termination, without consent, of a non-tenure or non-confirmation appointment during the course of its term does constitute dismissal; and that the termination, without consent, of a tenured or confirmed appointment at any time before retirement does constitute dismissal. This understanding of "dismissal" shall be subject to the following qualification: where an appointment is thus terminated because the University had decided that the post in question has become redundant, the employee so affected shall not be considered to have been dismissed.

Dismissal: Review Chairperson

1. The Provost and Vice-President (Academic) of the University and the President of the Academic Staff Association shall agree on the appointment of a person who is not a member of the faculty, Library, or Board of the University or employed in the administration of the University to act as Review Chairperson. Such an appointment shall be for a term not exceeding five years and may be renewed from time to time. All reasonable efforts should be taken to ensure that the position does not remain vacant for any significant period of time after the expiration of a term appointment and before renewal of it or appointment of a successor. The duties of the Review Chairperson shall be as described in the following paragraphs.

Informal Proceedings

2. Where the Provost and Vice-President (Academic), after whatever investigation they may consider necessary and which may include resort to a committee of inquiry, is satisfied that adequate cause for the dismissal of an employee exists, they shall advise the employee that they intend to so recommend and invite the employee and, if the latter so wishes, an advisor to meet with them.

Initiation of Formal Proceedings

3. Where the employee declines an invitation extended under the preceding paragraph or the Provost and Vice-President (Academic) after reasonable efforts, is unable to arrange a meeting within a reasonable time after extending such an invitation, or if a meeting is held and no mutually agreeable settlement is reached, the Provost and Vice-President (Academic), if they intend to proceed with a recommendation of dismissal, shall so inform the employee in writing and shall set out their reasons for so doing. Such reasons shall be set out in sufficient particularity.

4. The Provost and Vice-President (Academic) shall at the same time advise the employee that the matter will be referred to the Review Chairperson.

Formal Proceedings

5. In accordance with the foregoing procedure, the Review Chairperson shall proceed to determine whether adequate cause exists to uphold the recommended dismissal of the employee. The Review Chairperson shall have all the powers of an arbitrator pursuant to section 48(12) of the Labour Relations Act, 1995, as amended from time to time.
6. The Review Chairperson shall advise the Provost and Vice-President (Academic) and the employee of the date and place fixed by it for a hearing in connection with the matter as expeditiously as possible. The employee may at any time before the hearing provide the Review Chairperson and the Provost and Vice-President (Academic) with a written reply to the reasons given by the Provost and Vice-President (Academic) in support of their intention to recommend dismissal; but where such a reply is given within seven days of the day fixed for the hearing the Review Chairperson may, on its own initiative or at the request of the Provost and Vice-President (Academic), postpone the hearing for a period not exceeding seven days. Reasonable notice of any postponement shall be given to the employee and the Provost and Vice-President (Academic).
7. A hearing by the Review Chairperson shall be held in camera unless the employee requests otherwise by notice given to the Review Chairperson in writing at least one week in advance of the hearing.
8. Both the Provost and Vice-President (Academic) (or their nominee) and the employee are entitled to appear at the hearing and, if they so desire, to be represented by counsel or other advisers. The Review Chairperson is entitled to establish the rules of procedure for the hearing in accordance with the principles of procedural fairness.
9. As soon as possible after completion of the hearing before it, the Review Chairperson shall provide the Provost and Vice-President (Academic), CUASA and the employee with a decision, in writing, with adequate reasons, as to whether adequate cause exists for the dismissal of the employee. The Review Chairperson may substitute a lesser penalty. The Review Chairperson's decision shall be final and binding on the parties.
10. Where a Review Chairperson has reached a decision that adequate cause does not exist for the termination of an employee they shall be reinstated to their duties.

Suspension

11. The Provost and Vice-President (Academic) may, by written notice and for stated cause, relieve an employee of some or all of their duties and withdraw some or all of their privileges, provided that dismissal or other proceedings to determine the propriety of such action have already been initiated or are initiated simultaneously. This is not to be construed as preventing the Provost and Vice-President (Academic) from acting in an emergency where there is a clear and present danger to the employee or to the University, provided that written reasons are subsequently provided. A suspension shall terminate with the conclusion of the dismissal or other proceedings or at such earlier time as the Provost and Vice-President (Academic) may deem appropriate. Salary and other benefits shall continue throughout the period of suspension.

Expenses

12. The fees and expenses of the Review Chairperson shall be borne equally by CUASA and by the University. Any additional expenses arising out of any hearings of the Review Chairperson shall also be borne equally by CUASA and by the University. Save as aforesaid the University and the affected employee shall each bear their own expenses including those connected with the calling by them of any witnesses or the preparation and presentation of documents and the fees and expenses of counsel or advisers as the case may be.

Appendix B: Unit Standards for the Application of the Criteria for Tenure, Promotion to Associate Professor and Promotion to Full Professor

- (a) In addition to the mandatory items for consideration in a candidate's dossier, the development of relevant Unit Approved Standards as per Article 10.3 shall consider factors including but not limited to:
- (i) Evidence used to demonstrate the quality and effectiveness of teaching in support of an application for tenure or promotion may include, but is not limited to, the following items, with selection and weighting of the items as appropriate to the candidate's teaching activities:
 - (1) course work and all related activities;
 - (2) supervision of the work of graduate and undergraduate students at Carleton and other universities;
 - (3) contributions to seminars and colloquia relevant to teaching and learning;
 - (4) innovative methods in teaching and other contributions to the teaching activities of the University;
 - (5) written and attributed comments of colleagues who have observed the candidate's teaching first-hand and at the invitation of the candidate;
 - (6) written and attributed comments provided by colleagues regarding the candidate's reputation in the area of teaching and learning among peers and the basis for that reputation;
 - (7) written and attributed comments of students about the candidate's teaching;
 - (8) student requests to engage with the faculty member in undergraduate/graduate research or independent studies;
 - (9) additional material relevant to teaching and learning collected by the candidate on their own initiative including a statement of candidate's teaching philosophy, multimedia materials developed by the candidate, video recording of candidate's teaching or course activities, course notes, assignments, examinations, student workbooks and laboratory teaching materials (i.e. a teaching dossier); and,
 - (10) supervision of student practica and/or internships where specific professional credentials are required of the supervisor to allow students to obtain certification or licensure.
 - (ii) Evidence appropriate to the discipline or field used to demonstrate the originality

and quality of research/scholarly activity or creative work in support of an application for tenure or promotion may include, but is not limited to, the following items, with selection and weighting of the items as appropriate to the candidate's scholarship or creative work:

