

**The College Task Force
Community update #9
October 26, 2015**

When The College Task Force was formed in November 2014, the Board assumed that we would have completed our work by the spring of 2015. Quickly we realized that the process of educating ourselves in order to make informed recommendations was painstaking and time consuming. There was no quick fix to achieve long-term sustainability and that is still the case.

While the CTF would have liked to put forth a menu of recommendations for long-term sustainability for the December Board meeting, we have concluded this is not possible. When we began preparing such a report it quickly became clear that a whole range of variables, flowing from our recommendations of last spring and from other processes underway, were simply impossible to determine with the necessary accuracy at this point. For this reason the CTF will continue its role for this academic year. A new Financial Sustainability Worker group, as foreseen in the spring CTF report, will not be created at this point in time.

Much is happening on many fronts here at King's and Dalhousie and the timelines in some cases are pointing to the spring of 2016 and beyond. It is important that the CTF let our academic programmes and bodies such as the Board's Pension and Investment committees, the Budget Advisory committee, faculty's Appointments, Promotion and Tenure and Planning and Priorities committees, along with FASS's Academic Development committee, and Dalhousie Senate do their work, and do it in a thoughtful and comprehensive manner.

CTF as a representative body of King's has a continuing and important role to receive recommendations from the various committees and to be a forum for the discussion of the confluence of ideas and recommendations. Let us bring you up to date on what is underway:

1. Collaboration will be key to the success of both King's and the FASS. New for-credit programs are being developed in concert with our academic programmes and FASS's Academic Development Committee of which Dr. Elizabeth Edwards is a member. These developments will also go to Planning and Priorities.
 - Dr. Simon Kow has written a proposal for an East-West Institute.
 - A Medical Humanities program with FASS, FoS and the School of Medicine at Dalhousie is being developed with Dr. Melanie Frappier and Dr. Elizabeth Edwards.
 - A Minor in Art History with FASS is being championed by Dr. Jannette Vusich.
 - A Minor in Jewish Studies is in the discussion phase with Dr. Daniel Brandes as the lead.
 - Building on the academic and financial success Dr. Jannette Vusich's EMSP study-travel course to Florence this past summer, Dr. Sarah Clift will be proposing a CSP study-travel course to Berlin, Politics of Memory.

2. These and other new academic initiatives have financial consequences for our relationship with Dalhousie. Senior financial people at both institutions are giving joint consideration how the financial matters might play out in relationship to proposed academic initiatives.

3. The Dalhousie Senate has requested a joint FASS-FoS and King's response to the Review of the Dalhousie-King's Institutional Relationship (Tillotson report) that will offer detailed suggestions for procedures and processes involving academic, registrarial, and student services collaboration. Work will begin in January and be presented to Dalhousie Senate on April 20, 2016. The joint response will take into account financial consequences of further collaboration.
4. As we look at new models for collaboration with Dalhousie there may be opportunities to re-think our arrangement concerning future Carnegie appointments to reflect the collaborative and interdisciplinary nature of the King's-Dalhousie relationship.
5. Summer programming. We are pleased to have received SSHRC funding to pilot a new one-week not-for credit summer program for high school students titled, Humanities for Young People or HYP. This is an initiative of Dr. Laura Penny and Dr. Sarah Clift. We will be asking Planning and Priorities for its involvement in HYP and other new academically related programme proposals. As well conference services is actively marketing King's as a meeting destination.
6. The Board's Pension Committee is looking at transferring the King's Pension Plan to the provincial government plan as Acadia University did on July 1.
7. The Board's Investment Committee is looking into transferring the management of our endowment funds to Dalhousie that could save on fees and increase returns over the longer term.
8. The Combined Honours programmes are revisiting the proposal to streamline their administrative structure and academic offerings. As part of this each program is undertaking internal curricular reviews with an eye to ensure that the programmes remain innovative and in line with the academic mission as set out in the Strategic Plan. Proposed changes will go to Planning and Priorities Committee and ADC.
9. In concert with these activities, the Vice President sits as a member of Dalhousie project team for Dalhousie's Strategic Plan 1.4. This group is tasked with developing recommendations (core principles, framework and criteria) for a systematic process for Faculty-based academic program reviews in the context of academic program planning. The aim is to maintain academic relevance of the program offerings at both King's and Dalhousie.
10. The CTF has initiated discussion of a possible second year of the wage freeze, as contemplated in Recommendation 9 of the CTF Phase 1 report (see below). This could extend, in whole or in part, to College employees who are exempt from the current year's wage freeze. We are pleased that Dr. Chris Elson has agreed take on the role of acting CTF Chair to lead this conversation while Professor Kim Kierans is away in November.

