# **Bargaining Update –AGENDA**January 20, 2025

- 1. Introduction: Team members, Timelines, and UTFA Bargaining Priorities
- 2. Overview of Proposals and Levels of Engagement
- 3. Bargaining Update
  - a. Bargaining Did not Occur or Occurred Only at a Surface Level
  - b. Small Level of Substantive Engagement / Proposals Exchanged
  - c. Substantive Bargaining Occurred

### UTFA 2023-20XX Negotiating Team Members

Chief Negotiator: Terezia Zorić, UTFA President; OISE Dept. of Social Justice Education

**Arjumand Siddiqi**, UTFA Member-at-Large; Dalla Lana School of Public Health

**Deb Cowen**, UTFA Chair of Equity; UTSG, Department of Geography

**Harriet Sonne de Torrens**, UTM: Library

**James Mason**, UTFA Chair of Librarians , UTSG Music Library (voice no vote)

Raymond Kwong, UTFA Retired Committee Chair; Professor Emeritus, Electrical and

**Computer Engineering** 

**Sherri Helwig**, UTFA Vice-President, Grievances, UTSC:Dept-Arts, Culture & Media

#### Staff:

Nellie De Lorenzi, UTFA Executive Director and Staff Lead

Geoff Dunlop, UTFA Counsel

**Jessica Martin**, Executive Assistant to the UTFA President

# Timeline of Bi-laterals, Mediation and Arbitration

**Bargaining Timeline:** Nov 16, 2023, to September 4, 2024 - We, the two parties, have met over the last year in 24 bargaining sessions ranging from 2 hours to full days.

**Mediation dates:** Oct. 3, 11, 24, 2024, January 8, 2025 (evening) and January 23, 2025 (all day)

**Arbitration date:** is scheduled for February 10, 2025. Will likely need 2 more arbitration dates.

#### **Focus at Mediation:**

- Article 7, Grievance and Arbitration Process;
- Article 13 Position Exclusions (Vice-Deans);
- [Sexual Violence Policy (SVP) LOU process]

### **UTFA Bargaining Priorities**

**A** Compensation

**B** Benefits

Members' Rights

D Bargaining & Dispute Resolution

### **Proposals for 2023-202X**

### A. Compensation

- 1. Across-the-board (ATB) increases -For salary and stipends; inflation "catch up"; increases apply to all members employed during term of the Agreement
- 2. Progress through the ranks (PTR) increases Restore/reinvest \$\$\$ in pool, reward extraordinary achievement via super-merit, and ensure broad membership benefits from reforms
- 3. Workload policy overhaul
- 4. Salary Anomaly Policy broader, transparent criteria, and more consistent application
- 5. Increased Research & Study Leave (RSL) pay rate for part-time members
- 6. Increase librarian salary floors

#### **B.** Benefits

- 1. Housing support for faculty and librarians
- Retirees' equal access to health benefits improvements
- Retirees' streamlined & expanded access to Office 365
- 4. PERA protections and enhancements
- Benefits improvements/expansions, including:
  - a. Childcare
  - b. Tuition Waiver
  - c. Life insurance
  - d. Librarian research days
  - e. Protecting the value to members of health benefits
  - f. Health benefits TBD
- 6. Access to leaves, central funding of:
  - a. Elder care and Compassionate Care leave
  - b. Maternity, Parental, and Adoption leave

### Proposals for 2023-202X cont'd

### C. Members' Rights

- 1. Increased job security and grievance rights for part-timers
- 2. Member ownership of student evaluations (SETs/SCEs)
- 3. Streamlined Central Accommodation Guidelines

### **D. Bargaining & Dispute Resolution Process Rights**

- 1. Good faith bargaining with full information disclosure
- 2. Modern mediation/arbitration framework for all significant disputes
- 3. Freeze provision between rounds
- 4. Enforceable timelines to resolve disputes in bargaining and grievances
- 5. No unilateral repudiation by Governing Council
- 6. OHSA Status for Central Health and Safety Committee

### Bargaining Update (at a glance)

Overview of UTFA Proposals and the Administration's Level of Engagement
Via Bilaterals and or Formal Mediation
as of January 6, 2025

see <a href="here">here</a> for a more detailed description of UTFA's proposals and the <a href="negotiating process">negotiating process</a>.

