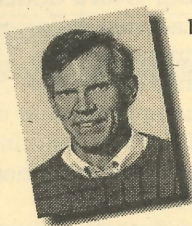


Keys to the Kingdom

FILE COPY

by Simon Bergen-Henengouwen



"SAIT's vision is sharply focused—By 2010 we will be recognized nationally as Canada's premier technical institute among a handful of the world's finest, setting the standard for excellence in education, training and innovation."

I am sure that you have all read this statement. It appears in the SAIT calendar and on every message that appears to come from the eleventh, excuse me, the third floor. Administration has clearly set themselves a lofty goal and one that appears on the outset to be warm and fuzzy. While it is an admirable goal to be sure, the problem is how will we measure whether we have reached that enviable position? It begs the question, "How will we know?"

I posed that question in one of my e-mails to the Editor of SAIT's premier publication, News@SAIT as the vision statement also appeared at the end of his e-mail. It struck me as odd that we were once again trying to reach those heights. I personally mused about this as I felt that we had reached that position many years ago but have struggled ever since. Much to my surprise, I was contacted by a senior member of administration who told me about the "Keys to the Kingdom." As these have not been widely discussed among the stakeholders, I offer them to you for your information. I also believe that we have not had any input into this process.

They are, of course, not called the "Keys to the Kingdom," although they will be used to indicate it if/when SAIT reigns supreme. They are called Key Performance Indicators, or KPIs. This is not a new term, as it is already being used to evaluate programs on campus. Who knows, they may also plan to use KPI to evaluate "you" in the future. I was informed that:

In light of the new vision statement, the Board of Governors has requested that additional KPIs be created to mirror the five-key priority directions associated with the vision statement. These five priorities are:

1. Designing quality educational experiences relevant to our customers;
2. Providing industry with relevant customized training;
3. Facilitating lifelong learning at a time and place that suits the learner's needs;
4. Building strategic partnerships with industry, alumni, and post-secondary institutions; and
5. Promoting innovation and development of new ideas and new processes.

It struck me as I read the list that the most important item was missing! What is that you say? What about staff morale? Is that not an important priority, and what will we use as an indicator for that? Coincidentally, at the same time we were having this e-mail discussion, news spread that there was to be an annual climate survey. Eureka! That was the answer! I immediately sent a suggestion indicating that the results of the survey be used as another KPI. Much to my surprise my e-mail partner agreed.

It is refreshing that administration recognizes that employee morale is very much an issue that deserves attention. It should be more important than bricks and mortar. This institution will develop its reputation from its employees and the quality of the students under their tutelage, not from its buildings. Let us hope that we will see more recognition of this fact in the months and years to come. ♦

EDITORIAL COMMENT

The editorial in the Nov./Dec. issue of the SAFAGRAM was based on a draft policy on the Re-employment of Refirees that was provided to the Association. At the time of publication, this was the most current information available to SAFA.

Since the editorial was published, the information was challenged by H.R. Subsequently H.R. forwarded a finalized policy to the Association. Although the policy was received by the Association on December 10, 2001, it was signed and dated October 29, 2001.

As SAFA President, Ceril Kenny, stated in her letter of response to H.R. on December 18, 2001, "it would help all of us to receive information in a timely fashion. If the Association is acting on out-dated information, this does neither the Association itself nor SAIT management any good."

Continued on Page 3

IN THIS ISSUE

Keys to the Kingdom.....	1
Editorial Comment	1
BOG Report.....	2
TLC	3
Super Stumper	3
SAFA Committees	4
Library	5
Editorial Cartoon	6

