

The Cheese Stands Alone

Situating the University of Waterloo within the Canadian Academic Library Landscape

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Article abstract

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ABSTRACT

Despite a body of scholarly literature about the labour conditions of Canadian academic libraries/librarians, little has been written about non-unionized Canadian librarians/archivists or the related historical and evolving labour environment at the University of Waterloo. Drawing on archival records and scholarly literature, this paper situates Waterloo within the Canadian academic library landscape in conversation with existing assumptions and understandings about academic and/or faculty status. It documents failed attempts at unionization and representation of librarians/archivists by the Faculty Association of the University of Waterloo (FAUW), the role of Waterloo administration in those outcomes, and the nature of, and changes to, the Librarian and Archivist Employment Handbook over time.

Keywords: *academic archivists · academic librarians · academic status*

RÉSUMÉ

Malgré un corpus de publications scientifiques sur les conditions de travail des bibliothèques/bibliothécaires universitaires canadiens, peu a été publié sur les bibliothécaires/archivistes canadiens non syndiqués en général ou sur l'environnement de travail connexe historique et évolutif à Waterloo. S'appuyant sur des documents d'archives et la littérature savante, cet article situe Waterloo dans le paysage des bibliothèques universitaires canadiennes en conversation avec les hypothèses et les savoirs existants sur le statut académique et/ou professoral. Il documente les tentatives infructueuses de syndicalisation et de représentation par la Faculty Association of the University of Waterloo (FAUW—Association des universitaires de l'Université de Waterloo), le rôle de l'administration de Waterloo dans ces résultats, ainsi que la nature et les changements

apportés au Librarian and Archivist Handbook (Manuel des bibliothécaires et archivistes) au fil du temps.

Mots-clés : *archivistes universitaires · bibliothécaires universitaires · statut académique*

THE University of Waterloo (Waterloo) is a somewhat unique labour environment in the Canadian academic library landscape. Waterloo librarians/archivists¹ are staff, are not afforded academic status, are not faculty, and—like the vast majority of Waterloo faculty and staff—are not unionized. In contrast to a collective bargaining model within a union context, labour conditions for librarians/archivists at Waterloo are shaped both by institutional-level policies and by the complementary efforts of the University of Waterloo Staff Association (UWSA) and the Librarians' and Archivists' Association of the University of Waterloo (LAAUW).²

The day-to-day work, service, and research outputs of librarians/archivists at Waterloo is informed by the *Librarian and Archivist Employment Handbook* ("The Handbook"). This document outlines the standards and operational guidelines for Waterloo librarians/archivists with the aim of aligning their work, service, and research—and the assessment thereof—with those of librarians/archivists at other Canadian universities. Initially written to reflect the working conditions and professional expectations of librarians, the Handbook has evolved over time to include archivists, and now incorporates advancement and evaluative guidelines that better reflect specialized, non-liaison roles. The Handbook includes the ranks and criteria used during the review of librarians/archivists by their peers "in regards to performance, impact on the organization and profession, and their readiness to advance through the professional ranks at the University of Waterloo."

Colleagues at other Canadian institutions often assume a clear sense of what librarians/archivists at Waterloo do *not* have and have an even clearer sense of what they think about those perceived deficiencies.³ How these components of academic life exist and function, between and within institutions, are less clear cut than

1. Librarian/archivist will be used throughout as a catch-all term for librarians and archivists at the University of Waterloo Library in roles requiring an MLIS or equivalent. In most cases historical references to 'librarians' can be assumed to also apply to archivists given the present day scope of both LAAUW and the Librarian and Archivist Employment Handbook.

2. Archivists was added to the association title in 2019. Throughout this article, for chronological precision, "LAUW" refers to the association prior to this addition and "LAAUW" refers to the association after it.

3. Anecdotally, both authors and several of their colleagues have been told by other academic librarians/archivists that they would never work at Waterloo because of the (perceived) absence of one or more entitlements. Increased transparency about existing labour conditions at Waterloo by LAAUW has also been framed (rather disappointingly given the labour history on campus that follows) as anti-union.

these presumptions imply. Insofar as collective agreements can be used to evaluate the components of academic status, Harrington and Gerolami (2014, 165) note “a troubling lack of consistency across many important provisions [...] workload, duties, responsibilities and job descriptions are themes that vary widely and are not well documented.”