Bargaining Did Not Occur or Occurred only at a Surface Level (i.e. no substantive discussion)	Small Level of Substantive Engagement / Proposals Exchanged	Substantive Bargaining Occurred, (i.e. meaningful engagement beyond the surface)
Salary items - Reform of the PTR process and Salary Anomaly	Compensation (ATB & PTR)	Librarian Research Days and Professional Development Days Agreement reached in principle
Benefits, including health care, PERA, and child care benefits	Housing	Retirees' streamlined & expanded access to computer programs AGREEMENT REACHED!
Student Evaluations of Teaching	Workload	Accommodation on Family Status
Health and Safety	Criteria for Dean's Merit Award	Article 7, Grievance and Arbitration Process
Accommodations on Disability	Job Security and Grievance Rights for Part-Time Faculty	Article 13, Vice-Deans Exclusions
		Process for Negotiating Sexual Violence Policy Letter of Understanding and Procedural Fairness in Workplace Investigations AGREEMENT REACHED!

# Bargaining Did not Occur or Occurred Only at a Surface Level (i.e. no substantive discussion)

## Salary Items\* - Reform of the PTR Process

UTFA Proposals	Admin's Response
PTR Process  Beginning in 2023 - 24 academic year, each pool of PTR be	No increase to total value of PTR
administered in two components	(e.g., per capita amounts) above ATB increase
<ol> <li>1) 100% of PTR funds based on July 1, 2024 pools be allocated through the normal merit-based model</li> <li>2) A new pool of PTR funds, equivalent to 1.3% of the UTFA</li> </ol>	Adjust PTR by ATB amount
salary mass, to be allocated on the basis of career progress  SPECIAL ADJUSTMENT TO PTR  Increase funding into the PTR pool to 2.5% of total wages.	Pay PTR amount in July 2024 according to existing 100% merit-based structure

<sup>\*</sup>Across-the-board increases, salary floors, and criteria for the super-merit pool are addressed in the next, yellow, section.

## Salary items\* - Salary Anomaly Process

UTFA Proposals	Admin's Response
<ul> <li>Add that a member can request a salary anomaly adjustment for the following reasons:</li> <li>To prevent and/or remedy salary inequities related to protected grounds under the Human Rights Code and/or Article 9 of the MoA</li> </ul>	Salary anomaly process is not the appropriate mechanism - concerns should be pursued through a grievance
<ul> <li>To rectify salary inequities within the unit/Faculty, inducing to adjustment the salaries in cases where salaries are disproportionately lower than the salaries of peers within a unit or cognate units (including other campuses</li> </ul>	Limited disclosure - provide report with unique identifier that can link to other reports.

<sup>\*</sup>Across-the-board increases, salary floors, and criteria for the super-merit pool are addressed in the next yellow section.

### **Health Benefits**

UTFA Proposals	Admin's Response
<ul> <li>Health Benefits</li> <li>Retirees retain equal access to health benefits</li> <li>Increase proportion of employer paid premiums</li> <li>Custom definition of "reasonable and customary"</li> <li>No automatic rejection of compounded medications</li> <li>Inclusion of kinesiologists</li> <li>Life insurance - 2.5X (from 1x) annual salary to a max of \$750K (from \$125K)</li> <li>Vision - \$1000 (from \$725) every 2 years</li> <li>Mental health (\$10K (from \$7K) per year</li> <li>Dental implants in any case</li> <li>Dispensing fee - \$0 (from \$6.50)</li> <li>Hearing aid - \$4K (from \$1K) and \$8K every 36 months (from \$2K)</li> <li>Documented GreenShield appeal process</li> </ul>	Reduce Benefit levels and target retirees:  • Health Care Spending Account - \$700 per active member only • Reduce emergency travel provision to 60 days and introduction of a cap • Reduce benefit coverage for paramedical services for retirees

## Principles for Establishing Health Benefits Priorities

#### WE WANT TO KNOW WHAT YOU THINK!

- 1. Making improvements for members across the lifespan (i.e., early career/young family (e.g. childcare); mid-career popular (e.g. eyeglasses); older and retired members (e.g., major dental))
- 2. Making improvements where UTFA members' benefits are well below the sector norms (e.g., hearing aids, dispensing fees, Long Term Disability, Life Insurance)
- 3. Prioritizing other issues of special importance to our members (e.g., protecting retirees' equal access to health benefits, mental health benefits)
- 4. Protecting the value of the benefits and reforming the system to make it more open and transparent to allow us to make improvements in future (e.g., reasonable and customary, the Greenshield appeals process)