SAFAGRAM

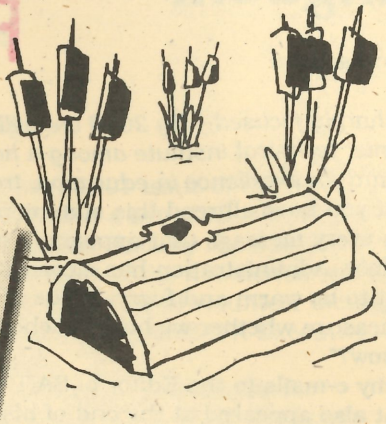
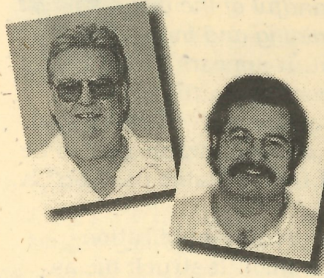


Volume 8 • No 3

Jan/Feb 2002

BOG Report

by Gary Codner/Chris Smith
Faculty Representatives
SAIT Board of Governors



January 2002

Since our last report, we have had one full Board business meeting, which was held on November 27. At this meeting, a commitment was made by the Chairman, Russ Wells, to review the way the Board operates.

Both Gary and Chris attended the BOG Holiday Reception & Dinner on December 6. Past faculty representative Katherine Henry was lauded and presented with a clock for her work on the Board.

Both representatives attended the SAFA Christmas Party on December 12 and were grateful for all the words of advice, feedback, and encouragement that was received. We were also grateful for the marvelous foods that James McWilliams, Ray Gauthier, and Walter Ruttimann and their students provided. We would also like to thank SAFA (particularly Heather Sagan and Cathie Dudge) for all their hard work.

On January 24 the BOG had a team-building meeting in the Highwood, which both Gary and Chris attended. This was a social occasion with no agenda or formal business discussed. Yet again the students and staff supplied a truly exceptional meal—Thank you all.

SAFAGRAM

Editorial Board

Heather Sagan
Pat Squibb
Chris Smith
Wendy Strashok
B.J. Hamilton—Cartoonist

Layout

Luda Paul

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SAFAGRAM is published by the SAIT Academic Faculty Association (SAFA) five times a year on or about the first days of October, December, February, April, and June. Deadline for submissions is the 10th of the month preceding publication. Send submissions to SAFAGRAM, care of the SAFA office, N201 or e-mail submissions to luda.paul@sait. Please keep submissions under 300 words, double space, and, if possible, submit on floppy disc (Mac or DOS) with an accompanying hard copy. Submissions may be edited for grammar, length, or content. SAFAGRAM editorial policy, as

approved by the SAFA Executive on June 14, 1995, is as follows:

1. The Editorial Board has the final say as to what is included or deleted from the newsletter.
2. Editorial Board decisions about newsletter material must be agreed to by consensus.
3. The newsletter will include a disclaimer stating that the views expressed in its content do not necessarily represent the views of the Editorial Board or SAFA.
4. All material included in the newsletter must
 - be signed by the author when submitted to the editors but anonymity may be requested and granted for printing.
 - be based on "reasoned argument" if personal criticism is used.
 - not involve name-calling.
 - not include sexist, racist, or homophobic comments.
 - be related to SAIT, although this will be interpreted broadly.

The views expressed in SAFAGRAM do not necessarily represent the views of the Editorial Board or SAFA.

As part of our Board duties, Board members are **required to visit** an academic department and if time permits a service department as well. These visits are intended to:

- "foster an environment of ... teamwork and participation"
- "enhance the appreciation of board members for the diversity of SAIT's programs and services"
- "increase the board members' understanding of the purpose of the department"
- "to focus the department on SAIT's vision, mission, and mandate."

The visits include time to "meet with the Dean/Director and **such Supervisors and department members who may wish to meet with the Board member.**" The next step is to "**have a guided tour of the department with the Department head and meet staff in their place of work**" where "**informality is encouraged.**" I would expect, as we are almost 50% through the academic year, that most of you have already had the opportunity to meet with your department's respective Board member.

