

University of Toronto Faculty Association Comparative Governance Review

September 2025

Introduction and Overview

The University of Toronto Faculty Association (UTFA) requested that the Canadian Association of University Teachers (CAUT) assist with an internal governance and operational review. The purpose is to explore how UTFA's structures, processes, and policies are or could be better aligned with the association's strategic objectives and expectations of its members. UTFA leadership is particularly interested in exploring how its governance structures might ensure greater membership engagement, democracy, accountability, and responsiveness.

The first phase of the review, presented in this report, is a comparison of UTFA's governance structure with that of other academic staff associations in Canada. The comparator group is composed primarily of associations based at medical-doctoral universities. Additionally, UTFA requested that the associations at Toronto Metropolitan University and Carleton University be included in the study. The list of all the associations and their membership count by academic rank, as reported to CAUT, are provided in Table 1.

Table 1: Membership Count by Academic Staff Association

Association	Professor	Associate	Assistant	CAS	Other	Total
DFA (Dalhousie)	334	273	216	127	252	1,202
SPUL (Laval)	798	283	237	--	22	1,340
SGPPUM (Montreal)	593	413	293	--	3	1,302
MAUT (McGill)	297	348	152	--	167	964
QUFA (Queen's)	351	276	190	563	16	1,396
APUO (Ottawa)	548	424	223	--	78	1,273
MUFA (McMaster)	396	315	289	7	11	1,018
FAUW (Waterloo)	461	572	286	1	2	1,322
UWOFA (Western)	465	388	378	315	137	1,683
UMFA (Manitoba)	406	268	290	--	327	1,291
USFA (Saskatchewan)	387	255	203	--	137	982
AASUA (Alberta)	1,045	529	309	1,488	713	4,084
TUCFA (Calgary)	745	641	418	739	--	2,543

UBCFA (UBC)	1,221	728	577	866	444	3,836
CUASA (Carleton)	285	475	180	--	46	986
TFA (Toronto Metropolitan)	303	402	232	--	50	987
UTFA (Toronto)	967	703	565	--	310	3,331

As illustrated, UTFA is the third largest academic staff association in Canada, next to the Association of Academic Staff of the University of Alberta (AASUA) and the University of British Columbia Faculty Association (UBCFA). However, unlike AASUA and the UBCFA, UTFA does not include contract academic staff in its membership.

Most associations in the comparator group are trade unions certified under applicable provincial labour legislation. The exceptions, in addition to UTFA, are the McGill Association of University Teachers, the Faculty Association of the University of Waterloo, and the McMaster University Faculty Association. Of these non-certified associations, only the MAUT has not negotiated mandatory dues collection modelled on the “Rand formula” that applies to certified unions.

Table 2 summarizes membership affiliations and the “mil rate” assessed by academic staff associations. All 17 associations are members of CAUT, most are affiliated with their provincial association, and nearly all the certified associations are members of the CAUT Defence Fund, a national strike fund affiliated to, but independent from CAUT. Seven associations are also members of the National Union of CAUT (NUCAUT) which is affiliated with the Canadian Labour Congress (CLC). UTFA is a member of CAUT, and the Ontario Confederation of University Faculty Associations (OCUFA). For its certified unit at St. Michael’s College, UTFA has joined the CAUT Defence Fund.

The mil rate established by associations is a simple formula for determining fees that are charged to members based on a percentage of their salary. A mil rate of 10 is equivalent to a dues rate of 1 percent of salary. As shown, UTFA’s mil rate is 7.5 (or 0.75%), the 5th lowest amongst its comparator associations. However, it is the highest among the non-

certified associations. The rates for certified associations are generally higher partly to account for dues paid to the CAUT Defence Fund and revenues raised to build local strike fund reserves. The exceptions are the University of British Columbia Faculty Association and the Toronto Metropolitan University Faculty Association which, while certified as trade unions, have negotiated away the right to strike and instead settle contract differences through binding arbitration.

