

## Win-Win

Elizabeth Hodgson  
President



The Faculty Association wants to make UBC work for you. It's a project in several forms:

**Peer Review of Teaching:** The University met with us recently to discuss their interest in reforming, or producing better models for, peer review of teaching—

when we observe one another's teaching and report on it, to help improve our teaching through constructive feedback and to inform promotion/tenure or review/reappointment processes. As experts reviewing experts, we can provide a far more informed, experienced perspective on our colleagues' teaching than students can, and this can be a very important element in the review of teaching for us and for departmental, Faculty and university-level P & T committees. We agree with the University that we should continue talking about best practices, models and sample protocols; we see this as mutually beneficial. Our SPRING GENERAL MEETING on March 4<sup>th</sup> will give you a chance to have a university-wide conversation on this: Dan Pratt, former member of SAC and specialist from Education in this subject, will guide us in thinking about how we should watch one another teach. We particularly invite members of SAC, Faculty P & T committees, and department/division heads to come and help us think this through. We hope to meet with the University's committee to share what we learn, so send us, and bring to our meeting, your ideas and experiences.

**Privacy:** UBC is working on a privacy policy to govern all of our documents, communications, and records at UBC (email, voice-mail, files, web-usage, video surveillance). We've worked closely with the office of University Counsel to improve the draft policy and to ensure that the Board of Governors has sufficient time

to review and discuss how UBC views its rights to see, distribute, or publicize information we may have in our offices, on our servers, on our phones, or in our files. We've also collaborated with other stakeholders on campus (students, staff, administrators) to make sure this policy meets all our needs. As a result of our efforts, the Board is taking another two months to consult and revise the policy, which we hope will make it better. This is good for all of us! For more, see page 2.

**Bargaining Preparation:** We're beginning through our Bargaining Preparation Committee, chaired by Nancy Langton (Sauder School), to research best practices, to see how our agreement needs to be improved, and to find out what's important to you. We want to start hearing from you NOW so that we can serve you better when we meet with the University next spring. We're getting training this spring, through our provincial and national organizations, to be better-informed about how to bargain well, develop provincial bargaining strategies and craft sturdy language to meet our needs. We're also working on a bargaining process driven by YOU: so you'll set the agenda, help us develop our ideas and priorities, and know what's happening at the bargaining table as well. It's high time UBC faculty, librarians and program directors really own what we bargain for. In subsequent newsletters, the Chair of the Bargaining Preparation Committee will have an ongoing column to keep you informed and to invite your comments, ideas, and participation.

**Retirement Planning:** We've negotiated with the University for a series of workshops to assist the 500 faculty who are between 60 and 70 years old in their planning for retirement. We and the Professors Emeriti/ae have been working with Faculty Relations and

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# Making Policy, Respecting Privacy

## The Faculty Association & UBC's new "Privacy" Policy

In early December, the UBC Faculty Association received word second-hand that UBC was drafting a new policy on privacy for the university community, including faculty. The Faculty Association had significant concerns both with the consultation process and with the provisions of the policy, especially since it seemed to assert that any of our personal information in our emails, on our voice-mail, in our filing cabinets and even on our desks could be viewed, collected, distributed and used by UBC with impunity. We gave UBC an extensive report outlining our concerns and recommendations: [www.facultyassociation.ubc.ca/newsevents/PrivacyPolicySubmissionDecember08.pdf](http://www.facultyassociation.ubc.ca/newsevents/PrivacyPolicySubmissionDecember08.pdf).

The policy was revised in some respects, and after some further prodding we were able to meet with Hubert Lai, University Counsel, to discuss our concerns with him, but we remained alarmed by the unfettered freedoms of access and control which the policy seemed still to be instituting. We were also troubled that the Board of Governors would be voting on the revised policy without adequate time for review and without sufficient public consultation on such a serious matter. We were very concerned that that policy's serious flaws would undermine privacy and academic freedom at UBC. Our Faculty Association President, along with the VP Academic of the AMS, the President of the Graduate Student Society, and the heads of CUPE Local 2278, and the UBC Association of Administrative and Professional Staff wrote urging the Board not to approve the policy without further public consultation and consideration.

Wisely, the Board of Governors has decided to take further time for consultations and consideration of the substantive provisions of the policy. Until February 28, 2009, UBC is inviting public comments on the newest iteration of the draft privacy policy. This draft can be viewed at: [www.universitycounsel.ubc.ca/nws/Privacy\\_Policy60\\_Feb3.pdf](http://www.universitycounsel.ubc.ca/nws/Privacy_Policy60_Feb3.pdf).