In what follows, we argue that Waterloo librarians/archivists enjoy many of the benefits of “academic status” as articulated by the 2018 Canadian Association of University Teachers’ (CAUT)’s *Academic Status and Governance for Librarians* policy statement, particularly as they pertain to rank-based promotion and access to research and professional development support. They may appear superficially different from those in place at other universities, and the weight of their efficacy in comparison to a formal Collective Agreement may be subject to debate, but they often do not represent a marked contrast to the conditions which prevail at other institutions in the sector. The scholarly literature related to academic status at Canadian universities consistently points to spotty realizations of academic status as the norm rather than the exception.⁴ With that in mind, an exploration of the structures and documents which create the conditions of librarian/archivist labour at Waterloo may prove illustrative.

Despite a body of scholarly literature about the labour conditions of Canadian academic libraries/ians, little has been written about non-unionized Canadian librarians/archivists or the related historical and evolving labour environment at Waterloo. Drawing on archival records and scholarly literature, this paper situates Waterloo within the Canadian academic library landscape in conversation with existing assumptions and understandings about academic and/or faculty status. It documents failed attempts at unionization and representation of librarians/archivists by the Faculty Association of the University of Waterloo (FAUW), the role of Waterloo administration in those outcomes, and the nature of, and changes to The Handbook over time.

Situating Waterloo in the (Canadian) Academic Library Labour Context

Academic/Faculty Status

A great deal of literature has been published about academic status for Canadian librarians (Savage 1982; Leckie and Brett 1995; Walter 2013; Jacobs 2014; Galbraith et al. 2016; Antell and Hahn 2020) and this paper will not seek to duplicate that work.

4. Harrington & Gerolami, 2014; Jacobs, 2014; Kandiuk & Sonne de Torrens, 2018.

We propose instead to review a selection of this literature insofar as it pertains to CAUT policy statements regarding academic status and governance and is relevant to understanding Waterloo's situation.

In a review of CAUT/Canadian Association of College and University Libraries's 1977 *Guidelines on Terms and Conditions of Employment for University Librarians* (Guidelines), Leckie and Brett (1995, 4) noted a discrepancy between "faculty status" and "academic status". The cornerstone of "academic status," as they articulate it, is a "greater emphasis placed on performance of a librarian's professional duties as the major criterion for permanent appointment and promotion, instead of the faculty triumvirate of teaching, research and service" (4). The *Guidelines* further suggest that ranks for librarians should correspond to those of faculty rather than mirror them.

Repositioned and refreshed in 2018 as the CAUT policy statement *Academic Status and Governance for Librarians*, the Guidelines have served for over three decades as a benchmark for assessing librarians' academic status. However, as Jacobs (2014, 31), studying the operation of "academic status" at Canadian universities in 2012 notes, fewer than half of CAUT's unionised and faculty-adjacent librarians could truly be said to possess academic status, and even that bar could only be met when taking local interpretations into account. Walters (2016, 167) reinforces this, arguing that "[c]ertain components of faculty status are substantially more or less common than faculty status itself, and nominal faculty status does not correspond to a clear-cut set of working conditions, rights, or responsibilities."

Commonly-accepted definitions of academic and faculty status for librarians are somewhat unwieldy, and this difficulty is compounded by the plurality of interpretations of what benefits are attached to either "academic" or "faculty" status. Antell and Hahn (2020, 1) link faculty status to "job security, shared governance, academic freedom, and time to conduct research." Walters (2016, 167), by contrast, determined that the two best indicators of whether a group had *true* faculty status were the eligibility for peer review (promotions process) and sabbaticals. Hosburgh (2011, 6) explained that one of the benefits of faculty status was the perception and influence of being labelled as faculty, and the potential of improved relationships with faculty that might be expected to result. Taking a somewhat different tack, Hoggan (2003, 436) pointed to the idea of "status" as essentially a kind of tokenism. Perhaps most uncomfortably—or most plainly given the ever-shifting rationales for librarian/archivist "status"—Savage (1982, 287) equated academic status with pay: "If professional librarians were to be paid as support staff, they would be treated as support staff. If they were paid salaries similar to faculty, they would be treated equally as professionals." He identified librarian workloads—understood as responsibilities beyond teaching, research and publication—as a key challenge to

obtaining and navigating academic status, particularly in the absence of release time afforded to faculty members to pursue research and scholarly work (288–289).⁵

Current Labour Context

Librarians/archivists at Waterloo are not unionized. At present, the University has memorandums of agreements with FAUW (faculty representation, with the exception of sessional instructors) and UWSA (staff representation, with the exception of Food Services, Plant Operations, and Special Constable Services staff), and a collective agreement with CUPE Local 793 (Food Services and Plant Operations staff). At the time of writing, collective agreements with OPSEU Sector 9 (Special Constable Services) and CUPE for sessional instructors, have not been negotiated.