Table 2: Membership Affiliations and Mil Rate by Academic Staff Association

Association	CAUT	Provincial Association	CAUT Defence Fund	NUCAUT	Mil rate
DFA	✓		✓		12.5
SPUL	✓	✓	✓		20.0
SGPPUM	✓	✓	✓		11.1
MAUT	✓	✓			5.8
QUFA	✓	✓	✓	✓	10.0
APUO	✓	✓	✓	✓	10.0
MUFA	✓	✓			5.0
FAUW	✓	✓			5.25
UWOFA	✓	✓	✓		10.0
UMFA	✓	✓	✓	✓	13.0
USFA	✓	✓	✓	✓	8.5
AASUA	✓		✓		11.0
TUCFA	✓		✓		8.2/6.8*
UBCFA	✓	✓			6.78
CUASA	✓	✓	✓	✓	13.0
TFA	✓	✓			9.8
UTFA	✓	✓	✓		7.5

**Lower mil rate applied to contract academic staff.*

Finally, Table 3 presents the staffing complement of each of the 17 associations included in this review. As illustrated, most associations have an executive director position, though duties and responsibilities may vary. UTFA has the same staff complement as the two other largest associations — the University of British Columbia Faculty Association and the Association of Academic Staff of the University of Alberta — but has slightly fewer professional staff. A more detailed analysis of UTFA's staffing structure may be conducted in later phases of its organizational review.

Table 3: Association Staff Complement

Association	Executive Director	Professional Staff	Admin Staff	Total staff
DFA		3	2	5
SPUL		2	3	5
SGPPUM		4	1	5
MAUT		1	1	2
QUFA	1	4	1	6
APUO	1	5	2	8
MUFA	1	1		2
FAUW	1	1		2
UWOFA		4	1	5
UMFA	1	3	2	6
USFA		3	1	4
AASUA	1	5	2	9
TUCFA	1	4	3	8
UBCFA	1	6	2	9
CUASA	1	4	1	6
TFA	1	3	1	5
UTFA	1	4	4	9

Overview of Faculty Association Governance in Canada

For trade unions and employee associations generally, federal and provincial legislation is largely silent on requirements concerning their internal governance structure and affairs. Unions are legally required in most provinces to file their constitutions with their labour board or other relevant authority, but there are few if any requirements concerning the contents of a union's constitution. Most trade unions are not legally registered under federal or provincial legislation governing not-for-profit societies and corporation and non-certified employee associations are most often established as voluntary societies.¹ As such, the principal legal foundation governing a union's or employee association's internal structure is its constitution and by-laws. While this has meant that the governance of unions and employee associations has had very limited legal oversight, Canadian courts and labour boards have nevertheless held that governing documents are subject to the jurisdiction of contract law. This has meant that disputes over the interpretation of a constitution or by-law can be reviewed by the courts if so petitioned, and occasionally by labour boards.²

Compared to other unions and employee associations, academic staff associations in Canada exhibit peculiar and complex governance structures. This likely reflects the fact that faculty associations were formed prior to collective bargaining and the certification of academic staff that did not begin until the early 1970s. Faculty associations emerged locally throughout the early half of the 20th Century in Canada, but they mostly functioned as professional bodies that informally discussed issues arising within their institutions. In this early period, salaries and other benefits were not negotiated collectively but were normally agreed upon on an individual basis. Disputes between faculty and the administration were dealt with either informally, or through internal administrative mechanisms. Faculty associations were in effect consultative bodies, and this was reflected in their structure that was designed to ensure representation on its governing body from each academic unit.

Some elements of this traditional governance structure, as discussed below, remain in place today.

The key question for academic staff associations to consider is whether their governance structure is still fit for purpose. Most faculty associations in Canada are now unionized, and even the few remaining non-certified associations (including UTFA) are increasingly focused on the negotiation and enforcement of collective terms and conditions of employment, and political advocacy. If these are their primary missions, then associations need to consider whether, or to what extent, their governance structures and practices properly facilitate core priorities and activities.