As a reminder, in April 2015 the Board approved the following recommendation from the CTF:

Recommendation 9: The Task Force recommends a salary freeze be adopted, as outlined in the following bullet points:

- The freeze would take effect July 1, 2015 and be in force for one year, until June 30, 2016. That means any Dalhousie-DFA salary increases for the year beginning July 1, 2015 would not be implemented.
- In the interests of fairness, the freeze would not apply to non- administrative staff, and employees earning less than \$60,000 per year.
- Because of union and policy considerations, the freeze would not apply to Carnegie/Equalization professors or unionized faculty.
- By December 2015, a Financial Sustainability Working Group — similar to the Pension Working Group and representative of the College community — should be established to assess the state of the university’s finances and to recommend if the freeze needs to be continued, in whole or in part, for a second year. The Working Group’s process would be transparent and its report shared with the King’s community.
- After the freeze has ended the affected King’s salaries will resume tracking the salary settlements at Dalhousie, but with the Y value of the affected King’s salaries being reduced from full parity by that number of years to which the freeze has been applied (i.e., one or two years whichever is applicable). (See scenario below)
- Notwithstanding the previous point, the goal (but not contractually binding) is to restore parity (meaning that King’s faculty will be brought back up to the same salary and Y-values as if there had been no freeze) as soon as practicable, consistent with the College’s financial situation and recognizing that this may be a multi-year process.
- To the extent applicable, staff salaries will also be restored, with the same considerations, to their current relationship to Dalhousie staff salaries.
- Income lost during the freeze will not be recovered when the freeze ends, nor will income lost as a result of the freeze's subsequent effect upon salaries be recovered after parity is restored.
- Recommendation 9 in this report deals only with the next two years. If the College’s financial situation requires any action beyond two years there would need to be a process similar to the College Task Force process that produced this report.

(The above motion was approved at the April Board meeting)

The CTF Phase One report included a model of the effects a two-year wage freeze on salaries produced by the Bursar’s Office:

The wage freeze, as described above would, as an example, have the following effect on an associate professor earning \$101,751 as of July 1, 2014. For illustrative purposes this example assumes a two-year freeze. The chart reflects the actual salary for an associate professor at the Y16 level in the recently ratified agreement between Dalhousie and the DFA.

	Y	With wage freeze		Y	Without wage freeze
July 1, 2014	16	\$101,751		16	\$101,751
July 1, 2015	16	\$101,751		17	\$107,920
July 1, 2016	16	\$101,751		18	\$111,502
July 1, 2017	17	\$110,539*		19	\$115,811*

*Note: The July 1, 2017 salary is outside the recent DFA agreement. For illustrative purposes, 2017 row above assumes a 1.5% increase in IMC and CDI.

As a result of the wage freeze, the faculty member is two Y levels behind what would have resulted if there had been no wage freeze.

With regard to pension the UKC Pension Plan provides a pension benefit equal to 2% of the best three year average salary. Therefore there will be an impact on pension benefits while the effects of a wage freeze remain.

Conclusion:

The CTF would like to answer the following question in time for the December meeting of the BoG:

Should the College proceed with the modelled second year of the wage freeze while respecting the parameters of Recommendation 9 of June 2015, i.e., a return to alignment with the CDIs and the Income Maintenance increases of the Dalhousie Collective agreement in 2017-18 but with the loss to Faculty, for an undetermined period, of two Y steps?

With this in mind the CTF will be holding a Forum for faculty and staff on Tuesday, November 24, 10-11 am in the Boardroom.

The CTF's role in mediating the full range of options for sustainability means that it must wait to present an overall package of recommendations until later this year, likely the spring of 2016. But because of budgetary planning and calendars, the decision on the extension of the wage freeze must come before the other elements of possible sustainable scenarios are in place.

As always we welcome your comments and suggestions. You may contact the Task Force through our new Gmail account: collegetaskforce2@gmail.com or speak to any member.

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