



OFFICE OF THE PROVOST AND VICE-PRESIDENT (ACADEMIC)

March 7, 2014

Dr. Edward Carter,  
President, UGFA

Dear Ed:

**Re: Update on Provost's Action Plan for OVC (relative to CAUT Recommendations)**

Please find below an update with respect to the Actions which have occurred in relation to the Provost's March 2012 Action Plan for OVC and also the CAUT Committee's Recommendations. Also attached to this letter is the University's response to the CAUT Recommendations.

**Communications/Meetings re: Budget Cuts and Program Prioritization Process (PPP)**

**Fall 2013**

Oct 1 – VPAC – PPP Updates

Oct 4 – Dean's Management Team<sup>1</sup> (DMT) Meeting (1-2pm) Museum

Oct 4 – Special DC re PPP Announcement (4-5pm/Museum)

Oct 8 – Dean's Council (DC)<sup>2</sup> meeting – Dean's update on PPP (1:30pm/Museum)

Oct 8 – Dean's Advisory Committee<sup>3</sup> (DAC) – PPP discussed? (4pm/Museum)

Oct 10 – Dean's email to the Community re OVC's Multi-year budget cut

Oct 10 – DMT re College Budget Cut (10am/Museum)

Oct 11 – Meeting with OVC Class Presidents, Dean & Associate Deans (7:30am/1708)

Oct 15 – DMT (1:30-3:30pm) Museum

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<sup>1</sup> Dean's Management Team membership: Dean, 4 Associate Deans, Chief Financial and Chief Administrative Officers, Manager OVC Information Technology

<sup>2</sup> Dean's Council membership: as above but includes the 4 department Chairs

<sup>3</sup> Dean's Advisory Committee – up to 3 faculty members from each of the academic departments (there are 4) and 1 Veterinarian

Oct 21 – Special Dean’s Council re Budget (4:30pm/Museum)  
Oct 29 – DMT (1:30-3:30pm) Museum  
Nov 5 – DMT (1:30-3:30pm) Museum  
Nov 5 – Dean’s Advisory Committee (4pm/Museum) Budget /PPP impact discussion  
Nov 12 – DC – Budget Cut Target Update (1:30pm/Museum)  
Nov 19 – Meeting with OVC Class Presidents, Dean & Assoc Deans (12:30/1708)  
Nov 19 – DMT (1:30-3:30) Museum  
Nov 22 - DC meet with R. Gordon, OAC re Budget  
Nov 22 – OVC College Budget/PPP Meeting with President & Provost (12:30/1714)  
Nov 26 – Dean’s Council presentation of the teaching verification data – which was followed by individual presentations to department faculty by the Associate Dean, Academic and Chief Administrative Officer

### **Summary of Meetings - Ontario Veterinary College**

#### **From Dec 1, 2013 – present**

Dec 10, 2013: Dean’s Management Team 1:30-3:30pm  
Dec 12, 2013: Dean’s Management Team 8:30-10:30am  
Dec 17, 2013: Dean’s Council Meeting 1:30-3:30pm  
Dec 17, 2013: Dean’s Advisory Committee 4:00-5:00pm  
Dec 19, 2013: Dean’s Management Team 8:30-9:30am  
Jan 7, 2014: Dean’s Management Team 1:30-3:30pm  
Jan 13, 2014: OVC Community Meeting 12:30-1:30pm re Budget and IP Update  
Jan 13, 2014: Dean’s Management Team/Deloitte 1:30-2:30pm  
Jan 21, 2014: Dean’s Council 1:30-3:30pm  
Jan 28, 2014: Dean’s Council 1:30-3:30pm  
Jan 29, 2014: Dean’s Management Team 1:30-2:30pm  
Feb 4, 2014: Dean’s Council Meeting 1:30-3:30pm

Feb 7, 2014: Class Presidents Meeting with Dean and Assoc Deans (7:30am)

Feb 10, 2014 –Dean's Management Team/ Deloitte Meeting 3:00-4:30pm

Feb 11, 2014: Dean's Council Meeting (Budget) 1:30-3:30pm

### **January 2012 update (posted on the OVC Bulletin)**

Throughout 2012, the Office of the Dean launched a number of new initiatives and expanded and continued ongoing activities to improve communication and clarity at OVC. Partially in response to the Provost's March, 2012 OVC Action Plan, our goal was and continues to be to demonstrate that we are proud of OVC and our faculty, Veterinarians, staff and students – and that we are confident that we can work together to solve conflicts and find solutions to the significant challenges that we face. The response to these efforts has been positive overall and many people are providing constructive suggestions and investing time and energy in making improvements.