Chris was assigned to the Manufacturing and Automation Department and Facilities Maintenance. Alex Zahavich, Dean of Manufacturing and Automation, met with Chris on November 6, when they discussed how the department was planning to support SAIT's vision, mission, and mandate. Chris also met with Bill Duffett (Facilities Maintenance), and his supervisory staff on November 29. He was advised of the challenges they face in keeping up with the Academic Division's expansion. After this meeting, Chris toured the shops, and met with some of the Facilities Maintenance staff. Gary was assigned to the Center for Academic Learner Services (CALs) and Fund Development, where he met with Pat Martens and Scott Decksheimer respectively. Also, Gary had a tour of the facilities and met with quite a few of the staff members.

The faculty representatives are only allowed to serve on the following committees/work teams: **Audit and Financial**, the **Employee Recruitment and Retention Work Team**, the **Expansion Project Work Team** (Gary) and the **Trades and Technology Promotion Work Team** (Chris). Other committees/work teams are in existence but contain no representation from student/faculty/employee groups and generally do not disclose their minutes or agendas.

Both faculty representatives attended the first Recruitment and Retention Work Team meeting on January 10, when a start was made in setting up "a formal venue for the discussion related to the strategic plan. This committee is charged with developing a strategic plan (*implementation in 5 - 10 years*) to recruit and retain employees." Due to concerns about the aging faculties in Alberta post-secondary institutes and colleges, there has been much research done provincially in this area by the Renner Committee. The Minister subsequently appointed a Working Group on Faculty Attraction and Retention chaired by Ms. Kjersti Powell. The Alberta government has made available immediately, province-wide, over \$12.5 million (ACIFA newsletter November 2001) to assist in **Faculty Recruitment and Retention**, which will amount to \$40 million over two years. The University of Calgary faculty newsletter (*Academic Views*, Nov./Dec. 2001) has a very good article on this subject, along with the government's initiatives. (There is a copy in the SAFA office.) The timeline that the SAIT BOG team has been directed to follow is for implementation in five to ten years.

A Potpourri of Web Sites



by Denis Beaulieu
Teaching & Learning Centre

Here is a mix of web sites that may be of use to you. Don't worry about writing down the addresses; all these sites are available on the Resources page of the TLC's E-Learning (Laptop) Instructor's site:

http://learnat.sait.ab.ca/tlc/tep_inst.

<http://www.webpagesthatsuck.com/>

"Web Pages That Suck," produced by Vincent Flanders. A humorous site with a serious mission: "learn good Web design by looking at bad Web design." Spend some time with this site and you'll never be accused of employing "Mystery Meat Navigation" in your course website.

<http://www.aahe.org/technology/ehrmann.htm>

"Implementing the Seven Principles: Technology as Lever," by Arthur W. Chickering and Stephen C. Ehrmann. This site is a four-page paper, based on a Bulletin published in 1987 by the American Association for Higher Education: "Seven Principles for Good Practice in Undergraduate Education." The paper at this site outlines the application of the Seven Principles in a technology-mediated learning environment.

<http://photosonline.sait.ab.ca/>

"SAIT PhotosOnline." This site provides navigation tools, including a Keyword Search, to select from over 400 high-quality SAIT photo images. The collection also includes almost 3000 stock images (non-SAIT), along with order information. The images on the site are optimized web thumbnails and won't "size up" very well. You'll get better quality by ordering the real thing.

*BOG Report
continued from page 2*

The **2002 Alberta Boards of Governors Workshop** is scheduled for **April 12 and 13 at the Fantasyland Hotel in Edmonton**. The theme of the workshop is "Investing in the Future" with sessions focusing on 3 key areas:

1. current and future impact of demographics on the Alberta college system;
2. issues and practical, pragmatic solutions within the current college system, which must be addressed to ensure its viability; and
3. innovative and collaborative approaches to the delivery of post-secondary education in the college system.

Chris and Gary are planning to attend this event, and both would appreciate feedback and direction from all interested faculty on these key areas so that we can do as the Minister has directed; i.e., "ensure that the views of the Faculty are heard." ♦♦

<http://www.vts.rdn.ac.uk/>

"The Resource Development Network Virtual Training Suite."