- (1) the publication of books, case studies, monographs, and contributions to edited books;
- (2) papers in peer refereed journals;
- (3) the judgments of scholars through letters of reference, particularly of senior scholars in the same and cognate disciplines;
- (4) papers delivered at professional meetings;
- (5) contributions to panels, workshops, and clinics;
- (6) consulting with government, related professionals, and agencies, or preparation of instructional, clinical, curriculum or policy materials for such agencies;
- (7) editorial and refereeing duties;
- (8) the creation, performance, direction, programming, design, and staging of creative works for the public, or curation of exhibitions, particularly when recognized by competent external peers;
- (9) adjudicating festivals and competitions, master classes, consulting on curricula, workshops at the post-secondary level or with professional orchestras, choirs, theatres, galleries, or professional residencies;
- (10) the development of software, hardware or equipment;
- (11) scholarly contributions to pedagogy;
- (12) scholarly contributions to agencies, communities, governments, or organizations and the extent to which the faculty member's professional services are in demand by such organizations outside the University;
- (13) scholarship as evidenced by the candidate's depth and breadth of knowledge and general contributions to the research life of the University;
- (14) applications to secure funding for research/scholarly and creative activities as appropriate for a discipline or field;

- (15) other publications demonstrating a high quality of scholarship with significant public impact;
 - (16) external grants, industrial research and development contracts; and,
 - (17) other evidence appropriate to the candidate's research/scholarship, creative work, and/or discipline.
- (iii) Bibliometrics and publications metrics may be used to assess the quality of research but such metrics and other quantitative measures must be assessed within the context of judgment by peers inside and outside the university.
- (iv) Although teaching and research/scholarly activities are the primary criteria for tenure and promotion decisions, evidence of other activities appropriate to the discipline or field, and service to the University and the CUASA may be used to strengthen a candidate's case. Such evidence may include, but is not limited to, the following items, with selection and weighting as appropriate to the candidate's chosen activities:
- (1) participation in University, Faculty, Departmental, Centre, Program and CUASA committees;
 - (2) counseling students;
 - (3) service in and recognition by regional, national and international committees and other organizations, including professional organizations;
 - (4) Community based teaching relevant to the discipline (i.e. extension activities);
 - (5) general administrative duties and administrative duties unique to a candidate's Faculty;
 - (6) community service where the individual has made an essentially non-remunerative contribution by virtue of special academic competence; and,
 - (7) administrative and non-teaching/research responsibilities within the University and the CUASA.

Appendix C: A Description of the Carleton University Academic Staff Association Bargaining Unit, from the Ontario Labour Relations Board Decision Dated April 4, 1975

"All full-time academic staff and Professional Librarians employed by the Respondent in the City of Ottawa in the Regional Municipality of Ottawa-Carleton save and except President, members of the Board of Governors elected by the Senate, Assistant to the President, Vice-President (Academic), Assistant to the Vice-President (Academic), Deans, Assistant Deans, Director of Schools, University Librarian, Assistant to the University Librarian and Sections Heads for Bibliographic Processing, Central Library Services and Systems."

"Note 1: The unit does not include persons engaged in non-academic administrative positions such as faculty registrars, the University registrar, his associate registrars development officers, information officers and secretary to the Board of Governors, and persons currently employed in departments such as physical plant, finance, administrative services, student services, computer centre, planning, analysis and statistics, continuing education."

"Note 2: The unit includes teaching associates but does not include sessional lecturers (part time), technical aides, research officers, laboratory directors or supervisors, program consultant, graduate teaching assistants and persons engaged primarily in research at the University under a grant appointment nor does it include demonstrators, technical officers or field instructors other than those primarily engaged in teaching."

Appendix D: Document on the Release of Teaching Staff in Times of Financial Stringency

(approved by Senate, December 11, 1974)

PART I

Preamble

1. This document is concerned with one aspect of the University's reaction to financial stringency. It must be understood that the release of teaching staff as a means to reduce expenditures will be invoked only after Senate has agreed that very rigorous economies have been introduced in all other possible sectors of the University. The result of such economies may be an additional burden on members of the teaching staff which must be accepted as an alternative to teaching staff reductions.
2. This document is not intended to deal with the question of discontinuance of programmes for academic reasons since ordinary procedures now exist for such action. Nor is it intended to deal with procedures for the release of teaching staff whose performance is unsatisfactory to a degree that warrants dismissal under existing procedures.
3. A situation of financial stringency within the meaning of this document will be recognized by Senate to exist when Senate has declared, on the presentation of evidence from the Budget Review Committee, that the total operating funds available to the University, including deficit financing, are such that the academic sector of the University must inevitably be cut. The following procedures shall be used to decide equitably the cut-backs which will least damage the university community. All other adjustments of the University to the changing needs of the community for educational facilities will be dealt with by the normal procedures which have served the University so far.
4. Enrolments in specific disciplines, programmes, and classes have fluctuated considerably from year to year in the past, and there is no reason to suppose from our present methods of predicting that such fluctuation will be less characteristic of the future; the same could apply to future enrolment in the University as a whole.
5. Despite these short-term cycles, it may happen that long-term trends can be established over a period of several years that demonstrate that certain disciplines no longer need to be staffed in their present manner. In times of affluence and increasing income, these fluctuations did not cause a very great perturbation in the overall financial situation of the University. During periods of stable income and enrolment, however, the University may have to modify or curtail the development of certain areas if it is to remain sufficiently flexible to cope effectively with short term fluctuations and the attendant demands that are made upon it. And finally, during periods of diminishing enrolment and income, the Senate may well have to modify and curtail existing programmes if the University is to function effectively and maintain a competitive level of quality in its instruction and research.

PART II

Interpretations and Definitions

1. The interpretations and definitions outlined below are to be used only in connection with this document.

2. a) The Board of Governors

The "Board" means the Board of Governors of Carleton University and hereinafter is referred to as "the Board".

b) The "Senate" means the Senate of Carleton University and hereinafter is referred to as "the Senate".

c) Faculty

For the purpose of this document "Faculty" shall mean any one of the following organizational units of the University:

Faculty of Arts and Social Sciences;

Faculty of Science;

Faculty of Engineering and Design;

Faculty of Public and Global Affairs;

Sprott School of Business.

d) Department

For the purpose of this document "Department" shall mean the organizational units of the Faculties, headed by Chairs/Directors.

The School of Social Work

The School of Social Work shall be considered for the purposes of this document a Department of the Faculty of Public and Global Affairs.

The School of Architecture and Industrial Design

The School of Architecture and the School of Industrial Design shall be considered for the purposes of this document as Departments of the Faculty of Engineering.

Should the application of the procedures of this document be applied to members of the teaching staff who hold appointments in interdisciplinary schools, institutes or committees then the "Department" shall be the appropriate Committee of Management or advisory body and shall exercise the duties and responsibilities of a Department as described in this document.