**OVC Community Meetings** were held on the following dates with noted topics. Video recordings of the presentations were posted on the College's homepage; the number of views of each presentation is also listed.

March 2, 2012 - OVC Integrated Plan Update [80 views]

March 23, 2012 a – U of G finances [51 views]

March 23, 2012 b – OVC finances [39 views]

May 17, 2012 – Update on Primary Healthcare Centre [available but not posted as it contained sensitive financial information relative to particular cases]

June 25, 2012 – HSC finances [65 views]

Nov 29, 2012 – HSC finances [20 views]

Established **Dean's Advisory Council** composed of individuals elected by faculty and Veterinarians (3 representatives from each department, one of whom is probationary and one tenured; 1 representative from Veterinarians); meets monthly

Expanded the **HSC Executive Council** into the HSC Hospital Advisory Committee to include additional faculty, including Pathobiology and Veterinarian representation



### **Smaller Group Discussions:**

**Working groups of faculty and staff** meet regularly to advance OVC and HSC initiatives on Minimally Invasive Surgery, Renewal and Restoration (name is a work in progress), and Optimizing the Client Experience.

**Outcomes Assessment Committee** established for the Primary Healthcare Program, with faculty from 3 of the 4 departments; at least 4 manuscripts from their work being prepared for publication in the peer-reviewed Journal of Veterinary Medical Education

Established an **HSC Finance Advisory Committee** with faculty and staff membership

Animal Cancer Centre Grand Opening **Working Group** – planned and implemented a successful event with over 200 attendees including many faculty and staff bringing an almost \$13M campaign close to completion.

**OVMA Exhibit Committee** – produced and staffed a booth to emphasize the strengths of the HSC – faculty and staff

Dean's Office continues to send out the weekly **OVC Bulletin** with updates submitted by departments, HSC and students and to respond to email inquiries from individual faculty, Veterinarians, staff and students through the [ovcdean@uoguelph.ca](mailto:ovcdean@uoguelph.ca) email account.

**HSC management team** continues to hold regular meetings with staff to explain operational changes.

Dean met with each of the 31 **early career faculty** in April, 2012 to discuss their career plan, goals and progress. The Dean also meets with each new faculty appointee within their first semester at UofG to welcome them to the university and OVC and to ensure that they understand their Distribution of Effort, have the TP guidelines for their department and have mentors in place.

Dean met with **individual faculty members** to discuss their External Remunerative Activities where there have been questions and to resolve any uncertainties.

The role of the Dean or designate at this university does involve faculty discipline. However, in the handful of investigations over the past year, *almost all* were resolved after discussion with no disciplinary action taken.

The Provost and Assistant VP, Faculty and Staff Relations have had discussions with the university Chairs about **collegiality and civil conduct**.

In regards to improvement of **infrastructure**, a **proposal** was prepared by OVC and presented to the Ministry of Training Colleges and Universities by the university in January 2013 regarding OVC infrastructure needs, particularly for a new Companion Animal Hospital. No decision has been made at this point. The Equine Sports Medicine and Reproduction Centre and the Animal Cancer Centre have opened; construction was possible because of extensive fund-raising efforts.

Although not directly related to the issues brought forward last spring, community spirit and support were evident during activities that were a part of the 150<sup>th</sup> Anniversary celebration. A very successful alumni dinner in June (with over 350 in attendance, including many faculty and retired faculty) was held.

Exhibit openings at the Guelph Civic Museum, the MacDonald Stewart Art Museum and the UofG Archives; Open Doors Guelph featured OVC with faculty participation.