Librarians/archivists at Waterloo are staff, and are represented to University administration through UWSA. The Association represents staff on University policy committees such as those on benefits, salary, and safety, among other items. For those with paid membership, UWSA provides a variety of assistance related to grievance matters at the institution, including legal assistance.

LAAUW represents librarians/archivists to Library administration. LAAUW advocates for better working conditions for librarians/archivists through changes to the Handbook and by maintaining an active channel of communication with Library administration about ongoing challenges and concerns. Joining LAAUW is optional, and not all librarians/archivists are members. There is no formal relationship between LAAUW and UWSA.

FAUW represents faculty to University administration. Historically, LAAUW has sought academic status through attempts to join FAUW and has been represented by FAUW negotiators as part of those attempts (detailed later in this paper). Despite not being represented by FAUW, LAAUW maintains a collegial relationship with the faculty association and elects a LAAUW member to sit on the FAUW board as a non-voting member.

Unionization Attempts at Waterloo

Unionization of Staff

At the time of writing only the Food Services and Plant Operations staff at Waterloo are unionized; they have been represented by CUPE Local 793 since 1992. In what follows, the term “staff” refers to the remainder of staff at Waterloo who are

5. For more about the connection to pay or lack-thereof with regards to faculty and/or academic status see with Hosburgh (2011, 6) and Walters (2016, 166).

represented by the UWSA. Several past attempts for larger groups of staff to unionise have ultimately stalled.

The first attempt at furthering Waterloo staff unionization was in the early 2000s by an undefined group of staff to join the Canadian Auto Workers. Their efforts, however, did not meet the target 40% threshold of approval from the prospective membership (*Daily Bulletin* August 1, 2001). A subsequent effort in the late 2000s to bring together several other employee groups as a new OSSTF local similarly failed with a 72% vote against unionization (Baldasaro February 29, 2008).

Waterloo's administration has, by and large, not been supportive of unionization efforts on campus. Ahead of the late 2000s vote, university president David Johnston expressed a preference for those represented by the Staff Association to remain union free, pointing to the risk of having less time to focus on staff issues because of bi- or tri-annual negotiation cycles (Baldasaro February 1, 2008). At around the same time the Waterloo student newspaper, the *Imprint*, reported anti-union messages sent out by associate provost of human resources Catharine Scott:

In a memorandum sent to university staff members in USG Grades 1 to 8, Scott reminded UW staff that "unions like any other business seek to increase their revenues. They do so by adding new members and collecting union dues. UW represents a significant increase to their revenues with a 1.3 per cent levy from each staff member. With a three year contract, the teachers' federation stands to gain about two million by automatic deduction from your pay cheques." (Baldasaro February 1, 2008)

FAUW and Unionization

Waterloo faculty have only collectively attempted to unionize once.⁶ The push occurred between 1995 and 1996 when FAUW sought certification as a bargaining unit for faculty and other faculty-like employees, including librarians. Voting days were scheduled for April 17 and 18, 1996, with only in-person votes eligible (*Daily Bulletin* April 12, 1996). Campus officials had requested that the vote "exclude librarians, language instructors, part-time faculty who have less than 50 per cent of a full load, lab demonstrators, and department chairs." (*Daily Bulletin* April 10, 1996) Votes cast by librarians, along with those cast by other disputed parties, were kept aside until OLRB hearings could be held to determine the composition of the association bargaining unit should the union vote pass (*Daily Bulletin* April 12, 1996); a subsequent OLRB ruling⁷ explicitly included librarians in the voting constituency.