A Department exercising its responsibilities under these procedures may use any organizational arrangement it chooses to exercise its responsibilities, provided that these are consistent with the provisions of University Government in effect.

e) Teaching Staff

For the purpose of this document "teaching staff" shall mean all those persons who hold appointments at the University as Professor, Associate Professor, Assistant Professor, Lecturer (other than Sessional Lecturer), or any other full-time academic position with tenure.

f) The Budget Review Committee

The "Budget Review Committee" means that joint Senate-Board Committee consisting of appointees of the Board and Senate.

g) Academic Planning Committee

The "Academic Planning Committee" means the Academic Planning Committee of the Senate.

h) The Committee of Review

The "Committee of Review" established by this document shall be composed of eleven members; two members elected by each Faculty, and a Chairperson who shall be nominated jointly by the President of the University and the President of the Carleton University Academic Staff Association and approved by Senate. The Chairperson shall not be a person who has taken part directly in prior decisions relating to the matter under review. This Committee is restricted to dealing only with differences between the Faculty as represented by the Dean and/or the Dean's Advisory Committee and a department as represented by a Chairperson and/or a departmental committee.

i) Appeal Committee

The "Appeal Committee" means the Committee established by Section IX of this document for the purposes of hearing an appeal by an individual member of the teaching staff against the decision of the President to recommend to the Board the release of that member of the teaching staff.

j) Dean's Advisory Committee

The "Dean's Advisory Committee" means the advisory committee established in and by each Faculty under this document and shall be composed of the Dean as an ex officio member, one member from each Department, and sufficient student members chosen by each such committee to achieve a total of 20% student participation in each committee. In the case of the Faculty of Engineering, the Director of the School of Architecture and the Director of the School of Industrial Design shall be members ex officio. When a member of the Dean's Advisory Committee is likely to be declared redundant the member must be replaced by an alternate chosen from the department.

k) Fringe Benefits

"Fringe Benefits" shall mean for the purpose of this document those benefit programmes in which a member of the teaching staff is enrolled in the year prior to any leave granted under the procedures of this document, and including the following:

Canada Pension Plan

Unemployment Insurance

Group Life Insurance

Total Disability Plan

Ontario Health Insurance Plan

Supplementary Medical Plan

Retirement Plan

Free Tuition.

PART III

Assumptions

1. This report proceeds from the following seven assumptions:
 - a) that the primary objective of the University must always be to achieve and promote the highest possible quality in the fundamental activities of learning, teaching, scholarship, and research in all its Faculties; financial resources must be used for the good of the University as a whole and not be allocated to specific units of the University in proportion to the income generated by these units;
 - b) that the Board has the authority to establish the total budget of the University. In exercising this authority it works in close conjunction with Senate through the Budget Review Committee. The Budget Review Committee proposes to both Senate and the Board an appropriate division of expenditures between the academic and non-academic sectors of the University to meet future budgetary targets;
 - c) that Senate alone has the authority to declare whether all or any part of a specific academic programme must be discontinued; it alone has the authority to set minimum requirements (i.e. enrolment) which will apply to courses offered at the University. Curtailment of academic programmes or reduction of the number of teaching staff positions will only take place after Senate has agreed that:
 - (i) all reasonable cuts in other areas have been achieved;
 - (ii) the necessity for such curtailment has been demonstrated by a thorough and complete investigation, presented in writing.
 - c) Senate
 - has the responsibility to recommend the number of teaching staff appointments to be discontinued within any given Faculty, given the decision by the Board regarding the size of budgetary reductions needed within the academic sector and acting with the advice of the Budget Review Committee;
 - before making this recommendation is required to consult with Faculty Boards;
 - shall not assume the authority, once the number of teaching staff appointments to be discontinued has been set for a Faculty, to specify which individual members within that Faculty shall be affected.

A Dean of an affected Faculty

- may, after consultation with whatever authorities they may deem necessary, present proposals for Senate's consideration to achieve the financial reductions set for his Faculty by means other than teaching staff reductions;
 - is responsible to ensure that all factors relevant to the circumstances are adequately presented to the Senate for his Faculty;
 - is responsible to ensure that all decisions and information related to those decisions are adequately presented to the Departments concerned.
- d) that the formal decision on teaching staff terminations will be made by the Board acting on the recommendation of the President following the procedures at Senate, Faculty, and Departmental levels to be described later;
- e) that any reduction in the number of teaching staff appointments will necessarily affect four distinct groups of people: the teaching staff who leave the University, those who remain, the support personnel, and the students;
- f) that human beings are distinct from whatever functions they may temporarily be performing at the University, and thus the discontinuance of a specific function does not in itself mean that the appointment of the person carrying out this function must be terminated.
- g) that the University has an obligation to its staff who have committed themselves to the University, and this obligation must be honoured so far as it is possible to do so. Even if under the procedures to be described the function of a member of the teaching staff is to be discontinued this discontinuance does not automatically terminate anyone's appointment until other possibilities have been explored, such as:
- (i) alternative employment within the member of the teaching staff's own Department even if such employment falls outside their research specialty. The over-riding consideration should be to maintain a high quality of instruction.
 - (ii) re-allocation to other Departments.

Among still other possibilities Senate endorses the principles of voluntary early retirement, special leaves without pay, assistance to the individual affected in seeking alternative employment, severance pay and opportunity for subsequent re-employment at the University.

Senate further assumes that suitable arrangements along these lines will be worked out between the Carleton University Academic Staff Association and the Board of Governors before any terminations under the provisions of this document can take effect.

PART IV

Procedures

The following procedures shall apply in the implementation of this document at all levels:

- a) Student members of bodies or committees operating under the procedures of these documents should participate in all deliberations except when specific individual names are discussed.
- b) In the process of assessing teaching ability, student input should be used through the use of properly conducted course evaluations, and all Departments should consider the conduct of such course evaluations for all their members.
- c) At the time when a Department, or a Faculty, or a Committee of Review has concluded its deliberations and prepared a recommendation which involves an individual name, the person named should be so informed in writing and be given the opportunity of examining the reasons for this recommendation and further should be given the opportunity to present to the body concerned any information they feel relevant to the recommendation.

PART V

Senate Role

1. The final decision to curtail an academic programme or programmes can only be taken by the Senate, and it is a prerequisite of any Senate decision that the Senate have as full knowledge as possible of the University's (Faculties' and Departments') academic priorities and budgetary situation before it reaches a decision. The Budget Review Committee and the Academic Planning Committee must have available to them both short and long-term forecasts of the University's budgetary and academic position, and the data on which the forecasts are based must be available to Senate to assist in academic planning and to lessen the possibility of sudden and unanticipated crisis which could lead to academic retrenchment.
2. If, after all these factors have been taken into consideration, it appears necessary on budgetary grounds to reduce the teaching staff, the starting point for dealing with this would be to consider the teaching staff necessary to achieve the primary objectives of the University as stated in assumption 1, (see Part III (1) above) using guidelines to be established by the Senate. These guidelines will include the consideration of student/teaching staff ratios with suitable refinements, and with full recognition that they need not be the same in all sectors.
3. Insofar as the guidelines will involve the establishment of student/teaching staff ratios, the Senate will formulate its position upon receipt of advice from the Academic Planning Committee after the Academic Planning Committee has consulted with Faculties and Departments.
4. In addition, projections will be made to identify tentatively areas of possible teaching staff reduction. It would then be incumbent on those involved to attempt to resolve the anticipated difficulty.
5. When Senate has determined the magnitude of the reduction necessary, through the use of its guidelines and other relevant information, it will choose among the various alternatives to be applied after receiving the recommendations of its Academic Planning Committee and following consultation by the latter with Faculties and Departments.
6. The choices would include: reduction in dollar terms, a reduction in manpower, and the reduction or elimination of a programme or programmes.
7. When a Senate decision is reached, it must be transmitted to individual departments by the Dean of the Faculty to which the Departments belong. If the Senate decision concerns all or part of an academic programme or a reduction in dollar terms, the Dean concerned will transmit these decisions to appropriate Departments. If the Senate decision concerns a number of teaching appointments, the Dean, after considering the advice of the Dean's Advisory Committee, will apportion these numbers among the various Departments of his Faculty.

