



# VCCFA Union Handbook

The Vancouver Community College Faculty Association  
has represented instructors at VCC's campuses  
for over 65 years

# History

## 1951 to now

As unions do, we post our certification from the Labour Board at the VCCFA office. It's our license to operate. A couple of years ago we noticed that the first version of the "cert" was dated February 1951.

We have tried to find out what we can of the union's past, but it is often difficult. For example, it's possible to speculate what went on between 1949 when Vancouver Vocational Institute (VVI) opened and 1951 when the Vocational Instructors' Association (VIA), as we were known for our first forty years, was certified. Unfortunately, as with most of the early years, there's hardly any available documentation.

The union's work was then, as it still is, intertwined with the work that goes on through the institution of VCC and its predecessors. The history of the institutions becomes a large part of the personal history of the workers and in turn, of the history of the union. But there is much that is unique to the union.

The VCCFA is the result of many transformations, all of them the work of a free, democratic association of education workers. We created the VIA at VVI when it was one of the province's network of vocational schools--two decades before community colleges came into being. Later, we took in the ESL, Special Needs, Adult Basic Education and College Preparatory faculty of the Special Programs Division of what was briefly Vancouver City College, headquartered at the old King Edward High School site at 12th and Oak. It was an integral part of the Vancouver School Board's adult education program. We did not allow distinctions to be made against our librarians and counsellors and they too became part of the union. We lost colleagues to other institutions and gained others at different times. All through these transformations we continued the struggle for a voice in the operations of the college, equitable working conditions and fair treatment. The struggles themselves were transforming--from the few high-profile strikes to the daily and weekly work of the members of the executive, stewards and committee representatives.

Each of us has their own perception of their own story at VCC and their own perception of the work of the union. Some view the union's work as part their work. Some view it as an advocate and as a service provider. Some view it as a protector of the rights and benefits in the collective agreement. We all know its role as a bargaining agent--protecting, clarifying and enhancing rights and salary. Some view it primarily in its role at VCC. Others have a view of its place in our provincial federation of faculty unions, FPSE (Federation of Post-Secondary Educators) and our alliances with other education unions. Still others are concerned with its place in the wider labour movement and in social movements beyond. All these views are correct. The union has been, and continues to be, all these many things and its continuing history is something to celebrate. A process more than an institution.

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# Introduction

The VCCFA's website is at:

[www.vccfa.ca](http://www.vccfa.ca)

Available at the website is the most up to date information about or copies of:

- The Collective Agreement
- VCCFA Constitution and Bylaws
- Union Officers
- News Updates
- FAQs
- Seniority Lists
- Links

The purpose of this Booklet is not to duplicate all the above information there, but to provide a synthesis of it and a quick and easy reference to other important information.

# Office Information



## Where is the VCCFA main office?

Our main office is located on the corner of Homer and Pender in a heritage building.

#401-402 West Pender Street  
Vancouver, B. C. V6B 1T6  
Telephone # - 604-688-6210  
E-mail – [info@vccfa.ca](mailto:info@vccfa.ca)

## Broadway Union Office

Room 2654, Building A, Broadway Campus

*Union officers and stewards are often at the Broadway Office. Members can have group or private meetings at either office and arrange to meet officers at either.*

## Who's at the Pender Street office?

Amarys Joseph is our Office Administrator whom you find in our main office, 401.

Amarys works Monday to Friday from 9:30 a.m. to 4:30 p.m. and can help you with any number of general questions or direct your inquiries.

The offices of the President, Vice-President and Chief Steward are located just down the hall from the main office.