The challenge is made even more urgent as academic staff associations find themselves operating in an increasingly complex and demanding political and economic environment. Universities and colleges in Canada have undergone a fundamental restructuring since at least the mid-1990s. Sometimes characterized as “corporatization” or “neoliberalism,” this transformation has been marked by reduced government funding, rising tuition fees, and a focus on the commercialization of university research. It has also resulted in more managerial control that has weakened collegial decision making, intensified work, and led to the adoption of market-driven budgeting and policies. In the process, academic labour has been transformed, most notably with the significant increase in precarious employment contracts.

These broader changes raise important questions about how academic staff associations can remain effective and relevant. If the key challenges faced by academic staff associations are political, then deeper political organizing may be necessary. This doesn’t mean faculty associations need to be partisan. Rather, it requires them to be better equipped to identify both the internal and external forces shaping the workplace and to develop effective strategies for countering those forces. This will require that associations ensure their

structures and practices encourage greater membership engagement by being democratic, transparent, inclusive, and responsive.

Comparative Analysis of UTFA's Governance Structure

This section of the review examines UTFA's governance structure in relation to its comparator faculty associations. The purpose is to map out similarities and differences in structures and practices to assist UTFA's leadership in considering possible governance changes. Some potential issues within UTFA's structure are noted, but these and other concerns should be fleshed out further in future phases of the operational review.

1. Membership Meetings

As democratic membership-based organizations, most academic staff associations are governed under the authority of meetings of the membership. Curiously, this is not explicitly stated in UTFA's constitution when compared to other associations. For example, the University of Manitoba Faculty Association's constitution states: "The Regular members of the Association, duly assembled in a properly called general meeting of the Association, shall be the highest authority for deciding the policies and managing the affairs of UMFA." Similarly, the constitution of the University of Saskatchewan Faculty Association provides the following: "The governing body of the Association shall be the regular members of the Association in general meeting (whether a regular or special general meeting), and all policies, rules and regulations enacted by the general meeting of the Association shall bind all members and officers of the Association." The By-laws of the University of Calgary Faculty Association (TUCFA) state: "The Membership shall be the final authority of the Association, subject to the decisions of the Labour Relations Board."

Some associations also provide very specific details in their governing documents about the powers vested in a membership meeting. The constitution of the University of Western Ontario Faculty Association specifies that: "The annual membership meeting shall be held for the purpose of considering the financial statements and reports of the Association required by the Act to be presented at the meeting, electing Directors, appointing the Public

Accountant and transacting such other business as may properly be brought before the meeting or is required by the Act.” The constitution of the Syndicat des professeures et professeurs de l'Université Laval provides a lengthy list delineating the powers of the membership meeting, including the following:

- setting the general direction of the Union
- establishing committees
- appointing the Union's Financial Oversight Committee
- adopting the financial statements of the Union
- receiving and approving reports submitted by the Executive Committee
- amending the Constitution and adopting specific by-laws
- adopting or rejecting a proposed collective agreement, any work stoppage or strike, any proposal for affiliation or disaffiliation; and change in union dues
- ratifying, modifying, or annulling decisions of the Union Council, Executive, or Union Sections

By contrast, the powers ascribed to the membership are less clearly articulated in UTFA's constitution. Article X (Meetings) simply states that membership meetings may pass and amend by-law changes. Article XIII (Constitution Amendments) gives the membership the authority to amend the constitution, while Article XI (Fees) stipulates that membership fees must be approved at a membership meeting. Outside of these specific duties, Article IV (Council) states that a membership meeting of the association can give instruction to UTFA Council, but the scope of such instruction is not defined. The lack of clarity about the specific authority of the membership meeting may create confusion about roles and powers of different governing bodies within the association.

2. Council

UTFA's primary governing body is Council. It is comprised of up to 60 members, including four retired members and 56 active members elected by and representing the following constituencies:

- 1) Faculty of Arts and Science and those in the St. George Colleges, Graduate School, centres and institutes who would be eligible for appointment in this faculty, except those at the University of Toronto at Mississauga and the University of Toronto at Scarborough
- 2) University of Toronto at Mississauga
- 3) University of Toronto at Scarborough
- 4) Faculty of Applied Science and Engineering and those in the Graduate School, centres and institutes who would be eligible for appointment within this faculty
- 5) Faculty of Medicine and those in the Graduate School, centers and institutes who would be eligible for appointment within this faculty
- 6) OISE-UT and those in the centres and institutes who would be eligible for appointment within this faculty
- 7) Professional faculties that lack a departmental structure
- 8) Librarians on all campuses, including central, college and departmental libraries

According to the UTFA constitution, the allocation of Council seats amongst the eight constituencies is reviewed by an Apportionment Committee every six years. The committee may make recommendations for redistribution in allotments based on the proportional number of members in each constituency, but changes must be approved by the Annual General Membership meeting.