Special OVC Challenge Cup Final; Brad Hanna Challenge Cup a highlight, along with representatives (many of them faculty) of champion teams of the past.

Presentations at the Guelph Historical Society with faculty and retired faculty in attendance and the Guelph Wellington Men's Club with retired faculty in attendance.

Produced the Global Development Symposium: Critical Links Between Human and Animal Health where several faculty and graduate students gave presentations and participants came from more than 12 countries. Keynote speaker: Stephen Lewis. The Symposium increased the influence and reputation of OVC. In 2014 a second Global Development Symposium is being held in May 2014 with Alastair Summerlee as the Honorary Chair.

Successfully nominated two Honorary Degree Recipients for the Winter Convocation and five Honorary Degree Recipients for the Summer Convocation (who formed the panel for the President's Dialogue) – many faculty in attendance. Winter 2014 another Honorary Degree recipient was honoured and 4 additional nominations are going forward in February 2014.

150<sup>th</sup> Celebration Finale, with music by the son of a former faculty member (David Archibald), staff members, and student veterinarians; 'visits' by former principals/deans Jones and Smith (played by Faculty/Administrators).

**External Review** recently conducted by 3 experienced academic leaders; meetings with faculty, Veterinarians, staff, students, HSC management and OVC and university leaders; reviewers produced a report, which was shared extensively with OVC community. Report included, recommendations regarding the financial viability of the OVC clinical education, research and healthcare program and required leadership of the clinical program.

After several months of review and discussion within the community during fall 2013, it was concluded that the Clinical Program needed dedicated leadership at the level of an associate dean. Reporting to the Dean, the Associate Dean, Clinical Program represents and advocates for



the Clinical Program within the Dean's Council and the University and to our external stakeholders (e.g., referring veterinarians, donors, industry, alumni). Dr. Stephanie Nykamp, Associate Professor in Clinical Studies was appointed effective January 2013 to the position after an open search. The search committee consisted of the Dean as Chair, 2 members of Professional/Managerial staff, 1 DVM student, 5 faculty and 1 Veterinarian.

The Ontario Veterinary College is well poised to tackle significant budgetary cuts (\$4.92M) over the next three years. The college leadership including the Dean, Associate Deans, Department Chairs, Chief Administrative and Financial Officers and the Manager, OVC ITS will continue to work closely with faculty, staff and students to meet these cuts while ensuring continued accreditation of OVC. This is a daunting task that will achieve success only with the requisite teamwork and collaboration. As a leadership team, they are committed to fostering this collaboration.

I look forward to continuing discussions that may further clarify and/or address any outstanding issues which may arise.

Yours sincerely,

A handwritten signature in dark ink, appearing to read 'Maureen Mancuso', with a stylized flourish at the end.

Maureen Mancuso,  
Provost and Vice-President (Academic)

Attach: University's Response to CAUT Recommendations

- c. E. Stone, Dean, OVC
- T. Jandrisits, Asst. VP, Faculty and Academic Staff Relations
- S. Hubers, Executive Officer, UGFA

**A. Budgetary matters**

1. An independent general audit of OVC and all of its components is required as a fundamental step towards the restoration of trust and to the development of coherent budgetary policies and plans that are accessible and intelligible to all.
2. The agents employed in the conduct of such an audit should be chosen following careful consultation among all interested parties; the chosen agents must be acceptable to all parties.
3. The results of such an audit should be presented directly to the OVC community, to UGFA, and to the senior administration of the University of Guelph.

*It is not clear to management as to the purpose of recommendations 1, 2, and 3. These recommendations do not assist in furthering trust and the understanding of budgetary policies and plans within the OVC; but rather appear to be challenging the rigour and relevance of the existing internal audit department and its requirements, as approved by the Board of Governors. The information contained at the following link may address the Association's concerns relative to the "independent general audit" issue.*

*<http://www.uoguelph.ca/auditservices/resources/faq/>*

*Management continues to be prepared to provide budgetary clarification and information that UGFA believes is necessary for its members in OVC to restore trust and to develop plans which are accessible and intelligible to its members. As we have discussed, once management has received (in writing) the Members' list of information and outstanding questions, we will be pleased to meet as a group to respond and provide.*

4. There should be open public discussion of the role and extent of revenue-generation in the overall budget of OVC operations and of the degree to which such revenues should cover the costs of such operations, particularly where revenue-generation offers to compromise teaching and/or research.