# Executive and Stewards – 2024/25

## Executive

<u>Name</u>	<u>Position</u>	<u>Contact</u>
Taryn Thomson	President (24)	<a href="mailto:tthomson@vccfa.ca">tthomson@vccfa.ca</a>
Frank Cosco	Vice President (24)	<a href="mailto:fcosco@vccfa.ca">fcosco@vccfa.ca</a>
Todd Rowlatt	Secretary (25)	<a href="mailto:trowlatt@vcc.ca">trowlatt@vcc.ca</a>
Bobbi Mand	Treasurer (25)	<a href="mailto:bmand@vcc.ca">bmand@vcc.ca</a>
John Demeulemeester	Chief Steward (25)	<a href="mailto:jdemeulemeester@vccfa.ca">jdemeulemeester@vccfa.ca</a>
Taslim Damji	Member-at-Large (24)	<a href="mailto:tdamji@vcc.ca">tdamji@vcc.ca</a>
Karen Brooke	Member-at-Large (25)	<a href="mailto:kbrooke@vcc.ca">kbrooke@vcc.ca</a>
Sarah Kay	Member-at-Large (25)	<a href="mailto:skay@vcc.ca">skay@vcc.ca</a>
Nahid Ghani	Member-at-Large (25)	<a href="mailto:nghani@vcc.ca">nghani@vcc.ca</a>
Andrew Candela	Member-at-Large (24)	<a href="mailto:acandela@vcc.ca">acandela@vcc.ca</a>
Jeremy White	Member-at-Large (25)	<a href="mailto:jwhite@vcc.ca">jwhite@vcc.ca</a>

- elected till the Annual General Meeting of the year indicated

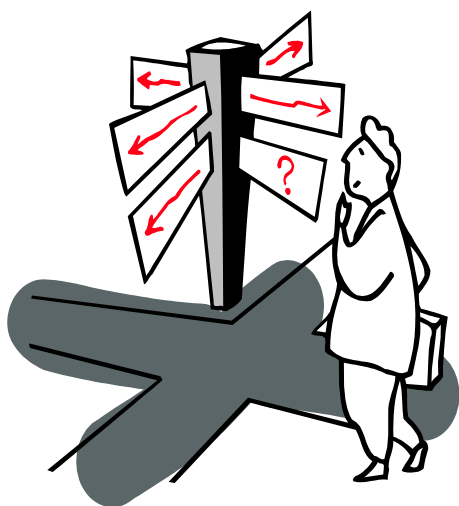
The Executive meets monthly from 12 noon to 4:00 pm at alternating offices (Pender Street Union office and Broadway Union office). Members are welcome to visit. Members and groups wishing to discuss something with the Executive are also welcome and should talk with the President to set up a convenient time to attend.

## Stewards

John Demeulemeester (25)	Chief Steward	<a href="mailto:jdemeulemeester@vccfa.ca">jdemeulemeester@vccfa.ca</a>
Karen Brooke (25)	Broadway	<a href="mailto:kbrooke@vcc.ca">kbrooke@vcc.ca</a>
Nahi Ghani (25)	Broadway	<a href="mailto:nghani@vcc.ca">nghani@vcc.ca</a>
Elizabeth Gulistani (25)	Broadway	<a href="mailto:egulistani@vcc.ca">egulistani@vcc.ca</a>
Ken McMorris (25)	Broadway	<a href="mailto:kcmorris@vcc.ca">kcmorris@vcc.ca</a>
Keith Krentz (25)	Downtown	<a href="mailto:kkrentz@vcc.ca">kkrentz@vcc.ca</a>
Todd Rowlatt (25)	Broadway	<a href="mailto:trowlatt@vcc.ca">trowlatt@vcc.ca</a>
Andrew Candela (25)	Broadway	<a href="mailto:acandela@vcc.ca">acandela@vcc.ca</a>
Sarah Kay (25)	Broadway	<a href="mailto:skay@vcc.ca">skay@vcc.ca</a>
Trishna Nazareth (25)	Broadway	<a href="mailto:tnazareth@vcc.ca">tnazareth@vcc.ca</a>
Judith Wallace (25)	Broadway	<a href="mailto:juwallace@vcc.ca">juwallace@vcc.ca</a>

**Meetings with Stewards can be arranged at the member's convenience.**

## Your Stewards



**Not quite sure about something – call us!**

Stewards work to orient members to their work at VCC. They help members protect their rights and represent members to management. They are here to serve you. Call with your questions or concerns.