Under the constitution and by-laws, UTFA's Council is given the power to:

- Establish and carry out UTFA's policies and objectives
- Ratify agreements made between UTFA and the University of Toronto administration
- Appoint members of the Executive (excluding the President who is directly elected by the membership), committees, and negotiating teams
- Recommend by-law changes for adoption by the membership
- Approve the annual budget of the association

In other associations, many of these responsibilities are the purview of different governance bodies. For instance, it is generally the case, as noted above in the constitution of the University of Western Ontario Faculty Association, that budgets and official policies are approved by the membership at a general meeting. It is also most commonly the case that

members of an association's executive, or at a minimum the officers, are directly elected by the membership, and not appointed or elected by a Council or equivalent. On the other hand, in some associations appointments to committees and negotiating teams fall under the authority of the executive.

Not all the comparator faculty associations have a Board/Council structure like that at UTFA. The University of British Columbia Faculty Association, with roughly the same membership size as UTFA, is governed by an executive committee comprised of 16 members: the four officers (president, vice-president, secretary, and treasurer), the chairs of 6 standing committees, and 6 members at large. All executive members are elected by the membership. Similarly, the University of Saskatchewan Faculty Association is governed by an executive of 12 members, and the Dalhousie Faculty Association is managed by an executive of 5 elected officers and 10 elected members-at-large.

In some of the remaining associations, the Council or Board is largely advisory and consultative in nature. The Toronto Metropolitan Faculty Association's "Representative Council" is composed of unit representatives that serve as a "forum for open discussion and exchange." The Council can make recommendations to the executive, but it is not a decision-making body. At McMaster University, the association's Faculty Council's primary responsibility is to serve as a "conduit" between the executive and academic units within the workplace. The Faculty Association of the University of Waterloo has a 50-member "Council of Representatives" with a mandate to "act as liaison between the directors and the membership, to act in an advisory capacity to the directors, and to promote the benefits of membership in the Association to faculty members." The University of Western Ontario Faculty Association has created a Faculty Stewards' Council representing and elected by members of each academic unit of the institution. This is like a "stewards' council" that is common in trade union governance structures. It is not a decision-making body but is

tasked with discussing issues arising in the workplace, coordinating membership outreach and organizing, and identifying potential grievances.

Associations with a governing council/board structure like that at UTFA tend to have many positions on these bodies. The largest is the University of Manitoba Faculty Association with about 90 members. The Queen's University Faculty Association's Council of Representatives has 41 members, while the Association of Professors of the University of Ottawa's Board of Directors is comprised of 52 members. Compared to trade unions and employee associations generally, it is highly unusual and not considered to be good governance practice for a governing board to be composed of so many members. Large boards are often difficult to manage, it can be challenging to fill all positions,³ meetings can be administratively burdensome and more time consuming than necessary, and quorum can be difficult to achieve. This in turn can militate against effective and timely decision-making.

3. Executive Committee

The UTFA Executive is a committee of Council and is composed of the following positions:

- President
- Vice-President (Salaries, Benefits, Pensions, and Workload)
- Vice-President (Grievances)
- Vice-President (University and External Affairs)
- Treasurer
- Chair, Appointments Committee
- Chair, Equity Committee
- Chair, Librarians' Committee
- Chair, Membership Committee
- Chair, Retired Members Committee
- Chair, Teaching Stream Committee
- Members-at-large (3 positions)

Pursuant to UTFA's by-laws, the Executive Committee is responsible for "carrying out the responsibilities of the Association, as formulated by Council" and can make

recommendations to Council. The by-laws further specify that members of the Executive Committee are accountable to the President and to Council. This raises potentially conflicting lines of accountability. Only the President is directly elected by the membership and is therefore accountable to the membership. The remaining positions on the Executive are elected, appointed, or confirmed by and accountable to the Council. In instances where the positions of the President and the majority of Council members may diverge, other members of the Executive may be placed in a conflicting position. In these instances, they cannot be accountable to the President and to Council.