A set of online tutorials designed to help students and instructors improve their Internet information skills. You can work at your own pace. Tutorials take about an hour each to complete and include quizzes and interactive exercises to lighten the learning experience. Subject areas include business and engineering. Each subject-area tutorial includes a tour of key sites for that discipline, along with exercises in searching and critical thinking.

<http://www.animfactory.com/>

"Animation Factory," a free source of animated graphics that you can include in; for example, PowerPoint slides, e-mail messages, and web sites. You must promise to use this site sparingly!

<http://www.lib.berkeley.edu/TeachingLib/Guides/Internet/FindInfo.html>

This is the highly respected Internet Tutorial site produced by the University of California at Berkeley. Topics include the basics of Internet searching, advanced search strategies, evaluation of web site content, and recommendations regarding search engines, subject directories, and meta-search engines. ♦♦

"SUPER STUMPER"

Thanks to everyone who responded to the Super Stumper in the Nov./Dec. SAFAGRAM. Robert Scott, Construction Department, was the first person to provide the correct answer "I don't know." on Monday, December 17. Robert is the recipient of a gift certificate for lunch for two at the Highwood Dining Room.

If you were to spell out numbers, how far would you have to go until you would find the letter A?

The first faculty member to provide the correct answer to this question to Heather Sagan in the SAFA office on Friday, March 8 will win a gift certificate for lunch for two at the Highwood Dining Room.

*Editorial
continued from page 1*

For your reference, a copy of all policies is available in your department, in Human Resources, or in the SAFA office. ♦♦

SAFA Committees



by Heather Sagan

In the Nov./Dec. 2001 issue of the SAFAGRAM, we included a list of all volunteers of the SAIT Academic Faculty Association. In subsequent issues of the newsletter, we will

be providing details of the duties of volunteer faculty members. In this issue we are profiling the SAFA Executive Committee and Faculty Council.

SAIT faculty members are ultimately responsible for offering instruction that has made SAIT the institution of choice for learners in fields as diverse as the apprenticeship training, technologies, business, health sciences, communication, hospitality, and engineering. Through the SAIT Academic Faculty Association (SAFA), the Association attempts to ensure that the working relationships at SAIT are conducive to the continuing quality of SAIT instruction.

The Technical Institutes Act of Alberta requires that the institute have a faculty association. Any SAIT employee who is delivering any instructional component is a member of the faculty association. The SAIT/SAFA collective agreement requires members to remit association dues. SAFA has two broad functions: a professional one that arises out of SAFA's concern for students and the instructional process and one that arises out of the Technical Institutes Act related to arriving at and enforcing a collective agreement.

SAFA Executive Committee

The SAIT Academic Faculty Association is required to have an annual election prior to June 15 each year to elect an executive committee to manage the business and affairs of the Association. The Executive Committee consists of the President, the Secretary-Treasurer, a representative of the previous Executive Committee and divisional representatives (called Directors), all of whom have full voting rights. There are two directors elected for each division:

DIVISION I: Construction, Manufacturing & Automation, and Transportation,

DIVISION II: Information & Communications Technology, Energy, Centre for Learning Systems, H.R., Customer Services

DIVISION III: Health & Public Safety; Business & Tourism; Centre for Academic Learner Services.

Faculty in full-time permanent positions must fill the positions of President and Secretary-Treasurer. All other positions on the Executive Committee are open to all faculty members. The terms of office of the Executive member shall be one year, and no member of the Executive may serve more than three consecutive full terms in the same Executive position.

Role of a SAFA Director

A Director is one of two representatives from Division I, II, or III on the Executive Committee. The Executive Committee meets every Wednesday from September to June at 3 p.m. in N201 in the SAFA Boardroom.

1. Participate in managing the business and affairs of the Association.
2. Provide two-way communication between faculty members and the Executive Committee.
3. Promote faculty involvement in SAFA affairs and those issues at SAIT in which faculty should be involved.