*Management agrees that this is an important and needed discussion, and has been engaging in such discussions for at least the past three years. Management welcomes input from the Association and/or its Members relative to additional venues and/or alternative modes of encouraging such discussion.*



5. An action plan to address the budgetary matters should be developed jointly by the OVC community, including OVC faculty and senior administration.

*Management agrees that input from the OVC community (including UGFA Members) will be essential and critical to ensuring the continued viability and sustainability of the College and to enabling the OVC to also meet its allocated budget reduction targets. However, management believes that discussion with the OVC community is already an established component of the budget planning process as evidenced through the community input sought as part of Strategic Planning, Integrated Planning, and more recently the Project Prioritization Process.*

*Management would be pleased to hear from the Association, and/or its Members, how to enhance opportunities for meaningful discussion and input to budgetary matters.*

## **B. Administration & Management**

6. An immediate search for a CMO / Hospital Director for the HSC. The search committee should include faculty and veterinarians, with a vote. Stated qualifications should include: that the candidate is a veterinarian with knowledge of academic veterinary clinical practice, having previous experience in service delivery in an academic clinical setting, and / or administration of a referral veterinary hospital that has an educational mandate.

*Management believes this recommendation to be redundant, as the position of Chief Medical Officer/Hospital Director has been removed from the management structure. Please also see response to # 7 below.*

7. An immediate search for a COO for the HSC. The search committee should include faculty and veterinarians, with a vote; qualifications should include experience in the management of hospital operations.

*Management believes this recommendation not to be in keeping with the recommendations which arose from the external review conducted of the clinical program. Management has, in direct response to the external review, identified the need and successfully recruited for the position of Associate Dean, Clinical Programs.*

8. A university is a locus of vigorous rational intellectual exchange and challenge. Therefore, notwithstanding the legitimate responsibility of all parties at all times to maintain general decorum and an inclusive social and intellectual environment, the rhetoric of “respect” shall not be used by anyone as a means to avoid or suppress legitimate dissent and discussion.

*Management agrees with this Recommendation.*



9. There should be scrupulous attention given to progressive discipline, due process, and the universal involvement of UGFA in any disciplinary procedures.

*Management agrees with this Recommendation.*

### **Appointments**

10. The development and use of benchmarks must not conflict with the Collective Agreement.

*Management agrees with this Recommendation*

11. There should be genuine search committees with equal voting voice for faculty in decisions re: hiring and firing of all Hospital staff, including managers and directors.

*Management cannot agree to implementation of this Recommendation (i.e., "equal voting voice for faculty in decisions") as Management holds responsibility and accountability (delegated from the Board of Governors) for the selection of staff, managers and directors. Likewise, Management holds responsibility and accountability as the employer to ensure all hiring processes are consistent and in keeping with Collective Agreements, legislations and University policies and procedures. Input and recommendations are sought as part of a hiring process, where Management believes it to be appropriate in that context (e.g., faculty positions, decanal positions, chairs/directors of academic unit).*

### **Academic matters**

12. All final decisions on academic planning matters— curriculum content, structure and delivery— are the prerogative of the academic staff of the OVC, and should be decided through a collegial process.