This potential conflict would not exist if all members of the Executive were elected by the same body. In many faculty associations, with some exceptions for constituency-based representatives such as librarians and contract academic staff, executive members are elected by and accountable to the entire membership (see Appendix 1). For instance, the Association of Professors of the University of Ottawa has a similar overall governance structure to UTFA, but all executive members are elected by the membership. The President is elected by a secret ballot prior to the annual general membership meeting, with the remaining members of the executive committee elected during the meeting. The membership of the Dalhousie Faculty Association, the Syndicat général des professeurs et professeures de l'Université de Montréal, the McGill Association of University Teachers, the McMaster University Faculty Association, the Association of Academic Staff of the University of Alberta, the University of British Columbia Faculty Association, and the Toronto Metropolitan Faculty Association, elect their Executive Committee by way of a general election.

In some of the remaining associations, only the officers on the Executive Committee are elected by the membership, and remaining seats are appointed by the board or council. The President, Vice-President, Secretary, and the Treasurer of the Queen's University Faculty Association are elected by the entire membership. Other members of the Executive, apart

from the Past-President, are recommended by the Elections and Resolutions Committee to Council for appointment. At the University of Western Ontario Faculty Association, the President, Vice-President, Past-President, Treasurer, and Secretary are elected by the membership, a Part-Time Director is elected by contract academic staff members, and 3 additional directors are elected by the Board to serve on the Executive Committee.

The University of Manitoba Faculty Association holds a general election for the positions of President and Vice-president only. Other members of the Executive, excluding the Past-President, are appointed by the Board. The Carleton University Academic Staff Association and the Faculty Association of the University of Waterloo most closely align with UTFA's processes in that just the President is directly elected by the membership while other members of the Executive are elected or appointed by the Board. Only two associations do not have general elections for President. At SPUL, all Executive members, including the President, are elected by its Union Council. The University of Saskatchewan Faculty Association's elected Executive in turn elects from its membership a Chair, Vice-Chair, and Treasurer.

The UTFA by-laws provide that the Executive is "charged with carrying out the responsibilities of the Association, as formulated by Council, under the leadership of the President and put into effect by the Vice-Presidents and committees of the Association." The Executive is also given authority to make recommendations to Council and to review any proposed collective agreement reached by the University of Toronto's St. Michael's College unit.

The explicit powers given to the UTFA Executive in the by-laws are not as clear or detailed as in some other associations. The Queen's University Faculty Association's governing documents indicate that the executive has the following specific responsibilities delegated by Council:

- Develop and implement policy
- Administer the budget
- Supervise collective bargaining
- Act upon recommendations of the Grievance Committee
- Recommend to Council membership on committees
- Recommend to Council candidates to fill mid-term vacancies on the Executive
- Hiring, supervising, and dismissing employees

Similarly, the constitution of the Syndicat général des professeurs et professeures de l'Université de Montréal provides a very detailed list of powers granted to the executive, including the following:

- Executes the decisions of the general assembly (membership meeting) and the Council
- Prepares the agendas and convenes the meetings of the Union Council and the general assembly
- Takes any initiative or measure that it deems useful for the operation of the union's affairs
- Hires the union's employees, determines their duties and negotiates their working conditions and wages

A clear delineation of powers and responsibilities is good governance practice and is particularly important in associations with multiple governing bodies like UTFA. Without clear delineations of lines of authority there is a risk that jurisdictional conflicts may emerge. A lack of clarity about authority can also create challenges when urgent decisions need to be taken. The University of Western Ontario Faculty Association's governing documents anticipate this by providing that in urgent circumstances the Executive Committee "may exercise the powers of the Board of Directors provided that any such exercise of power must be subsequently confirmed by the Board for it to be effective."