PART VI

Faculty Role

1. To assist the Faculties in their role of interpreting the Senate decisions, there shall be established in each Faculty a Dean's Advisory Committee. (See Part II, 2(j) above).
 2. The work of these Committees shall proceed in stages.
- A. Stage 1

The Dean on the advice of the Dean's Advisory Committee shall apportion the cut-backs to the Departments without reference to individuals.

- (a) On receipt of the notice as to how many individual appointments are to be discontinued, each department concerned shall be given two weeks to prepare a submission to the Dean and the Dean's Advisory Committee outlining its comments on the implications of the terminations.
- (b) Within the same time period the Department shall inform the Dean and the Dean's Advisory Committee of the method it wishes to be used in reaching the decision concerning which appointments shall be terminated. This method must be one of the following:
 - (i) the Department makes the initial decision, involving, if it wishes, the assistance of expert advice from outside the University from individuals who are specialists in the field of the Department concerned.
 - (ii) the Department authorizes the Dean on the advice of the Dean's Advisory Committee to make the decision.

B. Stage 2

After considering the submissions from the Departments concerned, the Dean, on the advice of the Dean's Advisory Committee, may reapportion the cut-backs.

Should A.b.(i) be chosen, however, the following additional stages would be required:

C. Stage 3

The individuals whose appointments are to be discontinued shall be identified by the Department and made known to the Dean and the Dean's Advisory Committee. (Where a Department has not identified these individuals within three weeks, the Dean, acting on the advice of the Dean's Advisory Committee shall make the decision.)

D. Stage 4

The Dean, on the advice of the Dean's Advisory Committee, may accept the names submitted or may reject any of them. If names are rejected, then the Department concerned must be notified of the reasons of the Dean's Advisory Committee and the Dean shall instruct the Department to begin again at Stage 3.

E. Stage 5

In the event of continued disagreement between the Department and the Dean, the matter shall be decided by a Committee of Review. (See Part VIII below.)

PART VII

Departmental Role

1. The department role in cut-backs for budgetary reasons will depend on the choice made under Stage 1, Section b. (See Part VI, 2 a) above).
2. In case b(i), the Department selects those individuals whose appointments are to be discontinued.
3. In case b(ii), the Department's role shall be to provide pertinent information, commentary and such other assistance as it can render to the Dean and the Dean's Advisory Committee.
4. The principal criterion to be used in making decisions on teaching staff terminations is the need to maintain the viability, continuity, balance, and quality of the Department's teaching and scholarly activities, including research.
5. Without in any way altering the foregoing essential criterion, decisions among individuals should be based on a consideration of the following factors:
 - a) relative academic merit as exemplified in teaching and scholarly activities or research;
 - b) the ability to adjust to changed and changing conditions of the discipline or to move from one aspect of the discipline to another, to satisfy the established priorities of the Department;
 - c) contributions to the administrative needs of a Department, Faculty or the University;
 - d) long service to the University;
 - e) tenure, to the extent that when a decision lies between two members of the teaching staff judged to be of equal merit, the matter shall be decided in favour of a tenured over an untenured individual.

PART VIII

The Role of the Committee of Review

1. The Committee of Review reviews apportionment decisions made by a Dean arising from Stage 2 at the request of the Department concerned. If the Committee of Review confirms the Dean's decision and so informs the President, the President shall so advise the Department in question, whereas if the Committee of Review does not concur in the Dean's decision, then the Dean must reconsider the apportionment.
2. If a Dean does not agree with the choice of the persons whose appointments are to be discontinued by the Department, they may refer this recommendation to the Committee of Review. The Committee of Review shall review the matter and make a recommendation which the Dean shall accept.
3. In regard to the apportionment decision, the Committee of Review will be limited to determining whether proper procedures and rules of natural justice have been followed.
4. The Committee of Review shall submit its findings, in writing, to the Dean and the Dean's Advisory Committee and the Department concerned within two weeks of being called upon.

PART IX

Implementation and Appeal

1. The President shall write to those members of the teaching staff whose appointments as members of the teaching staff are to be terminated indicating that they will be so recommending to the Board and giving to the individual concerned in writing the reasons on the established criteria (see Part VII above), for the decision. This letter shall serve as notice by the University of its intention to terminate the appointment on June 30 of the next academic year.
2. The letter of notice shall include a statement indicating that appeal against this decision can be made in writing addressed to the President within 14 days.
3. If an appeal is made it shall be heard by an Appeal Committee composed of three persons, one of whom is chosen by the appellant, one by the University, and the third chosen by the first two. The first two members named should be members of the Carleton faculty.
4. An appeal will be upheld if the Appeal Committee decides by a simple majority that a proper assessment has not been made of the criteria listed in Part VII of this document and more especially of those presented in the President's letter.
5. The Chairperson of the Appeal Committee shall advise the President and the member of the teaching staff of the date and place fixed by it for a hearing in connection with this matter. The member of the teaching staff may at any time before the hearing provide the Appeal Committee and the President with a written reply to the reasons given by the President in support of his intention to recommend termination but where such a reply is given within seven days of the day fixed for the hearing, the Appeal Committee may, on its own initiative or at the request of the President, postpone the hearing for a period not exceeding seven days. Reasonable notice of any postponement shall be given to the member of the teaching staff and the President.
6. A hearing by the Appeal Committee shall be held in camera unless the faculty member requests otherwise by notice given to the Appeal Committee in writing at least one week in advance of the hearing.
7. Both the President (or their nominee) and the member of the teaching staff are entitled to appeal at the hearing and, if they so desire, to be represented by counsel or other advisers. The Appeal Committee is entitled to fix its own rules as to the procedure before it, the examination and cross-examination of witnesses, and the admissibility of evidence. A transcript of the proceedings at any hearing before an Appeal Committee shall not be obligatory but the Chairperson or the Committee, upon the application of either the President (or their nominee) or the affected teaching staff member, may direct that the testimony of a specified witness be recorded as the Chairperson or a Committee may direct and a transcript thereof provided for its consideration if it so desires.