### What the Privacy Policy Should Be

In our extensive recommendations to date on this policy, we have emphasized the need for recognition of the principles of

academic freedom, respect for collective agreements on campus and the law regarding privacy in the context of employment. Among other recommendations, we urged UBC to appoint a Chief Privacy Officer, create a standard of informed consent governing the collection, use and disclosure of personal information, consult publicly before it considers installing public video surveillance, and clarify that the policy would not be applied retroactively to impose discipline on those subject to the policy. We have also been concerned that there be clear rules governing when and how IT personnel can access, monitor, and pass along information about the contents of our emails and electronic files.

We are especially worried by provisions in the policy regarding the University's information and communication systems. These

systems are defined broadly in the policy to include "email accounts, computer files, web browsers, voice mail contents, individual office or desk paper filing systems". UBC seemed to be notifying all users of UBC's systems that they had no expectation of privacy in any data or records containing personal information (no matter how sensitive or confidential) and that by the mere use of these systems, users would cede custody and control over all this data and records to UBC. To boot, UBC had also asserted that mere use of a UBC system

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would imply consent to UBC's inspection, copying or otherwise dealing with personal information again regardless of the sensitivity or confidentiality of the information. UBC has now removed that explicit assertion that we give consent simply by using the system. But the broader question of UBC's authority to examine our private documents simply because they might flow through a UBC server or be filed in a UBC desk is still a major issue.

Given that we cannot do our work, including highly confidential work, without using UBC's storage and information systems, this is a major problem in the policy. Does Canada Post have the right to read and act upon all of your mail simply because they process and deliver private mail? Should UBC persist in this claim, we will seek legal assistance in providing you with advice on how to protect your

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"PRIVACY" cont'd from page 2

own confidential correspondence or work. We will continue to work with UBC, on a without prejudice basis, now to keep this from being an "un-privacy" policy. We will be also prepared to challenge the final policy if it fall short of properly protecting privacy.

As well, the Faculty Association has expressed serious reservations about the policy's lack of protection and respect for academic freedom. Section 3(1)(e) of FIPPA specifically exempts FIPPA's application to records "containing teaching materials or research information of employees of a post-secondary educational body". Notably, this provision does not just create an exemption from the rules relating to disclosure when there is a third party request for access to such records. Rather, this provision in the legislation makes the statute inapplicable to any such record. Furthermore, whether FIPPA applies, we argue that teaching materials and research information of faculty members, as a matter of academic freedom, are not and should not be considered to be in the custody and control of the university. The mere use of UBC's information and communication systems as an essential tool of the work of academic faculty does not make them so. The University of Ottawa Faculty Association has recently won an arbitration on just this issue: [www.facultyassociation.ubc.ca/newsevents.htm](http://www.facultyassociation.ubc.ca/newsevents.htm).

### **Doing Policy Better: Faculty Association Concerns About the Consultation Process**

The Faculty Association has also been very troubled by the abbreviated process for consultations on UBC policies. It was only by dint of extensive high-speed effort that we were able to have any effect at all on the development of this policy. If someone other than the university had not informed us of the draft policy, if we had not been able to devote significant research time to the policy in the two weeks given for comments, if we had not actively pressed for time to discuss the policy directly with University Counsel, and if we had

not again made concerted efforts with other members of the UBC community to voice our concerns directly to the Board of Governors, UBC would already have approved a seriously flawed policy. Such defects in the process for consultations will often lead to substantive problems with any university policy. A sound consultation process should be guided by the principle that stakeholders have a *meaningful* opportunity to participate in the process which would include proper notice of a new or revised policy, adequate time to respond to a draft policy and, where appropriate, an opportunity to meet in person with the drafters of a policy. In the case of the privacy policy, UBC provided no active notice to the Faculty Association nor to other important stakeholders at the university. We had little time to consult our own members, let alone draft our comments according to the timeline established by the university. The committee drafting and reviewing the policy has limited faculty, student and employee representation. Moreover, our requests to speak with the committee and/or to make a representation to the Board have both been denied. UBC has also refused to consult on the policy with the Office of the Information and Privacy Commissioner, though they regularly provide this service to public bodies in British Columbia. We appreciate UBC's desire to make the policy-development process efficient, but surely it is far more important that the process lead to a strong and well-considered policy with real community buy-in. We do not publish any of our own research without extensive review, revisions, and editorial input from multiple sources. Why should a university's policies be any different?