4. Officers

Most associations have as a minimum five positions designated as "officers": President, Vice-President, Treasurer, Secretary, and Past-President (see Appendix 2). Officers are delegated greater responsibilities to manage the day-to-day affairs of the association including authorizing expenditures, directing staff, and approving official communications.

However, many associations often struggle to clearly distinguish the roles of each officer and their specific margins of authority.

There are 5 officers within UTFA: President; Vice-President (Salary, Benefits, Pensions and Workload); Vice-President (Grievances); Vice-President (University and External Affairs); and Treasurer. Most associations in the comparator group have between 5 and 6 officers, although there are some notable outliers. Both the Association of Professors of the University of Ottawa and the Carleton University Academic Staff Association designate all members of their Executive or Steering Committee as officers. In the case of the APUO that translates into 9 officers, while CUASA has 13. It is generally not considered to be good governance practice to have more than 4 or 5 officers.

UTFA has 3 Vice-President positions who are officers: Vice-President Salaries, Benefits, Pensions and Workload; Vice-President Grievances; and Vice-President University and External Affairs. Most associations in the comparator group do not have more than one Vice-President position. Six of the associations do: the Dalhousie Faculty Association, the Syndicat des professeurs et professeures de l'Université Laval, the Syndicat général des professeures et professeurs de l'Université de Montréal, the McGill Association of University Teachers, the Association of Professors of the University of Ottawa, and the Toronto Metropolitan University Faculty Association.

Unlike the descriptions of the powers of the membership or of the Executive Committee, the UTFA by-laws provide very detailed terms of reference for the officers of the association. Article 3 of the by-law assigns the President the authority to act as the official representative and spokesperson of UTFA, to be principal signing authority, to manage staff, chair Executive Committee meetings, and serve *ex officio* on all UTFA committees. This is the standard scope of presidential duties common in all associations.

The terms of reference of UTFA's three Vice-President positions are also spelled out in detail in the by-laws. The responsibilities of the Vice-President (Salaries, Benefits, Pensions, and Workload) "consist only of matters relating to negotiations or agreements with the University of Toronto Administration" and include chairing the Salary, Benefits, Pensions and Workload Committee, recommending members to serve on the negotiating team, and normally serves as the chief negotiator. The Vice-President (Grievances) chairs the Grievance Committee, oversees case files, and represents UTFA at the Joint Committee with the university administration. In other associations the equivalent positions would be the Chief Negotiator or Contract Administrator, and the Grievance Officer. These positions are not uniformly designated as officers.

The Vice-President (University and External Affairs) is charged with maintaining UTFA's relationship with CAUT, OCUFA, and other faculty associations, chairing the University and External Affairs Committee, representing UTFA's positions to government officials and advocacy groups, and serving as UTFA's delegate to CAUT Council and the OCUFA Board. Many of these responsibilities seem to overlap with the duties of the President and in particular the role of being an official representative and spokesperson. It is, for example, relatively rare for associations to appoint someone other than the President as the official delegate to CAUT Council. Of the comparator associations included in this review, only the McGill Association of University Teachers and the Toronto Metropolitan Faculty Association have a designated position of Vice-President (External) that also serves as the delegate to CAUT Council.

Summary

Academic staff associations in Canada are confronting multiple challenges. Government funding for post-secondary education remains inadequate and a growing reliance on private financing in the form of ever-increasing tuition fees is promoting a marketization of education. As a result of changes to and caps on the international student visa program, a new wave of austerity is affecting faculty associations across the country as university and college administrations announce program cuts, enrolment suspensions, hiring freezes, and lay-offs. Meanwhile, new technologies threaten to disrupt and intensify academic work, jobs continue to become more precarious, and governments are increasingly intruding on academic decision-making and research integrity. If academic staff associations are to be effective in meeting these challenges, they need to develop new strategies and ensure their governance structures are fit for purpose.

This review is an initial step toward assisting UTFA to identify ways its governance and operations might be improved. There is no simple out-of-the-box model for UTFA to adopt as there is a variety of association governance practices across the country. However, understanding how other associations are structured provides some useful context and guidance to provoke discussion about what might be adopted or adapted by UTFA. As illustrated above, faculty associations exhibit complex -- arguably overly complex -- governance structures that can result in slow decision-making and cumbersome processes that can alienate members.