6. In a December 2022 vote, Waterloo sessional instructors voted to unionise through CUPE: <https://cupe.ca/university-waterloo-instructors-join-cupe>

7. Faculty Association of the University of Waterloo v The University of Waterloo, 1996 ON LRB 1276, <<https://advance.lexis.com/api/permalink/72d9a2ae-dd8a-491b-b32c-dda6a8ab1a82/?context=1516831>>, retrieved on 2022-03-02

The outcome of the vote and the hearings was reported in the campus newsletter the *Daily Bulletin* two days after the vote on May 15, 1996: 51% voted against unionization (*Daily Bulletin*).⁸ University president James Downey viewed the collapse of the union push as a sign of confidence in campus' ability to collectively address issues (*Waterloo Chronicle* 1996; *Daily Bulletin* May 16, 1996). A statement released by the president of FAUW, Ian Macdonald, indicated that "[p]rior to counting the votes, the University Administration had agreed to a FAUW bargaining unit which included Department chairs and included librarians, staff language instructors, research faculty and adjunct or special faculty whose normal workload is the equivalent of four one-term courses or more per year." (*Daily Bulletin* May 17, 1996). Given the failed vote, he noted that inclusion of these groups in FAUW would only be possible if Waterloo administrators voluntarily included them or allowed their inclusion during Memorandum of Agreement (MoA) negotiations set to begin in the fall of 1996 (*Daily Bulletin* May 17, 1996). Neither scenario would play out as hoped.

Following the union vote, despite the OLRB's ruling that librarians be included in FAUW's voting constituency, senior Waterloo officials did not support the desire of LAUW members' to be represented by FAUW and actively derailed attempts by LAUW to join the FAUW membership. This outcome speaks to Jacobs' (2014, 18) finding that "assignment of academic status to academic librarians rested ultimately with academic administration" in which a key challenge was convincing administrators that the work of librarians "was integral to the teaching and research function and, hence, that professional librarians should be considered academic staff." Jacobs' reading of the situation was not new. Decades earlier, Oboler (1977, 278) argued that "[o]ur status, as we all know, is usually determined for us, and what suits the administration or the faculty (whichever is in actual control of the governance of a particular institution) will, perforce, have to suit us." Through this lens, the absence of faculty or union representation of librarians/archivists at Waterloo is not best understood as a professional moral failing rooted in a lack of desire or effort.⁹ It is instead a reality rooted in a stubborn and long-standing administrative climate against those types of representation.

8. To date the only successful union drive for faculty affiliated with the University of Waterloo occurred in the spring of 2009 when faculty at St. Jerome's University (SJU), one of Waterloo's federated colleges, unionized after a vote of non-confidence in SJU president Rev. David Perrin by St. Jerome's University Academic Staff Association.

9. For an example of such sentiment, Labour Studies professor Larry Savage of Brock University (2019) referred to Waterloo as winning "the award for worst case scenario" during a talk at the October 2019 CAUT Librarians' and Archivists' Conference.

Attempts at Librarian/Archivist Faculty Representation at the University of Waterloo

1992

In a 1992 statement on the matter, University Librarian, Murray Shepherd explained that the “status of a profession cannot be enhanced by using another name, nor do the members of that profession achieve higher status by appending themselves to another group, which is perceived by some to have higher status.” In his view “academic status implies association with and involvement in the primary role and goals of the University, i.e. teaching and research.” For Shepherd, extending faculty status to librarians would alter what it means to be a faculty member: “Faculty are concerned with the propagation and dissemination of knowledge; librarians may do one or all of these things from time to time, but only incidentally to their role as providers of information, or more often sources of information. Those things are linked, they are not the same in my view.”

Correspondence from late 1992 shows that despite Shepherd’s stance on the matter LAUW was steadfast in its desire for faculty representation. In a series of December 1992 letters, the LAUW president Shabiran Rahman (December 8, 1992a; December 8, 1992b; December 18, 1992a; December 1992b) notified campus administration, and FAUW and UWSA representatives, of LAUW’s intention to pursue affiliation with FAUW; Shepherd was copied on each letter and responded by going out of his way to undermine LAUW’s position. In a 1993 letter copied to relevant campus and association administrators, Shepherd underscored that of the 176 full-time library staff, 45 were eligible for LAUW membership and that 26 of those people voted for FAUW affiliation. In doing so, he identified himself as a LAUW member who did not support affiliation and stated: “There may have been a time and there may still be a place for librarians to affiliate with faculty associations; this is certainly not the time, the University of Waterloo is not the place.”