The Faculty Association is now reviewing the language of the third draft of the policy and we will be submitting our views by February 28, 2009. We invite faculty members to contact Faculty Association Executive Director Murray Mollard ([murray.mollard@ubc.ca](mailto:murray.mollard@ubc.ca)) as soon as possible with your concerns, questions or input for us to consider. **FF**

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# How Tired Are You of This?

## Sessional Faculty Workload Survey 2008

Sessional Faculty Committee

In March 2008, the Sessional Faculty Committee requested sessional faculty help in assessing workload levels for sessional faculty at UBC. Many faculty responded and gave us detailed and substantive comments, both in our general survey and in our special survey of sessional faculty in Music Performance. Here is the picture we found:

**Teaching Loads:** Respondents reported spending on average 21 hours/week PER COURSE (average load is three courses) for preparation, teaching, and student-contact time. Faculty with sessional appointments also report spending considerable time on unpaid duties: course preparation outside the contract, writing reference letters, student mentoring, student supervision, marking student appeals, marking placement or proficiency tests. Half of sessional faculty also supervise TA's or markers in their courses, which is both a help in large classes which can't be taught by a single faculty member and an additional unrewarded administrative burden.

80% of respondents report that their workload has either stayed constant or increased in the past two years alone. Fully 40% have noted an increase in their per-course workloads, most frequently due to larger class sizes, leading to an increase in personal and electronic contact hours, more marking time, more work meetings, more student assessing, advising and mentoring, more reference letters and administrative duties; in second place is an increase in the online administration of courses, especially through WebCT, requiring time-consuming preparation, set-up, monitoring and regular maintenance

of website materials. Other comments report an increase in the time needed to deal with plagiarism and bad student behavior, more student tutoring to be required due to the quality of students declining, more material in need to be covered in the textbook, more student testing, and a dearth of TAs for summer courses.

**Unpaid Service:** Further, 60% of respondents report performing unpaid administrative service of up to 40 hours per term, service work for which they are neither compensated nor rewarded. That service work includes attending and preparing for department, program and committee

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meetings; making submissions to advisory and external panels; major program and course development; curriculum planning and review; conducting placement interviews, tests and student assessments; judging contests; participating in hiring searches and interviews; carrying out student application reviews and grad file reviews; advising honours students; supervising honours students' graduating essays; serving as readers for theses; assisting undergraduates with research projects; providing teaching-training to graduate students; acting as faculty sponsor for student-directed

seminars; holding community seminars on behalf of UBC; setting up Community Service Learning course components; running student web sites; organizing film series and guest speakers; planning colloquium speakers and departmental program events; holding high-school events and other UBC outreach activities; providing WebCT IT services and support; attending divisional recitals, graduation recitals and performances. Clearly, UBC is only working because its sessional faculty provide a wide range of non-teaching services without reward.

**Paying to Work:** Almost half of UBC's sessional faculty respondents are paying out of their own pockets for professional expenses not reimbursed by departments or PDR funds. Out-of-pocket expense were spent on travel expenses while doing research and for attending conferences, workshops, training seminars; educational materials such as (reference) books, newspapers, professional journals, DVDs, CDs, videos, online materials and services; teaching and classroom supplies; computer equipment and related expenses, including technology/software upgrades and printer cartridges; photocopying; postage; long-distance calls; gifts for visiting speakers; TAs and graduating students; internet access from home; and, professional membership fees. When faculty on sessional appointments are already making so little, it is galling to have to spend more still just to do the job well.

**Unsupported Research:** Fully 70% of respondents conduct research in their disciplines. This is not surprising in one

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sense: we have all been trained as scholars and teachers, and it is a fundamental part of our professional and intellectual ethic. Fully half of sessional faculty responding also publish their research, though many report that this is an uphill battle, citing "no time," "no support," "no funding" and "no recognition". Many respondents describe the stress of trying to find time to both do and publish research when their meagre incomes necessitate massive annual teaching loads at UBC and frequently at more than one other university or college as well.