8. As soon as possible after completion of the hearing before it, the Appeal Committee shall provide the President and the member of the teaching staff with its decision, in writing, as to whether sufficient reason exists for the President to recommend termination of the member of the teaching staff's appointment supported by such reasons as the Appeal Committee considers appropriate.
9. Nothing in this document restricts the right of an individual to appeal under the provisions of Appendix A: *Procedures for the Dismissal with Cause of Faculty Members*. However, the main ground for such an appeal would be an allegation that the termination was in fact a "dismissal for cause" rather than a "release on account of financial stringency". The Dismissal Hearing Committee would first consider whether it appeared that the appellant was being dismissed primarily for reasons other than financial stringency. If it determined that other reasons might exist, it should then proceed with a hearing as provided in the Appendix A: *Procedures for the Dismissal with Cause of Faculty Members*. If, on the other hand, the Committee determined that there was no cause other than the stated financial reasons, it should not consider the matter any further. The individual could then still appeal to the Appeal Committee of this report.
10. Where an Appeal Committee has reached a decision that sufficient reason does not exist for a recommendation by the President to the Board of Governors that a member of the teaching staff's appointment be terminated, the President shall not make such a recommendation to the Board and the procedure provided for in these provisions shall not again be instituted on the basis of substantially the same facts and considerations.
11. At any time after its decision is communicated to the President and the member of the teaching staff, the Appeal Committee may, if it considers it to be in the public interest to do so, make public its decision and any or all of its reasons. Except where a hearing before the Appeal Committee is held in public, and except to the extent that the Committee itself makes its decision and any of its reasons for it public, all information shall be treated as confidential information and the decision of the Appeal Committee and its reasons for it are confidential except that the decision and reasons may be submitted to the Board of Governors in support of a recommendation by the President that the appointment of a member of the teaching staff be terminated.

12. Expenses

Any expenses arising out of any hearings of the Appeal Committee including expenses connected with the recording and transcription of testimony when directed by the Appeal Committee and the fees and expenses of witnesses called at the direction of the Appeal Committee, but not otherwise, shall be borne by the University. Save as aforesaid the University and the affected member of the teaching staff shall each bear their own expenses including those connected with the calling by them of any witnesses or the preparation and presentation of documents and the fees and expenses of counsel or advisers as the case may be, provided that the Appeal Committee may direct that the fees and expenses of a counsel, if one is engaged by the affected member of the teaching staff or some portion thereof shall be borne by the University where, in the Appeal

Committee's view of the circumstances, it considers it just and equitable that the University should pay them.

Appendix E: Salary Rationalization

This Appendix E, as modified by the agreement of the parties, expires on the completion of the collective agreement with a term commencing May 1, 2024, unless extended by mutual agreement of both parties. If not extended by mutual agreement, Appendix E as it existed in the collective agreement commencing May 1, 2021 shall apply.

Salary Adjustment Commission

1. The Salary Adjustment Commission (the "Commission") will be composed of four (4) members:
 - (a) two (2) appointed by the Association, for a two (2) year term, to which they can be reappointed; and
 - (b) two (2) appointed by the University, for a two (2) year term, to which they can be reappointed.

Each party shall in addition name one (1) alternate in order that the Commission shall have an ability to meet on short notice with a full complement of four (4) (two (2) members representing each party). Two (2) members, provided that there is one (1) representative from each of the parties, shall constitute a quorum; and, in cases where there is unequal representation from one (1) of the parties the extra representative shall not exercise a vote.

Members appointed by the Association to the Commission shall be tenured and shall be from two different Faculties. No current member of the Commission shall apply for salary review during the term of their appointment.

A representative of the Office of Institutional Research & Planning ("OIRP") will be a non-voting support person for the Commission.

2. The task of the Commission is to consider and recommend to the Provost adjustments in salary of employees deemed necessary to meet exceptional circumstances of obvious inequity in salary. The Commission will provide to the Provost the reasons for the recommendation and will refer to the characteristics considered, as set out below, with reference to the data relied on.

Neither the Commission nor the University shall consider applications on the basis of special merit or market differentials.

3. The University reserves the right to act unilaterally to respond to competitive offers of employment. The University agrees to copy CUASA on any salary adjustment granted in response to a competitive offer.

General Procedures

4. Cases may be referred for consideration to the Commission by the individual employee, a Dean, the Association or the Commission itself may decide to consider individual cases.
5. The Commission may decide to recommend no action, or to recommend that the salary of the individual be modified over a period of time. The date of any applicable retroactivity shall be effective the date that the request for salary review is received by OIRP.
6. Data including but not limited to some or all of the following characteristics as relevant will be used to determine whether there is a need for an adjustment on the basis of an obvious inequity in salary:
 - Average and median base salary for a faculty member holding the same rank and same terminal degree or equivalent as determined by the letter of employment:
 - By discipline (academic unit/department)
 - By Faculty
 - Rank
 - Year of rank
 - A review of career progression, including timely progression through the ranks
 - Year of first degree
 - Terminal degree or anything considered equivalent on hire
 - Year of PhD completion (or terminal degree completion)
 - Year of hire/appointment to the University
 - Membership of equity seeking group(s)
 - A review of any CDI denials
 - A review of CDI caps, salary ceiling history
7. Data in respect of the characteristics considered by the Commission will be prepared by the representative of the OIRP. The Commission may request of the OIRP any additional data it deems to be relevant.
8. Deans will also be asked to provide an assessment of the request for a salary adjustment. The Commission may request additional or clarifying information from a Dean through the representative of the OIRP.

9. The Commission will normally base its recommendations on a decision obtained by a majority vote. In the event of a split vote, the Commission shall, by a means of its choice, decide upon a recommendation.
10. Decisions of the Provost will be transmitted to the applicants in writing providing transparency and reasons. In the decision, applicants will be provided with the rationale for the Commission's recommendation, copied to the Association. The reasons for the recommendation will refer to the characteristics considered, as set out above, with reference to the data relied on. If the Provost does not accept the recommendation of the Commission, reasons for the Provost's decision will also be provided.
11. Members of the Commission appointed by the Association may debrief with the Association on a confidential basis on the deliberations and outcome of Association decisions.

Appendix F: Approved List of Charities

(As recipients of union dues redirected under Article 26.1)

Student Bursaries or Fellowships:

- (a) CUASA Scholarship and Bursaries
- (b) Carleton Undergraduate Bursary Funds
- (c) J.H. Reid Memorial Fellowship Fund
- (d) Carleton University Scholarship Fund
- (e) Economics Scholarship Account

Domestic Charities:

- (a) The United Way, Ottawa-Carleton
- (b) The Salvation Army - Ottawa Branch
- (c) The Ontario Heart Foundation - Ottawa Branch
- (d) The Canadian Tuberculosis and Respiratory Disease Association

Overseas Charities:

- (a) CARE
- (b) CUSO
- (c) OXFAM
- (d) Unitarian Service Committee of Canada

Appendix G: Redeployment Procedures Pursuant to Senate Resolutions Dated December 5, 1997

The following redeployment procedures shall apply to employees identified for lay-off pursuant to the Senate resolutions dated December 5, 1997:

1. The employee shall remain in their current position while the Employer endeavours to redeploy.
2. The Employer will make good faith efforts to facilitate the redeployment.
3. Criteria for redeployment shall be as follows:
 - (a) there must be a position available for which the employee is qualified, or can become qualified within the two (2) year period;
 - (b) the academic unit(s) or sub-unit(s) to which redeployment is proposed must accept the employee. The decision must be based solely on academic grounds. Should an academic unit(s) or sub-unit(s) refuse to accept a proposed redeployment then it shall prepare a reasoned assessment for its decision which shall be provided to the employee and the parties.
4. At the employee's initiative, the employee and the Employer shall endeavour to develop a retraining plan in accordance with Article 36.1(g) to facilitate redeployment. For up to two (2) years, the employee may maintain a normal teaching workload, and the remaining workload may be devoted to retraining.
5. If the Employer offers the employee a position that is commensurate with the employee's appointment status and qualifications and the employee does not accept it within one (1) month, Article 20.5 shall apply.
6. If after two (2) years from July 1, 1998, the employee has not been redeployed, Article 20.5 shall apply.