4. Attend all Executive Committee meetings. Prepare by reading the agenda, previous minutes, and any attachments as well as seeking faculty input as required.
5. Attend Faculty Council meetings (October - June) which are held the first Tuesday of the month (4:00 - 5:30 p.m.).
6. The Executive Committee shall select, prior to the Annual General Meeting, one of the Executive members to be the Acting President to fulfill the responsibilities of the President in his/her absence.
7. Five members, one of whom must be the President or Acting President, of the Executive shall constitute a quorum of the Executive for the transaction of Association business at an Executive Meeting.
8. Every reasonable attempt must be made by the President or Acting President to notify each member of the Executive of meetings which are normally held every Wednesday.
9. Executive meetings shall be open to attendance, but not participation, to any member unless the Executive, by majority vote, decides otherwise. Approved Executive Minutes shall be available to members at the SAFA Office.

Faculty Council

Faculty Council provides two-way communication with the SAFA members in each department; carries out requests of the Executive Committee and Faculty Council in terms of distributing information to and seeking information from the department; provides guidance and support to instructors with concerns or problems; promotes faculty involvement in SAFA affairs and those issues at SAIT in which faculty should be involved.

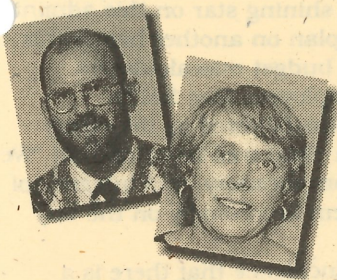
Department representatives and alternates shall be elected for a one-year term by each department. Each department shall have one representative and alternate for each 40 members or portion thereof to a maximum of two (2) representatives per department, based on an all-inclusive number of permanent and contract instructors in each department. Each department is responsible for notifying the Executive of their representative(s) and alternate(s).

The Faculty Council shall be responsible for recommending policy to the SAFA Executive. All policies established by the Faculty Council and adopted by the Executive shall remain in effect unless changed by a General Meeting. The Faculty Council shall approve the budget prior to the Annual General Meeting. Faculty Council must authorize expenditures above the line items approved in the budget for any fiscal year.

Role of a Faculty Council Representative

1. Attend Faculty Council meetings or ensure an alternate attends.
2. Provide two-way communication between Faculty Council and the SAFA members in the department (may include verbal or written report, posted or distributed, to department members, of each Faculty Council meeting).
3. Carry out requests of the Executive in terms of distributing information to and seeking information from the department.
4. Encourage attendance at SAFA meetings as required, (e.g. Annual General Meeting, special meetings, Negotiations Update meetings, Board of Governors meetings).
5. Provide guidance and support to instructors with concerns and/or problems.
6. Promote faculty involvement in SAFA affairs and those issues at SAIT in which faculty should be involved. ♦

LIBRARY REPORT



by Dave Weber, Library Customer Relations and
Nora Robinson, Library Instruction
www.sait.ab.ca/library

- ⇒ The library hosted an invitational gathering to celebrate the photography donation of photographs to the Library by George Webber on February 7. George's photographs are on display on Level 1 of the Library.
- ⇒ The library also hosted a series of tours and database searching demos during the January Open House.
- ⇒ Staff news includes the retirement of Joe Hill in October. Joe is currently wintering in Tucson, Arizona. Michelle Racine Stacey gave birth to a lovely daughter, Grace Paige, in early November. Peggy McNeil joined the Audio Visual department in December as Michelle's maternity cover off.
- ⇒ We are currently recruiting for two librarians. The positions to be filled are knowledge management research analyst, a contract position until June 2002, and a reference and collection librarian, an ongoing position. Zahina Iqbal is now full time with Knowledge Management projects such as an Instructor Resource Centre.
- ⇒ Two Library and Information Technology program practicums were hosted in the library in January. A three-week full-time practicum placement for a second year student ended on January 25. All first-year Library and Information Technology students complete a four-hour practicum in library circulation. They began on January 17 and will conclude at the end of the semester.
- ⇒ The start of the winter semester was once again a busy time for student library skills orientation. As of January 30, over 600 students had attended a Library Skills Workshop or Advanced Research Skills class or gone on a tour. Several more tours and workshops are booked for February. ♦♦