### **Other Benefits\***

UTFA Proposals	Admin's Response
<ul> <li>Amend terms of reference of Joint Benefits Committee (JBC) to review and discuss amendments to the benefits plan to support the values of EDII with the goal of addressing systemic and emerging issues and experiences of all members as it relates to benefit accessibility and coverage</li> </ul>	Gender affirmation - \$5K per person
<ul> <li>PERA Protections and Enhancements</li> <li>Negotiate all changes with UTFA</li> <li>Parity of amounts for full-timers and part-timers</li> <li>Tuition is an eligible expense</li> <li>Increase amounts annually by Bank of Canada inflation rates</li> </ul>	No response.

<sup>\*</sup>Housing is addressed in the next, yellow, section.

### **Other Benefits**

UTFA Proposals	Admin's Response
Child Care Benefits	No response
<ul> <li>Increase the age limit for child-care expense reimbursement up to age 12 (from age 7)</li> <li>Increase the amount of reimbursement to 100% (from 5%) up to \$40 for full day (from \$20) and up to \$20 for half day (from \$10)</li> <li>Increase the annual reimbursement amount per each child to \$4000 (from \$2000) for 100% FTE.</li> </ul>	

# Student Evaluations of Teaching (SET)

UTFA Proposals	Admin's Response
Only be used in ways that are supported by the	Admin's present use of SETS are
extensive evidence-based research that addresses the	not contrary to the MoA,
significant problems related to methodology, research	University Policy and associated
ethics, and human rights issues	guidelines, or the Human Rights
Members have sole discretion to use SETs as evidence	Code.
of students' opinions	
Members have full and sole control over the results	Not willing to discuss at bi-
and only be used for member's own formative	laterals.
purposes	
Admin not rely on SETS in the assessment of teaching	
effectiveness in evaluation processes	
Parties are proceeding to arbitration in 2025:	

Parties are proceeding to arbitration in 2025: March 26, May 5, 21, June 9, August 28, September 8, 23, October 26

### **Health and Safety**

UTFA Proposals	Admin's Response
In January 2020, the parties agreed to establish a joint	Admin does not agree that
Central Health and Safety Committee (CHSC).	converting the CHSC to a JHSC will
	enhance the health and safety of
UTFA proposes that this committee be recognized as a	the University community.
Committee that this Committee be formally	
recognized as a Joint Health and Safety	Current health and safety
committee, which has additional powers under	infrastructure is appropriate.
the Occupational Health and Safety Act	

### **Accommodation on Disability**

UTFA Proposals	Admin's Response
Temporary reduction in a member's FTE should be considered only once all other accommodation options have been explored.	Temporary reduction in a member's FTE <b>will</b> impact the member's income.
If a member's income needs to recalculated due to a temporary reduction in FTE, any reduction will be proportionate to the member's overall workload (i.e. all three core duties).	Admin <b>refuses</b> to provide details of the calculation of the reduced income (i.e. not agree that the reduction in FTE will be proportional to the member's overall workload.

### Small Level of Substantive Engagement / Proposals Exchanged

### Compensation

### 1) **SPECIAL ADJUSTMENTS TO SALARY FLOORS**

Rank	July 1, 2022 (expired)	June 30, 2023 (prior to July 1, 2023, ATB)
<del>Librarian I</del>	\$76,403	
Librarian # I	\$79,720	\$85,500
Librarian ## II	\$102,023	\$102,023
Librarian IV III	\$120,209	\$120,209
Librarian IV		\$135,836

Rank	July 1, 2022 (expired)	June 30, 2023 (prior to July 1, 2023, ATB)
Professor	\$117,007	<del>\$117,007</del>
<b>Associate Professor</b>	\$87,154	<del>\$87,154</del>
<b>Assistant Professor</b>	\$71,027	<del>\$71,027</del>
Assistant/Associate	\$96,305	<del>\$96,305</del>
Professor, Teaching		
Stream		
Faculty	N/A	\$120,000