In moving forward with its operational review, UTFA may wish to consider clarifying the role and authority of the membership in the constitution and by-laws. Is there a need to be more explicit about what decisions must be taken by the entire membership, and what is explicitly delegated by the membership to other bodies? UTFA may also want to consider whether the membership should be given the power to elect all the officers of the association as is most

common in other associations. This may create additional administrative burdens, but on the flipside might clarify lines of accountability and encourage greater member engagement with and ownership of the association.

The appropriate mandate and authority of UTFA Council is another subject for further consideration. As shown, several associations do not have a Council structure, and in the case of those that do, the Council plays either an advisory role or functions as a Stewards' Council. Considering what UTFA's overall vision and strategic objectives are, what is the appropriate role and authority for Council? Similarly, what should be the specific powers of the Executive Committee? To what body should the Executive Committee be accountable?

Finally, UTFA may wish to review the roles and responsibilities of the 3 Vice-President positions, and in particular the Vice-President, University and External Affairs. To what extent do some of the responsibilities of that position unnecessarily overlap with that of the President? How does the division of responsibilities function in practice?

Appendix 1: Association Executive Committee Structure

	Executive Positions	Total Positions	Elections/Appointments
DFA	President President-Elect/1 st VP Treasurer Secretary 2 nd Vice-President Immediate Past-President Members-at-large (10)	16	All positions, except immediate Past-President, elected by membership
SPUL	President Vice-Presidents (3) Treasurer Secretary	6	Elected by Union Council
SPGUM	President 1 st Vice-President 2 nd Vice-President Treasurer Secretary Members-at-large (3)	8	Elected by membership
MAUT	President President-Elect Past-President Vice-President Internal Vice-President External Vice-President Communications Vice-President Finance	7	Elected by membership, excluding Past-President
QUFA	President Vice-President Past-President Treasurer Secretary Council Chair Grievance Chair Co-Chair, Joint Committee to Administer the Agreement Chair, Political Action and Communications Committee Librarian/Archivist Rep Term Adjunct Rep	15	President, Vice-President, Treasurer, and Secretary elected by membership; others recommended by Elections and Resolutions Committee for appointment by Council

	Continuing Adjunct Rep Equity Rep Members-at-large (2)		
APUO	President Past-President 1 st Vice-President 2 nd Vice-President Secretary-Treasurer Mobilization Officer Equity Officer Academic Officer Officer-at-large	9	The President elected by a secret ballot of the general membership prior to the annual general meeting, and the other members of the Executive are elected at the annual general meeting
MUFA	President Vice-President Treasurer	3	President, Past-President, Vice-President and 10 members-at-large elected by membership. Treasurer is appointed from amongst the Executive membership and the Executive Director serves as Secretary
FAUW	President Past-President Vice-President Treasurer Members-at-large (9) Chair, Academic Freedom & Tenure Committee Chair, Equity Committee Chair, Lecturers' Committee Liaison, Librarians	17	President elected by membership, others appointed by the Board
UWOFA	President Vice-President Past-President Treasurer Secretary Part-Time Director (3 additional Directors	9	Vice-President, Treasurer and Secretary are elected by membership; Person holding position of Vice-President is subsequently appointed President; Part-Time Director elected by contract academic staff members; 3 additional directors elected by Board
UMFA	President Past-President Vice-President Treasurer Secretary Grievance Officers (3) Members-at-large (4)	12	President and Vice-President elected by the membership, others appointed by the Board (except Immediate Past-President)
USFA	Chair Vice-Chair	12	Executive committee elected by membership.