If your questions are regarding your rights under the Collective Agreement, call the Chief Steward.

Chief Steward: 604-688-6210

### **VCC/VCCFA Collective Agreement**

If you would like a hard copy of the Collective Agreement, please connect with the Union office.

### **Dues**

Dues, currently set at 2.15% of gross salary are set by the membership. They are tax deductible.

# Want to become active in the Union?

## We Can Always Use Help.

**If you are interested in becoming active in the union, talk with the President, Vice-President or Chief Steward.**

**There are lots of ways to be involved: executive, stewards, committees etc.**

### **Elected Positions:**

The Executive and Stewards are elected at the Annual General Meeting, usually held in late November, early December.

### **Election Process:**

Prior to the Annual General Meeting talk to a member of the Executive to see what the expectations are and what the time commitment will be. Then, prior to the Annual General Meeting, have a union member nominate you and fill out the nomination form. Your name will then stand for election.

Nominations may also be made and accepted from the floor of the AGM.

### **At the AGM:**

Nominees usually give a very short speech.

If the number of nominees equals the positions open, election is by acclamation, otherwise ballots are cast.



# Personal Information Protection Act (PIPA)

In order to be in compliance with the Act, our faculty association's offices had locking cupboards installed and our databases were password protected.



Requests for member information are thoroughly scrutinized to ensure compliance.

Our Privacy Officer is the Secretary of the Association.

# PROFESSIONAL DEVELOPMENT

VCC faculty members have negotiated a few different funds to access regarding professional development. There are specific rules governing each of the funds. Although there are different dollar amounts and review processes for each fund, all can be used to cover the cost of conferences and other activities. Guidelines about each fund can be found on the College shared drive at [J: common/pd funds](#) or on the VCCFA website at [www.vccfa.ca](http://www.vccfa.ca). In addition, the guidelines for the PD funds can be found in our [Collective Agreement, Appendix X](#).

## 1. PD Funds

These funds are managed entirely by campus-based volunteer faculty committees. All regular or term instructors who are half time or more, and complete 7 months of service within a fiscal year, are eligible to receive approximately \$250 annually on a prorated basis. These funds are governed by Appendix X in the VCCFA/VCC Collective Agreement, and can cover the cost of:

- Applied research/publishing
- Conferences
- Courses/programs (*including those required to complete a diploma or degree*)
- Liaison/visits with industry
- Memberships/subscriptions
- Performing/presenting
- Purchase of books, software, or specialized supplies
- Seminars/workshops
- Study of new techniques and technology
- Other approved activities

## 2. Adjudicated PD

This \$50,000 fund is administered by a joint College/VCCFA committee, and each allocation is limited to amounts between \$250.00 and \$1,000.00. Monies are available for “hard costs” such as courses and conferences, directly related to the employee’s program or area.

## 3. Common PD

This fund is also administered by a joint College/VCCFA committee; however, the committee only recommends applications to the appropriate Vice President for final approval. Allocations from this fund is limited to between \$1,000.00 and \$3,500.00.

Applications for PD funds should be sent to the appropriate campus committee. There is a shared application form for Common and Adjudicated PD Funds. This application should be sent to the Secretary, Vice President, Education.

## WHAT IS THE VCCFA CHERYL DRAPER MEMORIAL SCHOLARSHIP?

The Faculty Association awards annually two \$1,000.00 scholarships to a child or spouse of a VCCFA member in good standing to further their post-secondary education.

Applicants for the VCCFA Scholarship are judged on academic qualifications, as well as outstanding contributions to their community. A committee, made up of at least three VCCFA members (usually one VCCFA Executive member, and often the parents of the last year's scholarship recipients are on the committee) choose the successful candidates.