Appendix H: Salary Re-Negotiation upon change from Term to Preliminary/Tenured Faculty Appointment Status

WHEREAS the parties recognize that CUASA is the exclusive bargaining agent with exclusive bargaining rights to represent members who are in the CUASA bargaining unit as defined by the certificate of the Ontario Labour Relations Board dated June 18, 1975, as may be amended from time to time;

AND WHEREAS, the parties recognize that allowing term members to renegotiate their nominal salary under the circumstances described herein is a mutually agreeable exception to the above and does not prejudice the bargaining rights of the Association in any other way whatsoever;

NOW THEREFORE, the parties agree as follows:

1. Each term appointee granted a preliminary or tenured faculty appointment will be permitted to enter into negotiations with their Dean to determine an increase to their salary.

Appendix I: Materials and Services

1. The parties agree that the Employer shall provide a level of facilities and support services necessary for CUASA employees to perform their work in accordance with Article 6.3(c) of the CUASA Collective Agreement.
2. The parties agree to establish a committee within thirty (30) days of the ratification of this Collective Agreement. The mandate of the committee shall be to consult with all the academic units and sub-units and report back to CUASA and the Employer as what materials and services are provided to CUASA members and what materials and service are lacking.
3. Among other things, the committee will examine the provision of:

Services:	administrative services voice mail access to University computer services, assistance with instructional technology mail services
Access:	printer services photocopying services
Supplies and Equipment:	appropriate adequate computers paper cartridges for standard printers
Space:	office space ergonomic furnishings in workplace adequate office furnishings
4. The committee shall invite submissions from all units and sub-units based on consultation with members of CUASA regarding all materials and services provided. The submission should identify current practice, whether it is satisfactory and areas where improvement is required.
5. The committee shall also examine the matter of cost-containment regarding the provision of material and services.
6. The committee shall consist of four (4) members; two (2) shall be CUASA members designated by CUASA and two (2) shall be designated by the University President.
7. The committee shall provide a report with recommendations to the parties within six (6) months of its establishment unless the parties mutually agree in writing to extend the deadline. The report shall consist of an overview of materials and supplies available to CUASA members in all the units and sub-units and a determination of what would

constitute adequate levels of supplies and materials.

8. All units, sub-units, Faculties and CUASA will be invited to comment on the report.

Appendix J: Health Plan Information

In accordance with 38.5(d), the Employer shall provide the Association with the following information, with identifying individual information removed, directly from the benefit provider (where possible):

1. Complete details of current and proposed benefit arrangements for all CUASA members including:
 - a. Copies of all current insurance policies and financial agreements and correspondence requesting contract amendments (in progress);
 - b. Copy of the most recent insurer financial letter of agreements;
 - c. Any medical and dental plan design changes over the past two contract years;
 - d. Benefit booklets;
 - e. Copies of plan updates or other general communications sent to members.
2. Complete census data for the Association.
 - a. Age (in five year increments);
 - b. Sex;
 - c. Number of members who have declined coverage and reason (if available);
 - d. Number of members who are covered under another bargaining unit;
 - e. Number of members using family and single coverage;
 - f. Any other census data available from the plan.
3. Summary of current underwriting arrangement by benefit.
4. Copies of the annual financial experience reports for the current and prior two policy years (if any).
5. Copies of Renewal Rating Report for the current and prior two years, including:
 - a. Premium and claim summaries, by benefit;
 - b. 5-year age band demographic change reports for Basic Life and LTD;
 - c. 5 years of claims experience for Life and LTD benefits.
6. Confirmation of the current premium rates (and any changes in the past two years for Health and Dental and changes in the past five years for Life and LTD) for each benefit.
7. Premium cost-sharing arrangements with members, if any, including changes in the past two years.
8. Claim reports – for current and past two policy periods.
9. Detailed Health claims summary report by type of service for the current and prior policy year, showing:
 - a. Type of benefit category submitted (e.g., drugs, hospital, vision, paramedicals, etc.);
 - b. Amount claimed/submitted;

- c. Amount paid by carrier;
 - d. Claimant distribution (member, spouse, children) and combined;
 - e. Combined loss ratio for the previous three years;
 - f. Number of incidents for each type of expenses.
10. Detailed Dental claims summary report by type of service for the current and prior policy year, showing:
- a. Type of benefit category submitted (i.e. preventative, diagnostic, endodontics, periodontics, major restorative, orthodontics, etc.);
 - b. Amount claimed/submitted;
 - c. Amount paid by carrier;
 - d. Claimant distribution (member, spouse, children) and combined;
 - e. Combined loss ratio for the previous three years;
 - f. Number of incidents for each type of expense.
11. Drug utilization report for the current and prior policy year, including:
- a. Top 50-drug report by amount paid;
 - b. Top 50-drug report by number of claims paid;
 - c. Top 10 classes of drug claims by therapy;
 - d. Drug claims utilization summary.
12. Life and LTD claims reports including:
- a. Death claims report;
 - b. Life waiver of reserve claims report;
 - c. LTD claimant listing including disabled life reserve report.

Appendix L: Azrieli School of Architecture and Urbanism Teaching Load

Effective September 3, 2025, for the purpose of Article 12.2(a), unless otherwise agreed to by the parties, the normal teaching load for Faculty Members in the Azrieli School of Architecture and Urbanism shall be as follows:

- (a) The normal teaching load is two (2) studio courses and one (1) regular half course (0.5 credit) for a total credit value of less than 2.5 credits. Each studio course shall be the equivalent of a 0.75 credit of teaching workload.
- (b) Faculty Members may be assigned a different number of regular and/or studio courses. In such cases, the Director of the School of Architecture and Urbanism will consult with the Faculty Member before making the assignment. In any event, the teaching load of the Faculty Member cannot exceed the maximum teaching load set out in Article 12.2(a).

Letter of Intent RE: Potential expansion of Carleton University to campuses outside of the geographic locale in the Ontario Labour Relations Board Decision describing the Carleton University Academic Staff Association Bargaining Unit dated 04 April 1975 and referenced in Appendix C of the CUASA Collective Agreement:

WHEREAS the Employer may consider setting up satellite campuses of the University, beyond the current geographic locale in the Ontario Labour Relations Board Decision describing the Carleton University Academic Staff Association Bargaining Unit dated 04 April 1975 and referenced in Appendix C of the CUASA Collective Agreement;

THE PARTIES hereby agree to meet review the status of employees hired at any satellite campus of the University to teach and deliver academic programming, and/or in positions that would normally be included inside the CUASA bargaining unit were their duties to be conducted in the geographic locale as defined by the certificate of the Ontario Labour Relations Board, dated 18 June 1975, and as further specified by decisions of the Board dated 04 April 1975 and 18 June 1975,

NOTHING HEREIN comprises an agreement to amend the present scope of this bargaining unit, per Appendix C of the CUASA Collective Agreement, and defined by the Ontario Labour Relations Board Decision dated 04 April 1975.