**Making Music:** Sessional faculty in Music report their own special set of demands. They not only teach courses but also offer intensive one-on-one coaching to music majors. These tutorials require a great deal of preparation and support, including researching music for student recitals and jury programmes, making copies of music and articles for student use, organizing master classes, and writing arrangements for student ensembles. Respondents also reported on a wide range of unpaid service which they provide as part of their students' professional and performance training: organizing and advertising master classes; giving unpaid master and performance

classes; conducting unpaid rehearsals for Wednesday noon hour concerts; attending student recitals and concerts; attending auditions and assessing performance results; organizing adjudicators for recitals and juries; organizing divisional concerts; organizing and supervising off-campus outreach concerts/events; touring with student ensembles; organizing conferences; student career advising; writing reference letters; researching school and job possibilities for students, and instrument maintenance. 73% of music faculty on sessional appointments report nonreimbursed expenses for attending concerts, master and performance classes, conferences; unpaid rehearsals; and educational materials such as music (reference) materials, professional journals, music CDs; teaching and performance materials.

**Working for Change:** In their final comments, respondents expressed overwhelming dissatisfaction with UBC's policy of inequity, marginalization and discrimination with regard to the working and teaching conditions imposed on sessional faculty. Repeatedly, faculty commented on how their pay scales are exploitative and insulting, not reflective of

the level of education, the workload, the quality of teaching, the service and research contributions, and the overall expectation of academic competence and responsibility placed on these UBC faculty members. The lack of recognition, appreciation and support despite immense efforts and countless unpaid hours spent on optimizing course content, fostering student learning, and developing teaching credentials and research expertise, while at the same time promoting UBC, comes as a major disappointment. Respondents want their work, ALL of their work, to be fairly compensated; they want their significant unpaid contributions to be recognized and rewarded; and they want UBC to respond in kind, with job-security and career-options, to their dedicated and tireless efforts on behalf of UBC students, UBC programs, and UBC's profile in the community and the world.

A **special thanks** to all of the respondents to the survey who gave of their precious time to share their detailed and informative insights. These will continue to guide us in seeking equity from UBC on your behalf. [FF](#)

"WIN - WIN" cont'd from page 1

the UBC Pension Plan to put together one-day workshops and three-hour one-on-one financial consultations to assist you in planning for the next big transition. The first retirement planning session is on Tuesday, March 10<sup>th</sup> from 8:30am - 4:30pm in the Board & Senate Room of the Old Admin Building (6328 Memorial Road, UBCV). Refreshments and lunch will be provided. Seating is limited, so please RSVP by February 27<sup>th</sup> to [fr@exchange.ubc.ca](mailto:fr@exchange.ubc.ca) or 604.822.1897. Personal financial consultations can be booked at any time either through Faculty Relations (604.822.1897) or through the Pension Plan office (604.822.8100).

**DayCare, Salary Equity, and Housing:** The provost will be meeting with me in the next few weeks so that we can talk about

mutually beneficial policies to assist faculty with daycare space and housing funds. We'll also be discussing how to address the gender-gap in faculty salaries; Phase Two of the University's study of the data is now complete, and we'll be developing an action plan soon.

We're working with you; we're working with the University administration; and we're working with the wider UBC community, to make this campus itself work better—for you, for all of us. Help make it happen: vote, volunteer, send us your ideas, stand for election, offer to work on a project or a committee; offer your expertise. Our collegial efforts can be a powerful force. [FF](#)

# CUFA BC Wants to Hear from YOU!

Paul Bowles

President, Confederation of University Faculty Associations of BC

CUFA BC, the provincial organization that represents the interests of faculty association members at UBC, SFU, UVic, UNBC and RRU, wants to hear from you. Universities in Canada fall under provincial jurisdiction and CUFA BC's main activity is engaging with the provincial government and other policy-makers to shape post-secondary education policy in British Columbia. Rather than being buffeted by the political winds for the next four years, CUFA BC is engaged in a strategy-building process to help shape policy after the next provincial election. In order for this to be successful, we need to hear from you.

The post-secondary education landscape in BC has changed significantly over the past 20 years. The main expression of this change is the twin expansions in numbers of students and numbers and types of institutions. Over the past 20 years, full-time equivalent (FTE) enrollment has close to doubled at BC's public post-secondary institutions. Funding has increased too, but it has not kept pace with increasing enrolment and inflation. The result is that real funding per FTE has fallen significantly. CUFA BC estimates that funding would have needed to have been \$327 million higher in 2008-09 just to have maintained the 2000-01 real value of funding per FTE. This would have required an 18% increase in public institution funding for 2008-09.