### Compensation

2) UTFA ATB Proposal	Admin's Response
July 1, 2023: 6%  ATB increases applied to:	<b>2%</b> ATB retroactive to July 1, 2023 to all members and to members who retired after
<ul> <li>Base Salary, Salary Floors, Progress Through the Ranks ("PTR")         Breakpoints, Amount in PTR fund per Full-Time Equivalent         ("FTE") below Breakpoint, Amount in PTR fund per FTE above         Breakpoint, Overload Stipends, Stipends for UTFA Academic         Admin roles (ex. Chairs, Associate Chairs, etc.), Other         components of salary "at large" (ex. forgivable loans, stipends         for non-Academic Admin chair roles, etc.)</li> </ul>	July 1, 2023
SPECIAL ADJUSTMENT TO PTR  Increase funding into the PTR pool to 2.5% of total wages.	No increase to total value of PTR (e.g., per capita amounts) above ATB increase  Adjust PTR by ATB amount  Pay PTR amount in July 2024 according to existing 100% merit-based structure

### Housing

2) UTFA Proposal	Admin's Response
Creation of a <b>joint Housing Task Force</b> that will develop a comprehensive, multi-year, faculty and librarian housing	NO
strategy between UTFA and the Administration.	Admin will meet with UTFA no less than 2X per year to seek, consider, and respond to UTFA's input.
The housing strategy would include:	Admin to manido un detecto LITEA et coelo montino ver
<ul> <li>Access to faculty and librarian housing in a timely and systematic fashion with affordability requirement;</li> </ul>	Admin to provide update to UTFA at each meeting re: progress on Site 1,
<ul> <li>Housing loans on a scale sufficiently large to ensure access to family needs</li> </ul>	Admin to provide limited disclosure: share anonymized
<ul> <li>Review and reform existing University practices, data disclosure on interest free loans/loan forgivability; and</li> </ul>	results of surveys, updated housing stock information, updated housing loan data.
Benefits appropriately scaled to ensure low wealth     members can participate	
The parties commit to full and rational discussion and to ensuring that affordable and accessible housing is available to	
members, and to addressing systemic issues in this regard.	

### Workload

2) UTFA Proposal	Admin's Response
The Workload Policy (WLPP) does not address systemic and uneven workloads; there is a significant gap between the WLPP and	<b>NO</b> systemic workload problem; issue is redistribution of workload.
practice.	Pit Teaching Stream against Tenure Stream faculty
	<b>SECRET</b> process—Admin disagrees that it is required to share workload data with UTFA

### Workload

### 2) UTFA Proposal

#### **Distribution of Effort (DOE)**

- Introduce Distribution of Effort (DOE) percentages so that comparable work can be weighed in the same manner (1.2 of the WLPP) that rationally correspond to the member's three core duties
  - Default balance for tenure stream faculty shall be 40 teaching/40 research/20 service
  - Default balance for teaching stream faculty shall be 60 teaching/20 research/20 service
  - Default balance for librarians shall be 80 professional practice/10 research/10 service
- Teaching stream faculty shall not be assigned more than one-and-one-half (1.5) times the normal teaching load of tenure stream within the same Unit or 5.0 HCE, whichever is greater.

### **Admin's Response**

Faculty members have a high degree of independence in scheduling their own time. Units establish weightings for the evaluation of faculty member's contributions in all areas of activity for the purpose of the annual PTR process.

#### Amend the WLPP

- 4.3 Normally a faculty member will be assigned an annual teaching load in an academic year that does not exceed the following criteria:
  - 4.0 full course equivalents (FCE); or
  - Six unique course preparations

For clarity, FCE shall be prorated among faculty who coteach a course and this provision will not prevent a faculty member accepting additional teaching assignments beyond their normal teaching load on overload.

### Workload

## Weighing of Relevant Factors, including graduate student supervision

**UTFA Proposal** 

 Unit workload policies shall indicate how relevant factors shall be weighed (so that comparable work can be weighed in the same manner), and also include the weight given, if any, to the supervision of graduate students.

#### Admin's Response

Although graduate supervision is not assigned under the WLPP, each Unit Workload Policy shall indicate the impact weight given, if any, of to the supervision of graduate students (including but not limited to and similar supervision, e.g. supervision of dissertations, theses or equivalent, and including membership on graduate supervision committees in capacities other than primary supervision) on the assignment of courseload.