	Secretary-Treasurer Senior Grievance Officer Equity Officers (2) Members-at-large (6)		Chair, Vice-Chair, and Treasurer elected by and from the membership of the Executive Committee
AASUA	President Vice-President Treasurer Equity Officer Director – Faculty Service Officers Director – Librarians Director – Academic Faculty Director – Administrative and Professional Officers Director – Trust/Research Academic Staff Director – Academic Teaching Staff Executive Director (ex officio)	12	President, Vice-President, Treasurer and Equity Officer elected by membership as whole, other directors elected from within their constituency
TUCFA	President Vice-President and Treasurer Grievance Advisors (2) Officer-at-large (2) Principal Negotiator	7	President elected by membership, others elected by the Board
UBCFA	President Vice-President Secretary Treasurer Chair, Contract Faculty Chair, Librarians and Archivists Chair, Member Services & Grievances Chair, Okanagan Faculty Chair, Anti-Racism and Indigenous Initiatives Chair, Equity 6 members-at-large	16	Elected by the membership with the Chair of the Okanagan campus elected by members there
CUASA	President Vice-President Past-President Treasurer	13	President elected by membership, others elected by Council

	External Relations Officer Salary and Benefits Officer Chair, Nominations and Elections Committee Chair, Collective Bargaining Committee Chair, Grievance Policy and Administration Committee Chair, Internal Affairs Committee Chair, Equity Committee Instructor Representative Professional Librarian Representative		
TFA	President Vice-President Internal Vice-President External Secretary Treasurer Health & Safety Officer Chair, Negotiating Committee Chair, Grievance Committee Chair, Professional Affairs Committee Chair, Equity Issues Committee 2 Members-at-large Indigenous Faculty Representative	13	Elected by membership, except the exception of the Indigenous Faculty Representative who is elected by self-identified Indigenous members

Appendix 2: Association Officers

	Officer Positions	Total Number of Officers
DFA	President President-Elect/1 st VP Treasurer Secretary 2 nd Vice-President Immediate Past-President (ex officio)	6
SPUL	President Vice-Presidents (3) Treasurer Secretary	6
SPGUM	President 1 st Vice-President 2 nd Vice-President Treasurer Secretary	5
MAUT	President President-Elect Vice-President Internal Vice-President External Vice-President Communications Vice-President Finance	6
QUFA	President Past-President Vice-President Treasurer Secretary	5
APUO	President Past-President 1 st Vice-President 2 nd Vice-President Secretary-Treasurer Mobilization Officer Equity Officer Academic Officer Officer-at-large	9
MUFA	President Past-President Treasurer	3
FAUW	President	4

	Past-President Vice-President Treasurer	
UWOFA	President Vice-President Past-President Treasurer Secretary	5
UMFA	President Vice-President Grievance Officer Contract Administrator Secretary Treasurer Immediate Past-President	7
USFA	Chair Vice-Chair Secretary-Treasurer Equity Officer	4
AASUA	President Vice-President Treasurer Equity Officer	4
TUCFA	President Vice-President/Treasurer And "such other officers as the Board may establish"	Minimum of 2
UBCFA	President Vice-President Secretary Treasurer	4
CUASA	President Vice-President Past-President Treasurer External Relations Officer Salary and Benefits Officer Chair, Nominations and Elections Committee Chair, Collective Bargaining Committee Chair, Grievance Policy and Administration Committee Chair, Internal Affairs Committee Chair, Equity Committee Instructor Representative	13

	Professional Librarian Representative	
TFA	President Vice-President Internal Vice-President External Secretary Treasurer Health & Safety Officer	5

Endnotes

1. Exceptions in this study include faculty associations in British Columbia which were founded prior to certification as entities under the *BC Societies Act*. In Alberta, faculty associations are established subject to the *Post-Secondary Learning Act*. The University of Western Ontario Faculty Association and the Toronto Metropolitan Faculty Association are registered not-for-profit corporations under the *Canada Not-for-Profit Corporations Act*.
2. While provincial labour boards do not have a general authority to regulate the internal affairs of a union, the Ontario Labour Relations Board has determined it may be required to do so if there is concern that a rule or decision is in bad faith, arbitrary, or discriminatory. *Rankin v. B.S.O.I.W Local 721 (1993)*, *O.L.R.B. Rep. 644*.
3. For instance, as of the time of writing, the APUO has 13 vacant positions on its Board out of 52. QUFA has 4 vacancies, while UTFA has 6 vacant seats.