*Management cannot agree to implement this recommendation as is written. Consistent with obligations as outlined in the University of Guelph Act, changes, additions, or deletions to the existing University of Guelph undergraduate degree or diploma curriculum, or the University of Guelph - Humber curriculum, require the approval of the Board of Undergraduate Studies (BUGS) and Senate. All proposed changes to the curriculum are forwarded annually to the Coordinator of Undergraduate Curriculum by the relevant Program Committee no later than the beginning of April each year, and must have received prior approval from both the Program Committee and Dean of the College. Program committees are required to submit proposed changes to the undergraduate and diploma curriculum on the calendar templates, which are updated annually.*

*The Senate is responsible for the academic policy of the University which includes responsibility for determining the courses of study, standards of admission and qualifications for graduation. The University of Guelph Senate was established through the University of Guelph Act and is responsible for academic programs, regulations and policies...*

*Responsibilities of Senate also include the following:*

- *To control, regulate and determine the educational policy of the University;*
- *To determine the courses of study and standards of admission to the University and continued membership therein, and qualifications for degrees and diplomas;*
- *To create faculty councils or committees and committees generally to exercise its powers."*

*Management clearly recognizes the Academic Freedom afforded to faculty, which protects a faculty member's right to examine, pursue, develop and transmit knowledge through research, teaching, study, discussion, documentation, production, creation or writing. Faculty are core to University decisions on academic planning matters— including curriculum content, structure and delivery; however through the established and existing processes as described above.*

**13.** Academic Freedom guarantees should be comprehensively stated and promulgated by a joint committee including representatives of the upper administration, of OVC faculty, and officials of UGFA.

*Management believes that Academic Freedom guarantees have already been stated and promulgated in the context of the language of the Collective Agreement between the University and the University of Guelph Faculty Association (Art. 7). Similarly, Management has been explicit in agreeing to uphold and protect the principles of Academic Freedom and to take the necessary steps to protect Members from harassment, threats, or abuse intended to limit or inhibit the exercise of Academic Freedom. Any instances or cases of alleged breach of Academic Freedom should be raised with Management, through the appropriate avenues of discussion and recourse, as outlined in the Collective Agreement.*

### **Workload & Working conditions**

**14.** Bodies capable of rectifying inequities and injustices should institute a comprehensive review and monitoring of workload.

*Management would appreciate further elaboration of this Recommendation, as it is unaware of existing "inequities" or "injustices". Management believes appropriate avenues of discussion, and where required redress, already exist within the context of the Collective Agreement. As such, this Recommendation appears to be moot.*



**15.** Decisions on workforce complement should be made in light of OHS standards, and animal health needs, and be discussed with representatives of the UGFA and USW bargaining units.

*Management accepts the first part of this Recommendation, and already makes decisions on the basis of its commitment to ensuring a safe work place – which is at minimum in compliance with legislation and regulations associated with Health and Safety and Animal Care. Management holds responsibility, as acknowledged in the Collective Agreement, to manage the University in accordance with its commitments, responsibilities and obligations. This responsibility includes decisions on workforce complement. Management clearly agrees to accept input and advice from faculty and staff with respect to issues of Health and Safety, and does so regularly through (amongst other venues) the local and central joint health and safety committees.*

**16.** Technical staff supporting the academic program should be consulted in the development of approaches, such as cross-training, to deal with issues in workload and staff complement.

*Management welcomes suggestions from faculty and staff with respect to increased opportunities for receipt of constructive input and recommendations with respect to management decisions such as those indicated.*

**17.** All data relevant to the development of caseload targets and performance indicators, such as benchmarks, should be made available to any OVC member to whom such indicators are applied.

*Management agrees with this Recommendation and commits to provide data that has been relied upon by management in the development of caseload targets and performance indicators, such as benchmarks, to the respective OVC member.*

**18.** Benchmarks should be set in consultation with department heads and other members of the bargaining unit. The use of performance indicators must not contravene the Collective Agreement.

*Management will continue to establish appropriate benchmarks (in accord with its commitment made as per Recommendation # 17). Performance assessment of all members of the bargaining unit shall be conducted in a manner that does not contravene the terms of the Collective Agreement.*

**19.** The assignment of duties must follow the Collective Agreement and consultations between the Dean, department heads, and members of the bargaining units.

*Management will continue to assign work in a manner and through processes that do not contravene the terms of the Collective Agreement.*

## **Involvement of UGFA**

**20.** The OVC administration must deal expeditiously, and in a fair and reasonable way, with all outstanding grievances.

*Management will continue to respond to Grievances consistent with the terms of the Collective Agreement.*