The institutions providing post-secondary education have expanded in tandem with increasing enrolment. In the early 1990s, there were only three public universities in the Province; now there are eleven. There are four universities with full research mandates: UBC, SFU, UVic, and

UNBC. These four universities plus Royal Roads University have the authority to grant doctoral degrees. Added to these are Thompson Rivers University, a 'special mandate' university, and five new 'special purpose, teaching universities'.

This changing system raises many issues for faculty association members at CUFA BC's member institutions. Of course, funding issues loom large because they impact our ability to do our jobs and to serve our students. But there are others. Our research shapes our teaching and how this can best be done is an issue that affects us all. The external direction of research priorities and dollars requires our attention. We are continually asked to be "accountable" to government but how should this be measured and what is the role of institutional autonomy? "Internationalization" is a frequently lauded goal but how should this proceed?

These, and other issues, raise complex questions of principle, of empirical fact and of appropriate balance and trade-offs. While some of these questions are common to all post-secondary institutions, many take particular forms when applied to research universities and, indeed, many are unique to them. All of these issues impinge on the daily lives of the faculty members and librarians at CUFA BC's member universities.

To initiate a discussion of these issues, and to develop a strategic policy response to the changing BC landscape, as CUFA BC President I have penned a discussion paper entitled "20 Questions for 2020". The next step is to ask YOU for your thoughts and answers.

There is considerable experience and expertise in our membership—members who may have undertaken research on some of

these questions or who have thoughts and opinions based on their experience working at one or more of the universities. I hope that you will read the discussion paper and will want to take up the challenge of providing answers. The discussion paper and details of how to respond to it are available at [www.cufa.bc.ca/universities2020](http://www.cufa.bc.ca/universities2020)

A long time ago, Bob Dylan announced that "the times they are a-changin'". That is very true of BC's post-secondary sector today. CUFA BC is responding to those changes and thinking strategically about the future. We want - and value - your input to guide us in this process. **FF**

## JOIN THE MEMBER SERVICES & GRIEVANCE COMMITTEE!

We are seeking members to serve on the Member Services & Grievance Committee (MSGC). The role of this committee is to investigate complaints by individuals concerning their employment, tenure, salaries, and other conditions of service. Members on the committee will have the opportunity to assist members of the Faculty Association and gain more insight into the functions of the Association. The MSGC meets once every month from September to May. Your volunteering effort would provide you with opportunities to meet members of different units across the campus (including both UBCO and UBCV). If you are interested, please email the Faculty Association at [faculty@interchange.ubc.ca](mailto:faculty@interchange.ubc.ca).

## MARK YOUR CALENDARS!

### Spring General Meeting

Wednesday, March 4 @ 1pm

UBCV: Rm 0112, IT/Telestudios, Room 0112 (2329 West Mall); UBCO: LIB 101C

#### ***Friend or Foe in Tenure & Promotion: Peer Reviews of Teaching***

Dan Pratt, Professor, Educational Studies, and former member of the Senior Appointments Committee, will lead a conversation on models and hazards of collegial reviews of teaching at UBC.

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### Retirement Planning Session (UBCV)

Tuesday, March 10 @ 8:30am - 4:30pm; Board & Senate Room, Old Admin Building (6328 Memorial Road)

The session will provide an overview of transition and lifestyle changes in retirement and how you can plan for them; financial and legal aspects of retirement; an overview of UBC's pension and benefit programs and how they contribute to your overall retirement planning objectives; and, effective tax strategies to build your family income stream. This seminar is for faculty members aged 60 or older and spouses/partners are welcome to attend. UBC will cover the full cost of your session and all materials for both you and your spouse/partner. Refreshments and lunch will be provided. Seating is limited, so please RSVP by February 27<sup>th</sup> to [fr@exchange.ubc.ca](mailto:fr@exchange.ubc.ca) or 604.822.1897.

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### Promotion & Tenure Seminar (UBCV)

Tuesday, March 24; Seminar 3:30pm - 4:30pm; Reception 4:30pm - 5:30pm, Social Lounge, St John's College (2111 Lower Mall)

This information session is open to all faculty members but should be of special interest to tenure-track members and those interested in promotion. There will be opportunities to obtain information, hear personal experiences with the process and to ask questions. Limited Seating! Pre-registration required by March 19<sup>th</sup>. Please register by sending an email to the UBC Faculty Association at [faculty@interchange.ubc.ca](mailto:faculty@interchange.ubc.ca). Be sure to include your full name, department and position/rank.