When making this decision, names, and any other identifying characteristics are blocked out, so that the committee has no knowledge of who has applied for the scholarship. This process provides for a fair review of all candidates.

Applications must be submitted by 4 p.m. on March 31<sup>st</sup> of each year. The scholarship winners are announced at the VCCFA General Meeting in June.



# Our Committees

For the current committee representative(s) or member(s), check the website, <http://www.vccfa.ca>, or call the office 604-688-6210.

## VCCFA Committees

<b>Community Action</b>	Funds are set aside in the VCCFA budget each year to help local organizations involved in some way in improving the life of the community. Contact: Vice President
<b>Constitution</b>	This committee prepares and monitors appropriate changes to the bylaws. Contact: President
<b>Investment Committee</b>	This is a committee made up of Executive Members who help the Treasurer with investment decisions. The Committee is struck at the request of the President. Contact: Treasurer
<b>Negotiating Committee</b>	This Committee is elected prior to bargaining and remains in place until the bargaining has been completed.
<b>Nominating Committee</b>	This ad hoc group is struck 2 months prior to the AGM.
<b>Lobbying</b>	This is an ad hoc group that responds to the need for publicity, media responses or a lobbying campaign. Contact: President
<b>Vancouver &amp; District Labour Council</b>	We are members of Vancouver's oldest local labour organization. It provides a way for a broad alliance of unions with common causes to support one another.
<b>VCCFA Scholarship</b>	This committee meets to award the annual Scholarship. Contact: Vice President
<b>Wellness</b>	Contact the VCCFA Office to send a card for members who have taken ill

## Collective Agreement Committees

Information about most of the following committees can be found in the Collective Agreement.

Current representatives or members noted are on the web-site at:

[www.vccfa.ca/officers/committees.html](http://www.vccfa.ca/officers/committees.html) .

### Adjudicated & Common

#### PD Funds Committee

Appendix IX

VCCFA Appointees and Administrators

Administers \$50,000.00 for Adjudicated PD and  
\$100,000 for Common PD

*[Adjudicated PD provides allocations of up to \$1000 annually and  
Common PD, up to \$3500 annually for PD activities such as conferences]*

#### Education Leave

Article 8.3

VCCFA Appointees and Administrators

#### Joint Steering

Article 3.10

2 VCCFA appointees and 2 Administrators

Contact: Chief Steward

Oversees evaluation and appraisal processes

#### Occupational Health & Safety

Article 25.4

VCCFA appointees for each campus

usually three members for each campus

#### PD Funds Committee

Appendix VIII

3 VCCFA appointees for each campus

Administers \$100,000.00

## Other VCC Committees, Boards or Councils

#### Benefits Administration

3 VCCFA Appointees

#### Governance Election

President

#### Operations Council

2 VCCFA Appointees

From time to time the College may strike other committees for which they will request a VCCFA representative who is chosen by the Executive.

If you are interested in participating on any committee, please contact the office at (604)  
688.6210.

# Meetings and the Annual General Meeting

Information about our Meetings is found in  
Article 5 of the Association's Bylaws.

- We have a minimum of 3 General Meetings a year plus our AGM which is held in late November or early December. There may also be Special (or Emergency) Meetings called throughout the year.
- Notification of meetings and the agenda are emailed to faculty seven business days prior to the meeting and posted on the VCCFA website.
- All regular and term instructors employed at the time of the meeting are eligible to vote. Instructors who are laid-off but on recall can also vote. Auxiliary instructors who have worked at any time during the month when the meeting is held, can also vote. The quorum is 30 members in good standing.
- The AGM is usually held off campus, as there is a social following. Elections for the Executive and Stewards take place at the AGM.
- General Meetings are held on one of the two campuses when space is available.
- Our union's fiscal year runs from October to September. The budget is presented for approval at the September General Meeting.
- **Meetings are usually held in the afternoon and instructors are given permission by the College to leave work for their students, so they may attend the meeting.**