PRESIDENT'S MESSAGE



by Ceril Kenny

Congratulations to everyone involved in the SAIT Open House this year. It appeared to have been a huge success. I was able to spend some time here on the Saturday but was unable to visit all of the venues. However, I was amazed at the variety of activities that reflect what we do at SAIT everyday. I've been employed at SAIT for a number of years and Open House was like a professional development day for me.

SAIT managers are presently in the throes of budget discussion with an apparently large shortfall in the operational budget. We hear many uncertainties and concerns being expressed around campus right now. Some examples of the kind of questions that are asked are:

"Why is SAIT still hiring so many non-instructional/administrative staff?"

"Are there going to be staff/faculty cuts in departments to help balance the budget?"

"How will we deal with the projected growth in grant-funded programs (as per the SAIT strategic plan)?"

"Why is the ratio of management to instructional and support staff moving to favor management? At what point does this ratio become a problem in the sustainability of the quality of instruction?"

What makes SAIT the educational institution that it is? As an educational institute, our reputation has to be based mainly on the quality, timeliness and relevance of instruction. So what effect will the budget cuts have on these factors? Unfortunately, a number of faculty members come from previous years of drastic cuts and tend to be somewhat less than optimistic about the future.

Change in the workplace is a reality but change can be managed in many ways, both negative and positive. As faculty, we have some management responsibilities—we manage classrooms, instruction, workload, student evaluation, etc.; and I'm sure that sometimes we manage some work situations better than others. What makes some managers more effective than others? What makes some work areas more positive than others? These factors have to be identified and then we need to actually pay attention to changing them as required.

We are expecting the results of the SAIT Employee Survey very soon—some of these factors may be identified there. It will be very interesting to know the results and to hear what will be done to address problems. I think that we can be assured that there will be more change. However, too many changes occurring simultaneously create confusion. ♦♦

Letter to the SAFAGRAM Editorial Board—a faculty member perspective . . .

Kudos to SAIT's Administration

I believe there has not been enough recognition given to SAIT's Senior Administration and their accomplishments over the last couple of years.

We've come off a banner year with the opening of the new Heart Building, which came in "on budget" as we've been told. Bonuses and salary settlements of up to 29% were awarded last summer to senior management for the previous successful year.

Faculty and staff morale has been raised by bringing in outside consultants last Fall to conduct a more professional and unbiased SAIT environment survey. After all, it was the malcontents and poor wording, which biased the original survey. Personally, I have been sitting on the edge of my seat for the past 6 months waiting for the results to be massaged in a good light and released. I sure hope to see them before the summer. I am so glad to see that SAIT's Statement of Value on Communication is being acted upon.

Knowing the difficult and unforeseen position that SAIT's budget has been put in due to the September 11 terrorist attack and the downturn in the economy, it is understandable to see how it can grow to \$4 million in the red.

The nice part is that the budget was prepared over a year ago during the Fall 2000/Winter 2001 sessions, which coincided with SAFA's arbitration award. We can be grateful that administration had prior knowledge to plan for this settlement.

That brings up another point: I think that the Administration has hit the nail on the head—we need more administration at SAIT. In one department, an informal survey found that the support personnel to instructor ratio was roughly 1.8 to 1. I'm glad to see that I have almost 2 full-time support personnel to help me. I just wish that they were not so busy with their bureaucracy so that I could actually use them.