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### Annual General Meeting

Wednesday, April 1 @ 12:30pm

UBCV: IT / Telestudios, Room 0112, 2329 West Mall; UBCO: LIB 101C

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### Block Party! UBC Child Care Services (UBCV)

Saturday, July 25 @ 3pm - 9pm, 5690 Osoyoos Crescent

*UBC Child Care Services is celebrating 40 years of top quality care with a Block Party. Don't miss the chance to reconnect with families and staff, enjoy great live music, food and family fun. For more details, visit [www.childcare.ubc.ca](http://www.childcare.ubc.ca).*

## Association Executive Election 2009 - 2010

### CALL FOR NOMINATIONS

Nominations are still open for the following nine positions (two-year terms):

- Member-at-Large (3 positions)
- Chair, Member Services & Grievance Committee
- Chair, Sessional Faculty Committee
- Chair, Status of Women Committee
- Chair, Okanagan Faculty Committee
- First Vice-Chair, Okanagan Faculty Committee
- Second Vice-Chair, Okanagan Faculty Committee

If you have any questions about these positions, the election or would like to stand for election, please email the Nominations Committee at [faculty@interchange.ubc.ca](mailto:faculty@interchange.ubc.ca), call 604.822.3883 or visit [www.facultyassociation.ubc.ca](http://www.facultyassociation.ubc.ca). Nominees to date are listed on our website. Nominations close Wednesday March 4<sup>th</sup> at the Spring General Meeting.

## FINANCIAL PLANNING LECTURE SERIES 2009

Wednesday, February 25, March 4 & 11

12:10pm – 12:55pm

Room 201, Wesbrook Building, 6174 University Blvd

February 25

**When Can I Afford to Retire?** How much income will you need? How will inflation affect your retirement? How do you deal with stock market volatility in retirement? These questions and others will be discussed in this session as you learn how to effectively plan for life after work by using your retirement savings (UBC Faculty Pension Plan, RRSPs, etc), government income entitlements (CPP and OAS), and your personal savings and investments. *Speakers: Clay Gillespie, BBA, CFP, CIM, Vice-President & Portfolio Manager, Financial Advisor, Rogers Group Financial Advisors Ltd.*

Wednesday, March 4

**Investment Strategies for Uncertain Times.** We will look past today's news headlines and see the positive opportunities that the current investment climate offers. The topics in this session include: What happened to the bull market? How should we interpret current events? What do I do now? You will take away some basic investment planning strategies, how to use them, and knowledge as to how your financial options are changing. *Speakers: Tyler Wozny and Lev Zentner, Investment Advisors BMO Nesbitt Burns*

Wednesday, March 11

**Understanding Vancouver's Real Estate Market.** You'll leave this session with a good macro-overview of the current housing market's position. Helmut Pastrick will present an analysis of where the housing market is going and how it may arrive there based on trends and developments in interest rates, the economy, population growth, government factors and housing sales. Local information on the Vancouver market and all of BC will be included. *Speaker: Helmut Pastrick, Chief Economist for Credit Union Central of British Columbia*

### NO REGISTRATION REQUIRED

Sponsored by UBC Faculty Association & UBC Continuing Studies

### UBCFA EXECUTIVE COMMITTEE

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President

Nancy Langton, Sauder School of Business  
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Robert Gateman, Economics  
Treasurer

Darrin Lehman, Psychology  
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Jim Johnson, Economics  
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Kenny Kwok, Cellular & Physiological Sciences  
Chair, Personnel Services Committee

Karen Needham, Zoology  
Chair, Sessional Faculty Committee

Mira Sundara Rajan, Law  
Chair, Status of Women Committee

#### Members at Large

Adele Diamond, Psychiatry

Eric Eich, Psychology

Adam Frankel, Pharmaceutical Sciences

Hugh Neary, Economics

Chris Orvig, Chemistry

James Tansey, Centre for Applied Ethics

#### STAFF

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Executive Director

Brian Green  
Membership Services Officer

Susan Palmer (on leave)  
Membership Services Officer

Deena Rubuliak  
Membership Services Officer

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*Faculty Focus accepts submissions from UBC Faculty Association members on issues of interest. Unless otherwise stated, the opinions expressed are those of the author(s) and not necessarily those of the Association or its Executive Committee.*