# Methods of Communicating

<b>Telephone</b>	<p>The office number is 604-688-6210. Instructions on how to reach the President, Vice-President, Chief Steward and Treasurer are available on that line.</p> <p>Phone numbers for all the Executive members and the Stewards are on the website and usually in the Newsletter.</p>
<b>E-mail &amp; Website</b>	<p>Members of the VCCFA can be contacted through the union's e-mail address which is <a href="mailto:info@vccfa.ca">info@vccfa.ca</a>. As well, the President, Vice President and Chief Steward have vccfa.ca e-mail addresses. These can be found at the website: <a href="http://www.vccfa.ca">www.vccfa.ca</a>.</p>
<b>Offices</b>	<p>Members can drop by the 402 West Pender Street office any time during working hours. The union office at the Broadway Campus is Room 2654 located on the second floor near the College and Career Access Department offices. It is not staffed on a regular basis, but appointments can be made to meet at this location. During Bargaining, the negotiating committee will often use this space as might other union committees.</p>
<b>Drop-Ins</b>	<p>The Chief Steward, Stewards and the President host several drop-ins throughout the year. These are usually held over lunchtime and in the later afternoon (for the evening shift) and are at the union office at Broadway, at the main office on Pender.</p>
<b>Bulletins</b>	<p>Various bulletins are sent out to members. Often, all IRAs (Instructors with Responsibility Allowance such as Department Heads and Coordinators) are sent notices which they are asked to post. Bulletin notices are often colour-coded – e.g. all Negotiating Committee bulletins or newsletters will be on the same colour.</p>
<b>Newsletter</b>	<p>The content of the VCCFA Newsletter is primarily the responsibility of the Vice-President. The Newsletter always contains a "Message from the President" and information from the Chief Steward. The members of the Executive and the Stewards are also listed. Reports from FPSE Standing Committee members are often included. Articles from members are welcome – just talk with the VP.</p>

## Our Affiliations

The VCCFA is Local 15 of the Federation of Post-Secondary Educators of B.C. (FPSE).

Forty percent of the dues paid to the VCCFA go to FPSE and in return we receive a myriad of services, including legal support, and participate in the work of the Federation through a number of Standing Committees, Presidents' Council, Conferences and the AGM.

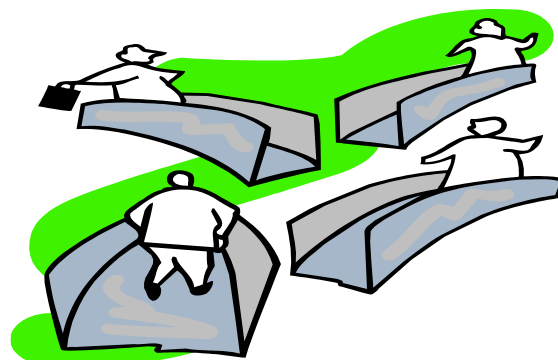
Through our membership in FPSE we have a number of other affiliations:

BC Fed – BC Federation of Labour

CLC – Canadian Labour Congress

CAUT – Canadian Association of University Teachers

NUCAUT - National Union of CAUT





# The Federation of Post-Secondary Educators of BC (FPSE)

The College, Institute and Educators Association was organized in 1980 (as a provincial union replacing its predecessor, the College Faculties Federation (CFF), founded in 1969), to provide faculty at colleges and institutes with a collective provincial voice. At the AGM in May 2004, the name was changed to the Federation of Post-Secondary Educators of B.C. to better reflect its changed membership.

Member locals now represent over 8,000 faculty and staff at most of the post-secondary colleges, university colleges, institutes and agencies in the province. FPSE provides B.C.'s educators with a wide range of labour relations and professional services.