Letter of Understanding regarding changes to Article 10.12(a)

The parties agree that the changes made to the promotion criteria in Article 10.12(a) of the 2017-2021 Collective Agreement shall only be applied for promotion applications that were made after the date of ratification of the 2017-2021 Collective Agreement. Professional Librarians on staff at the ranks of Librarian II and III on or before June 18, 2018, shall be subject to the promotion criteria specified in the 2014-2017 collective agreement for their one (1) next promotion application. Thereafter, Professional Librarians shall be subject to the promotion criteria in Article 10.12(a) of this Collective Agreement for the subsequent Librarian rank.

This letter of understanding shall not apply to hires after June 18, 2018.

Letter of Understanding – Gender Pay Study

CUASA and the University, recognize the importance of gender equity with respect to pay. The Parties are committed to identifying and correcting gender discrimination that may be present in compensation practices and agree in principle that adjustments may need to be made to achieve gender equity in compensation.

Therefore, the parties agree as follows:

- 1) The University shall complete an analysis using a linear regression model to examine the differences in the annual rate of pay (the dependent variable) by gender (as indicated in Banner as of June 30, 2026), controlling for years from first degree and years from first degree squared, rank, Faculty, Faculty, Teaching Stream and the principal subject area (Economics, Engineering, Computer Science, Business, Humanities, Physical and Life Science, and Social Science). The analysis will be conducted separately for each of the three categories of employment (Faculty, Teaching Stream, Librarian and Faculty Member). For Faculty Member, Faculty, Teaching Stream, an interaction term of gender and principal subject will be included as an independent variable.
- 2) For each analysis where men are paid statistically significantly more (at the 95% confidence level), a point estimate of the difference shall be provided. This point estimate shall reflect any differences based on gender and/or the interaction of gender and principal subject area where statistically significant.
- 3) The analysis shall be done using data as of June 30, 2026. The University Report shall be completed by December 1, 2026.
- 4) The Parties shall agree at the JCAA to a plan to address any gender equity salary gaps identified. Should the Parties be unable to agree on a plan to address these salary gaps, their differences shall be the subject of a binding arbitration before Arbitrator William Kaplan.
- 5) Subsequent gender pay studies shall be conducted at least once every five (5) years after completion of the above process and in accordance with current research of the day, with adjustments to base salary of affected individuals, as required.
- 6) No one shall have their salary reduced as a result of this exercise.
- 7) The parties further agree that other gender-related discussions, including but not limited to, feminization of pay, female-majority job classes and disciplines, and appropriate retention and hiring processes, will be assigned as special projects to the JCAA.

Letter of Understanding – Library Subject Area Coordinators

WHEREAS the parties have identified the need to revise the Memorandum of Agreement re: Library Subject Area Coordinators dated October 31, 2017, as amended by the Appendix to the MOA re: Library Subject Area Coordinators dated January 19, 2022;

WHEREAS the parties agree that successful integration of the Library Subject Area Coordinator positions into the organizational structure of the Library and the Research Support Services sub-unit was a key recommendation of the 2014-16 Public Services review carried out in the Library;

AND WHEREAS the parties agree that this integration has been fairly successful to date;

THE PARTIES THEREFORE AGREE as follows:

1. The appointment procedures of paragraphs 9.6(a) and (b) shall apply mutatis mutandis to the appointment of Subject Area Coordinators.
2. The term of office of Subject Area Coordinators shall normally be of three (3) years starting July 1st, renewable for an additional two (2) years. Subsequent renewals shall be subject to the procedures of the second paragraph of paragraph 9.6(d)(iii).
3. Any employee who does not wish or is unable to continue in a Subject Area Coordinator position, or that the Employer finds the employee's performance unsatisfactory, the employee shall be returned to their incumbent positions without loss of previous salary or benefits.
4. In recognition of Subject Area Coordinators duties, a Professional Librarian holding the position shall receive:
 - a. a stipend equal to 50% of the stipend amount pursuant to paragraph 9.6(d)(vi)(1) for 1–9 employees; and
 - b. a credit equivalent to half (0.5) an additional year of service towards a sabbatical entitlement for five (5) years of service as Subject Area Coordinator.
5. Any dispute arising with respect to the interpretation, application, administration or alleged breach of any terms of the Letter of Understand may be grieved pursuant to Article 28.

Letter of Understanding on Article 38.8

The parties agree to hold Article 38.9 on the Guaranteed Housing Loan Plan in abeyance and not applicable for the duration of the Collective Agreement between Carleton University and the Carleton University Academic Staff Association starting on May 1st, 2024.

Letter of Understanding – Article 38.7(c) (CUASA Grievance No. 24-P-00081)

WHEREAS the Association filed Grievance Number (24-P-00081) on July 18, 2024;

AND WHEREAS the Association referred the matter to arbitration on November 7, 2024;

AND WHEREAS the Parties wish to resolve any and all matters which were raised or could have been raised in the Grievance;

NOW THEREFORE, the Parties agree as follows:

1. For the purposes of Article 38.7(c), “health services” means access to special vaccination clinics, and urgent walk-in services. It does not include access to ongoing primary medical care.
2. It is agreed and understood that retirees currently using health services for primary medical care may continue to do so until they find alternative primary care which they are obligated to do.
3. The Association withdraws the Grievance and it shall not be refiled in whole or in part.
4. Jasbir Parmar shall remain seized as mediator-arbitrator with respect to any issues concerning the interpretation, application, administration or alleged violation of the terms and conditions of this Memorandum of Settlement.
5. This settlement is made without prejudice or precedent to the rights of the University or the Association in any other matter and shall not be referred to or relied on in any other matter for any purpose whatsoever.

Letter of Understanding – Process for returning goods purchased with University funds

Recognizing that during the course of their employment, employees will purchase goods with University funds; recognizing that such goods are the property of the University; and recognizing that a portion of the cost of those goods may be covered by other funds, such as employees' personal funds and research funds not provided by the University, the parties agree to mandate the Joint Committee on the Administration of the Agreement to establish a process for returning goods to the University when the University requests the return of such goods.