# Criteria for Dean's Merit Award - "5% Super Merit Pool"

UTFA Proposal	Admin's Response
Delete:	
<ul> <li>that one of the purposes of the 5% Super merit pool "is to reward colleagues who have demonstrated they are leaders in their field" and replace with "colleagues who have made an outstanding academic or professional contributions."</li> <li>An individual's salary level in relation to the breakpoint or departmental affiliation should not be taken into account when determining eligibility.</li> </ul>	Agreed
<ul> <li>Recognition for outstanding contributions can include:</li> <li>Extraordinary community-based research</li> <li>Indigenous community building</li> <li>The attainment of tenure, continuing status, or continuing appointment</li> <li>Promotion to full Professor</li> <li>Publication of a book</li> <li>Exemplary creative professional activity</li> <li>Innovative projects (e.g. digital humanities innovations)</li> </ul>	Agreed to extraordinarily community-based research including with Indigenous communities.  In many instances, faculty members will have exceptional achievement and be at the top of their PTR pool in the year they attain tenure, continuing status or promotion and thus are more likely to receive a 5% special merit award in conjunction with their career milestones.

# Job Security & Grievance Rights for Part-time members

UTFA Proposal	Admin's Response
<ul> <li>Increase job security:</li> <li>eliminate non-cause termination for members</li> <li>with more than 6 years cumulative years of service</li> <li>expand grievance rights</li> <li>Part-time appointments may be up to 3 years (from 2 years)</li> </ul>	NO NO
Provide grievance rights  Right to grieve the non-continuation or non-renewal of part-time appointment under the MoA based on the following grounds:  Significant irregularity in the procedures Unreasonable consistency in the application of the standards Improper bias or motive on the part of the review committee	Accepted the grounds; however, no right to file a grievance under the MoA. Part-timer's recourse would be to appeal to the Provost who would be the final decision maker.

# Job Security & Grievance Rights for Part-time members

UTFA Proposal	Admin's Response
<ul> <li>Increase sabbatical pay for first leave after continuing appointment (to match FT faculty)</li> <li>Continuing appointment percentage appointment be the % at the time the review was conducted or at the % that is the average of the two highest part-time % appointment years, whichever is greater.</li> <li>24 months severance (from 22 months) for termination without cause</li> <li>Extra PERA (like pre-continuing FT members) for pre-Continuing Appointment PT faculty</li> </ul>	NO response

# Substantive Bargaining Occurred (i.e. meaningful engagement beyond the surface)

### **Librarian Research Days**

### **Agreement:**

- Increase the number of Librarian Research and Study Days from 14 to 16 days to a level commensurate with other research intensive universities in Canada and the United States.
- Clarified UTFA librarians may request additional Research and Study Days on an "as needed basis," (no longer under exceptional circumstances)

### **Outstanding issue:**

 Librarian will raise any disputes involving the approval/coordination of these days with the Chief Librarian or their designate who is a Senior Librarian Administrator excluded from membership in the Association (i.e. designate will not be a member of the Association)

### Retirees Access to MS Office 365

### **Agreement Reached!**

- Parties wish to recognize the contributions of retired faculty and librarians.
- All retired members will have access to the web version of email and calendaring.

## For 6 year period - July 1, 2023 to June 30, 2029 for *all* retirees (actively engaged and not actively engaged)

- will be offered upon their retirement full reimbursement by the Administration for the one-time purchase of a personal MS
   Office perpetual package for one computer (\$170.00)
- will have 6 months to transition their files to a personal device and the Admin will provide IT support

### Retirees Access to MS Office 365

Access for Retirees actively engaged in one or more of the following activities, when associated with the University:

- Teaching
- Supervision of graduate students
- Research, including creative professional activities
- Service
- Some other special project associated with the University

#### **Process:**

- Academic units will designate retirees for a defined period based on information retirees provide in their Notice of Intent to Retire Section
- Engagement will be audited every 3 years
- Academic unit will communicate to retirees if they are determined to be no longer actively engaged with the university
  - Engagement will end on January 1 or July 1 depending on their retirement date
  - 6 month grace period to transition their files to a personal device

### **Grievance and Arbitration Process**

## Significant gains towards meeting our bargaining goals of:

- Replacing archaic GRP process with a modern, professional, neutral, mediation/arbitration process consistent with common practice across the academic sector
- Improving the timelines and efficiencies of the process of enforcing our rights