The quick response and solution to the \$4 million budget shortfall has been admirable. Returning to the 1980's management solution of downsizing was well thought out and

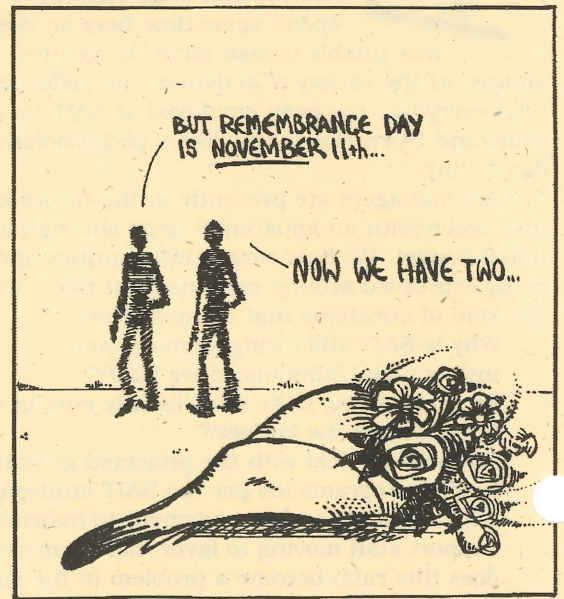
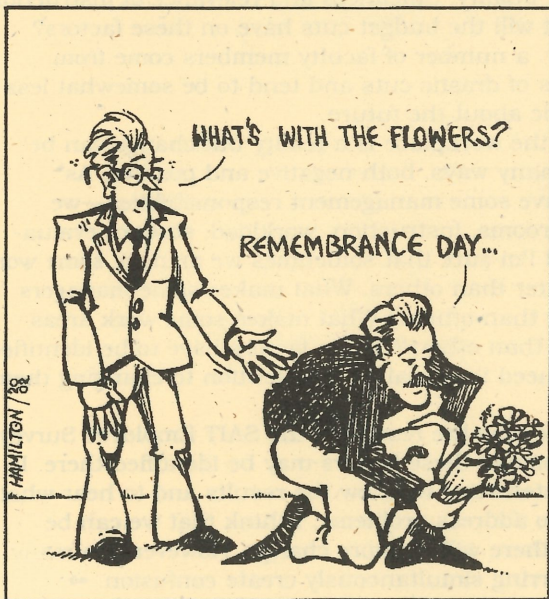
executed. The laying off of over 45 long-term and loyal SAIT employees will quickly and effectively balance this year's budget and should put another shining star on this administration. They should be able to plan on another bonus this year for solving this unforeseen budget miscalculation.

It is fortunate for these ex-employees that SAIT's Statement of Values on People was followed as they were marched out the door. They can sleep well knowing that "We value the cooperation, innovation, diversity, and integrity of each individual" and treated them accordingly on the way out.

And yes, it really is just a coincidence that there is a budget deficit which requires such drastic action whenever SAFA starts negotiating a new contract. In a cost-cutting move, outside contractors have been brought in to provide services that the former SAIT employees were providing. It is comforting to know that there will be many new people unfamiliar to SAIT wandering around keeping the foundation of our campus operating. I know that I have a lot of work requests that need to be addressed in order to keep my classes running. Naturally, this ties in well with SAIT's Vision Statements about "Building strategic partnerships with industry... ." SAIT has been living up to its Mission Statement quite well—starting with the 45 laid off employees. They've introduced them to the "changing world of work," and I'm sure their severance packages will equip them "to compete successfully."

I am glad that the administration has taken to heart the Statement of Value on Commitment, especially on the commitment "to the communities we serve." We serve many communities and definitely show our support by providing more skilled workers (via ex-employees) to the Calgary community.

Lastly, we must thank the SAIT's Board of Governors for supporting the administration in their decisions. It is particularly morale boosting to see that the Statement of Value on Accountability is held in such high esteem. SAIT as a whole is accountable for the management decisions that have occurred during the past year, and we all must share the blame. Unfortunately, the 45 ex-employees seem to share the blame more than others... ➔



News Item: February 11th, 2002 - SAIT abolishes 45 AUPE positions