Letter of Understanding – Addressing Teaching Assignments Workload

The Parties agree to the following:

1. To establish, on a trial basis, a process for issues related to the assignment of teaching workload.
2. The process shall be as follows:
 - (a) When an employee believes that the assignment of their teaching workload is in contravention of Article 12, they may inform the Dean in writing of the basis of their concerns within ten (10) working days of receipt of the assignment.
 - (b) Within fifteen (15) working days of the receipt of their concerns, the Dean or their delegate shall meet with the employee and provide, in writing, a response to the employee's concerns, taking into account the relevant provisions of Article 12. The Dean may propose a resolution of the issue at this stage.
 - (c) Within ten (10) working days of the response from the Dean or their delegate, the employee may file a Complaint pursuant to Article 28 of the Collective Agreement. The University will endeavour to expedite the Complaint meeting with consideration to the commencement of the academic term(s) at issue.
 - d) There shall be no reprisal for raising a good faith inquiry pursuant to this Letter of Understanding.
3. This LOU will expire on the day prior to the expiry of this Collective Agreement, unless the parties mutually agree to extend its duration.

Letter of Understanding – Committee on Workload

The Committee will review the alignment between academic processes, employee workload, student learning outcomes, and institutional priorities.

WHEREAS the parties recognize the need to identify and review various administrative factors, supports, and processes that can influence employee workload;

The Parties hereby agree:

1. Within six months of ratification of this agreement, to establish a Joint Committee composed of four representatives appointed by the University and four representatives appointed by the Association. Quorum for a meeting of two members from each party. When meetings are attended by an unequal number of members from each party, each party shall have an equal number of votes. Each party shall determine a Chair for the Committee.
2. The mandate of the Committee is as follows:
 - (a) The Committee shall identify and document factors impacting workload of Faculty Members, Faculty Members, Teaching Stream, and Professional Librarians including:
 - (i) Identify administrative factors at the University that impact Faculty workload, including administrative processes, supports, policies, and procedures; review the increased need for student accommodations; how current academic supports (such as Student Services and academic support staff) affect academic workload; and the University's legal duty to accommodate students and employees;
 - (ii) teaching and related duties, including the various forms of support for teaching; and
 - (iii) other issues affecting workload identified by the Committee.
 - (b) the Committee shall organize consultations with Faculty Members, Faculty Members, Teaching Stream, and Professional Librarians.
 - (c) the Committee must submit its report and recommendations related to issues identified in paragraph (a) to the JCAA within eighteen months after its first meeting.
 - (d) The JCAA will jointly review the report and recommendations to determine next steps.
3. This LOU will expire December 31, 2027.

Memorandum of Settlement – Tentative Agreement for Renewal of the Collective Agreement effective May 1, 2024 - April 30, 2027

WHEREAS the CU-CUASA Collective Agreement expired April 30, 2024;

WHEREAS the Parties have successfully reached a tentative agreement following the expiration of their Collective Agreement;

NOW THEREFORE, the Parties agree to the following:

1. The Parties hereby agree that the terms and conditions of this Memorandum of Settlement constitute a full and complete settlement of all terms for the renewal of the Collective Agreement that expired on April 30, 2024;
2. The undersigned representatives of the Parties agree to unanimously recommend complete acceptance of all the terms and conditions of this Memorandum of Settlement to their respective principals;
3. This Memorandum of Settlement is conditional on ratification by the Association membership and by the Board of Governors of the University. Both Parties shall schedule ratification meetings to take place as soon as practicable following the execution of this Memorandum of Settlement. Within twenty-four (24) hours upon completion of the ratification votes, the Parties will notify each other by email;
4. The term of the new Collective Agreement will be three (3) years commencing upon the expiration of the original term, May 1, 2024 and expiring on April 30, 2027;
5. The Parties agree that the 2024-2027 Collective Agreement shall consist of the 2021-2024 Collective Agreement with the amendments signed off attached hereto during the course of bargaining, conciliation, and mediation;
6. The agreed upon ATB salary increases in article 43 shall be retroactive to May 1, 2024. Stipends shall be effective on the dates indicated in the attached pink sheets. Retroactive increases shall be provided within ninety (90) days. All other changes to the Collective Agreement, including benefits, shall take effect on the date of ratification by both Parties.
7. A complete revised version of the 2024-2027 Collective Agreement shall be produced for signatures within a reasonable time period by the parties;
8. Any proposal, tabled by either party, and not specifically referenced in this document or the appendices (the pink sheets and emails exchanged confirming agreements reached during mediation), is hereby considered withdrawn;
9. Any outstanding references in the collective agreement to salary shall be editorially reviewed by the parties and amended to align with the financial settlement reached in this agreement;

10. The terms of this Memorandum of Settlement shall remain confidential until required for the ratification meetings, referenced in paragraph 2. It is understood, however, that the Memorandum of Settlement may be provided on a confidential basis to the members of the Association's Executive Board and the Board of Governors of the University in preparation for their ratification meetings;
11. Any ancillary letter or memorandum of settlement normally entered upon by the Parties or renewed separately outside the bargaining process does not form part of this Settlement;
12. CUASA shall draft the new Collective Agreement for review of the Parties;
13. The Parties will conduct a housekeeping review to finalize the collective agreement to ensure all references are consistent prior to signing the agreement;
14. CUASA will withdraw their Unfair Labour Practice complaint filed on January 6, 2025 with the *Ontario Labour Relations Board* and will inform the *OLRB* within 24 hours of the signing of this agreement that they are withdrawing their complaint. CUASA will copy the Director, Labour Relations (Academic) on their correspondence to the *OLRB*;
15. The following grievance shall be withdrawn upon ratification of this agreement: Association Grievance, No. 24-P-00081, Retiree Access to Health Services.
16. The parties shall issue a joint statement regarding the tentative agreement. The statement is as follows:

Subject: Tentative Agreement reached between Carleton and CUASA

Carleton University and the Carleton University Academic Staff Association (CUASA), which represents full-time faculty and professional librarians, are pleased to announce that they have reached a tentative collective agreement. Details of the settlement will be released publicly following ratification by members of the bargaining unit and the University's Board of Governors.

L. Pauline Rankin
Provost and Vice-President (Academic)

Dominique Marshall
President, CUASA

17. In the event of a dispute arising with regards to these Minutes of Settlement and this tentative agreement, the Parties agree that William Kaplan shall remain seized of this matter.

This Agreement is signed this 27th day of April, 2025.

Signature Page

THIS COLLECTIVE AGREEMENT

SIGNED at Ottawa, Ontario,

this 11th day of February, 2026.

FOR THE EMPLOYER



Catherine Khordoc
Chief Negotiator

Signed by

5f4-b085-a27da90ee112...

Betina Appel Kuzmarov



Amber Butler



Holly Maron



Angela Marcotte

Signed by

373-9210-6ed1d05f4eed..

Howard Nemiroff

FOR THE UNION

Signed by

1d2-bfd3-9db70bf185a5...

Pierre Cloutier de Repentigny
Chief Negotiator

Signed by

8fc-8907-5c3bfaeb72a5...

Devin Fraser

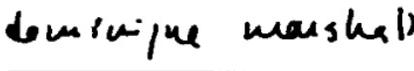


Jaye Horton

Signed by

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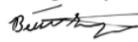
Julie Lavigne



Dominique Marshall



Stery McKnight

Signed by

843-87ef-1885f0e8a2b6...

Brett Stevens

Signed by

254-8bd8-45ccef843e85...

Anil Varughese

Signed by

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Elena Zabolotnii