## **FPSE's Services to Members Include:**

- ❑ A collective voice to present the views of college, university-colleges and institute faculty on education policy to provincial politicians, Ministry officials, the public and the media.
- ❑ Collection, analysis, and distribution of information on educational policy, labour relations, pension legislation, human right law, and women's equality issues.
- ❑ Expert advice on all aspects of union work through an assigned Labour Relations Staff Representative.
- ❑ Legal counsel to provide advice and representation in arbitrations, court cases, and other legal actions.
- ❑ A defence fund for financial support of members involved in strikes, lockouts, or situations honouring picket lines.
- ❑ Representation by FPSE staff in bargaining, grievance handling, and arbitration, workers' compensation, unemployment insurance and other hearings.
- ❑ Training in labour relations for faculty involved in bargaining and contract maintenance.
- ❑ Standing Committees with representatives from each local working to identify and address issues of concern within their mandates. Current committees are: Bargaining Coordination, Contract Administration, Decolonization Reconciliation Indigenization, Education Policy, Professional Development, Pension Advisory, Status of Women, Human Rights, Non-Regular Faculty, Occupational Health and Safety, Private Sector Policy and Disability Management.

- Regular liaison with the BC Teachers Federation, the Canadian Federation of Students, Confederation of University Faculty Associations (CUFA-BC) and other provincial and national educational organizations. A founding member of the national Coalition for Post-Secondary Education and the Coalition for Public Education (BC).

FPSE and a member local “host” the Annual General Meeting usually held in mid-May. Each local may send a certain number of delegates based on the size of the local. Delegates are funded by FPSE.



## Federation of Post-Secondary Educators

Website: [www.fpse.ca](http://www.fpse.ca)



Federation of  
Post-Secondary Educators  
of BC

***Members with a question or concern about FPSE  
must contact our Executive first.***

## FPSE Standing Committees

The VCCFA has a representative on each committee.

Check the website: <http://www.vccfa.ca> for each committee's current representative or call the union office at 604-688-6210.

**Bargaining** Chair of our Negotiating Committee  
**(BCC - Bargaining Co-ordination Committee)**

**Contract Administration** Chief Steward  
**(CARC – Contract Administration Review Committee)**

**Decolonization, Reconciliation & Indigenization (DRIC)**

**Education Policy (EPC)**

**Human Rights and International Solidarity (HRISC)**

**Non-Regular Faculty (NRFC)**

**Workplace Health, Safety & Environment (WHSEC)**

**Pension Advisory (PAC)**

**Private Sector Policy (PSPC)**

**Professional & Scholarly Development (PSDC)**

**Status of Women (SWC)**

FPSE Standing Committees usually meet twice a year, once in the fall and then before the Spring Conference which is usually in February. The meetings and workshops are normally a Friday night and all day Saturday.

## Presidents' Council (PC)

Between AGMs, PC is the primary decision-making body. It consists of the President of each local and FPSE Executive. Only the Presidents have voting power. PC meets at least six times a year.



(2018)

## New Member FAQs

Much of this information is available on our website or in your Collective Agreement.  
It is subject to change so check for the latest information.

### 1. How is my salary determined and can I get my initial step placement changed?

Article 5.6, of the Collective Agreement sets out the parameters for step placement. There is only one eleven-step scale in our agreement and theoretically one may be placed anywhere on it but in practice the College uses guidelines for placements. Placement criteria are set out for consideration and the College must provide a written rationale for how they have placed someone. Instructors may discuss their initial placement with the College and can ask for a steward to go along with them.

Within six months of the initial placement an instructor may ask for a review with a different administrator and may at that time submit any additional information. It is advisable to consult with a steward first.

*HINT: Fill out the College Application form with as much detail as possible especially the column for how many hours a week previous positions involved.*

### 2. How will I be evaluated?

Term instructors and those hired as probationary regular instructors are expected to have summative evaluations. The process mandated by the Collective Agreement, Article 16. Details are found in Appendix VII – Evaluation of Term and Probationary Regular Instructors. It is a complex process so those going through it are urged to contact a steward if they have any questions or concerns.