### **Grievance and Arbitration Process**

### **Gains:**

- Pause timelines in July and August (if not unreasonable)
- Step 2 and 3 grievances will be heard by a person whose position is excluded from membership in UTFA
- At the member's discretion, alternate academic administrator will respond to Step 2 or Step 3 grievances in cases of reasonable apprehension of bias or conflict of interest situations
- GRP replaced by Chief Arbitrator and roster of professional arbitrators
- Pre-scheduled hearing dates to ensure timely adjudications
- Arbitrator vested with the same powers conferred upon an arbitrator under the Labour Relations Act

# Article 13 of the MoA - Vice-Deans Exclusion

Positions that carry out academic labour relations responsibilities, (i.e., negotiations, discipline, grievances and arbitration), are excluded from UTFA

 8 individuals that hold Vice-Dean, Faculty, Associate Dean, Faculty, Deputy Chief Librarian positions

Process for newly created positions and for any restructured positions

- Admin to provide information and UTFA must agree that the position warrants exclusion
- Disagreements referred to arbitrator on an expedited basis for resolution.

#### **Timelines**

- SVP LOU 'negotiation' and facilitation has been ongoing between the parties since 2017
- MoA refers to the April 1993 *Policy and Procedures: Sexual Harassment*
- Substantial amendments to the OHSA in 2009 and 2017, and the introduction of the Strengthening Post-Secondary Institutions and Students Act ("Bill 26") on July 1, 2023;
- UTFA has objected to the constitutionality of Bill 26 to the University Administration
- Administration introduced the *Policy on Sexual Violence and Sexual Harassment* on January 1, 2023 to respond to some of the legislative changes that have taken place since the establishment of the 1993 *Policy and Procedures: Sexual Harassment*

Major, serious, concerns in the Administration's conducting of investigations:

- Lack of procedural fairness
- Violations of natural justice
- Unreasonable and inconsistent procedures and practices
- Failure to conduct impartial investigations
- Failure to address vexatious complaints
- Failure to provide necessary information
- Failure to protect confidentiality

# Fall 2024 Association grievance: Workplace Investigation Concerns with the following investigations the Administration carries out:

- Workplace harassment
- OHRC-based Discrimination and Harassment
- Civility
- Sexual Violence

**Agreement Reached re: facilitation and fact-finding process!!** 

#### **Renewed mandate:**

- Amend the Policy on Sexual Violence and Sexual Harassment in light of Bill 26
- Parties would agree to an Investigation Protocol to apply to all workplace investigations relating to allegations of workplace harassment or discrimination in relation to UTFA members.

SVP LOU Team = Terezia Zorić, Jeff Bale, Sherri Helwig, Kyla Everall, Azita Taleghani

#### **Process:**

- Parties continue to engage given the legislative changes that have occurred.
- Agree to timelines for the parties to attempt to reach agreement on its mandate.
- Eli Gedalof be seized as Facilitator (and, if needed, as Fact-Finder). The parties agree to schedule such further dates as are necessary for the resolution of the Facilitation as expeditiously as possible.
- Conclusion of agreements in relation to the negotiations in paragraph 2,
   Article 7 of the MOA will be amended to remove reference to the 1993
   Policy and Procedures: Sexual Harassment.

### **Outcomes/remedies UTFA is seeking:**

 Have the Administration establish minimum protections to ensure reasonable, appropriate, and procedurally fair workplace investigations in compliance with the University's legal obligations under the Ontario Human Rights Code and the Occupational Health and Safety Act, obligations under the MoA, and obligations of its own policies.

In other words, have the parties jointly develop an *Investigation Protocol* to apply to all workplace investigations in relation to UTFA members (as requested in the SVP LoU process)

### **Process Agreed to by the Parties:**

#### **Facilitation:**

- Confidential and without prejudice facilitation process with Eli Gedalof as the Facilitator
- Parties exit positions to be communicated to each other no later than August 15, 2025, after which the exit positions will not be confidential.
- 3 facilitation dates June 12, August 8, and 3rd date in 2025

### **Fact-finding process:**

- If parties proceed to the fact-finding process will take place in October and November 2025.
- Admin will **not** raise jurisdictional objection at fact-finding, i.e.) that
  these matters do not constitute an "other significant terms and
  conditions of employment for members" contained in the MoA or
  proposed University wide policies.

## Questions



## Thank You!