### 3. Is my workload the same as other instructors in my area, or is it different because I'm a term instructor?

Usually all instructors within a department, term or regular, have the same workload profile. For example: so many hours per week of class time and so many for tutorials. The workload profile may differ somewhat between departments or areas but usually not for the individuals in the same department or area. Under the Collective Agreement, no instructor may be assigned more than 25 hours a week of any combination of assigned duties (see Articles 6.1 and 6.2.) Twenty-five hours is the maximum number of assigned duty for Counsellors and Librarians as well.

#### **4. What is the salary and how do I get paid?**

The full salary scale is available in the Collective Agreement at Appendix I. The lowest step is Step 11, and the highest is Step 1.

The College does a direct payroll to the bank of your choice. Faculty are paid every two weeks (bi-weekly).

#### **5. When do I qualify for benefits?**

As long as your contract is halftime or more, there are benefits that you are entitled to depending on the length of that contract and your overall length of service with the College. Check the website's FAQs and/or the local Collective Agreement, Article 7 – Benefits and the chart in Appendix IIIA.

As a term instructor on a contract of less than one year, your pay includes all vacation pay due and you earn sick leave (Article 7.7). For further details see Article 7. When one is less than half-time there is a 3% extra payment in lieu of benefits.

#### **6. How do I get to be a regular instructor at VCC?**

There are two main ways:

- ***Hired as a Probationary Regular***

Some instructors are hired as probationary regulars. After one year and a successful evaluation, one's status becomes permanent regular.

- ***Become regularized.***

Under our local Collective Agreement, the person, not the position, becomes "regularized". If a term appointment of 50% or more continues for about 19 months (380 days) out of any continuous 24 months, the instructor automatically becomes a regular instructor on the first of the month following 380 days. Not more than 201 days (about 10 months) in a College-fiscal year can count towards regularization.

**Please note the following:**

**After 6 cumulative months of term appointment, further appointments must be offered by seniority.**

## FAQs: Regularization

2

### What is it?

This is the process by which instructors move from term status to regular status.

Most instructors start under term appointments. If these term appointments continue at half-time or more for about 19 months (380 days) out of any continuous 24 months they automatically become regular instructors on the first of the month following. Not more than 201 days (about 10 months) in a fiscal year can count towards regularization. After 6 months of term appointments, further appointments must be offered by seniority so one can have an expectation of re-appointment. Term instructors are expected to have successful summative evaluations. There can be no more than two in any two-year period.

*Notes: It is possible for a person to be hired directly as a regular instructor at VCC; in these cases, one's first year is probationary during which one goes through summative evaluation. We do not have regular status at less than half time.*

### **7. Are the days towards my regularization the same as my seniority?**

Regularization and seniority calculations are not the same. For regularization, a day is a day as long as it is half time or more. If you have a one-month contract at 50% (half time), you have earned 20 or 21 days (depending on the month) towards regularization. However, seniority calculations are prorated. In this example, 20 days at half-time accrues 10 full-time days of seniority.

Concurrent with or following your first term appointment, auxiliary work done counts towards seniority but not for regularization or increments.

Once on the seniority list an instructor remains on the list for 24 months after one's last term appointment.

### **8. Is it mandatory to join the College Pension Plan?**

All instructors who are initially hired as full-time regulars or whose salaries reach one-half of the Yearly Maximum Pensionable Earnings are required to join the Pension Plan. Detailed information about the College Pension Plan is available at <http://www.pensionsbc.ca>.

### **9. Where is the line between union and management?**

As is often the case in the college sector, some traditional management functions such as scheduling are handled for the most part by the department and at the department level. These functions are set out in our Collective Agreement.

The forty plus Department Heads are in the union as are the Instructional Associates, Coordinators and Assistant Department Heads.

Excluded management essentially has three levels: Dean or Director, Vice-President and President.

**NOTES**