1998

Following the failed unionization attempt, the revised FAUW MoA ultimately excluded librarians (*Daily Bulletin* May 11, 1998) but the desired partnership was built into the agreement. The final version of the MoA, which is still in force, was ratified by 94% of FAUW members during a vote in May 1998 (*Daily Bulletin* May 28, 1998). One provision of the revised MoA bound both parties to “additional negotiations regarding the proposed inclusion of librarians as Members for the purposes of this Agreement” no later than November 1, 1998 (Memorandum of Agreement 1998).

Pursuant to that agreement, two representatives of FAUW and two librarians met with Waterloo's negotiating team. At that meeting five main reasons for the proposed partnership were presented to the administration (LAUW 2001, 5):

1. Two 80% votes by librarians (in 1992 and 1998) formally requesting representation by FAUW;
2. The acknowledged distinction between librarians and other library staff outlined in the University of Waterloo's Professional Staff Manual;
3. Representation of librarians by faculty associations at 90% of Canadian universities;
4. Similarities between librarians and faculty, including a commitment to academic freedom, peer reviewed promotion through ranks based on scholarly and professional achievements, and increased instructional duties due to expanding complexity of library services and user needs; and
5. The requirement of minor MoA changes, with librarians offering to table required articles.

On November 24, FAUW's chief negotiator indicated that university officials signalled no interest in engaging with any of the above points (*Daily Bulletin* November 24, 1998). FAUW considered the position a "complete and total violation" of the MoA, but Waterloo administrators remained unmoved (*Daily Bulletin* November 24, 1998). Internally, the FAUW negotiator's comments drew a rebuke from the administration. The then-Provost sent a stern letter to FAUW's President (Kalbfleish 1998a) saying that the administration's mere attendance at the meeting was equivalent to "negotiations" whether they chose to engage with presented points or not. The administration's summation of what happened points less to good faith bargaining and more to a paternalistic power dynamic: "After considering the arguments put forward, the UW team did not agree that a compelling case had been made for FAUW representation of librarians. Negotiation is not synonymous with acceptance of the FAUW position." It went on to state that "[t]here appears to be no point in resuming negotiations, particularly in light of the public statements that have now been made."

Given the breakdown in the negotiation process, the FAUW negotiator requested that the administration's position on the representation of librarians by FAUW be documented in writing. In response, the then-Provost released a statement that equated librarians with support staff rather than professionals who inform or influence academic considerations:

Many others provide essential services in support of our academic programs and research: librarians, computer professionals, technicians, co-op co-ordinators, counsellors and so on. But it is still the regular faculty of the university who are responsible for its academic programs, standards and future directions. (Kalbfleish 1998a)

LAUW responded on January 27, 1999, expressing disappointment in the “limited and even outdated fashion” that the Provost framed the roles of librarians (LAUW 2001, 10-11). A response to the Provost’s comments prepared on behalf of the FAUW Board of Directors echoed LAUW’s disappointment (Wilson 1999) and rightly concluded that the negotiations related to librarian representation by FAUW had been “derailed, not ended.”

A review of available archival and administrative records confirms FAUW’s assertion that efforts to establish a partnership between faculty and librarians would continue. The refusal of campus administrators in the 1990s to acknowledge and uphold the right of librarians to be represented by FAUW had a substantial impact on L(A)AUW’s later strategic direction and organizing. One direct consequence was a reinvigoration of LAUW itself; the Association was formally re-constituted “after several years of dormancy” at an Annual General Meeting in 2000, a recognition of librarians’ intent to work together in support of their interests, and efforts to establish a partnership between faculty and librarians would continue.

2003

In 2003, LAUW again attempted to seek FAUW representation for librarians. The archival records are somewhat unclear on the timing of this attempt, but it may have been linked to an external review of the Library by McMaster librarian Graham R. Hill (2002). Hill’s final report noted “very different views” about the role of librarians held by Waterloo administrators and librarians (Hill, 17). During this round of negotiations, FAUW’s negotiating team comprised one faculty member and two librarians; University Librarian, Murray Shepherd, was once again part of the administration’s team (FAUW February 27, 2003; Waterloo February 27, 2003).

At the first meeting, FAUW presented three reasons for the partnership, shifting away from faculty alignment arguments put forth during the 1998 negotiation towards an emphasis on optics and competitiveness for Waterloo as an institution (FAUW February 27, 2003):

1. Librarians need academic freedom and the best coverage is provided by 6.1 of the FAUW MoA.
2. Librarians believe that Waterloo is at a disadvantage with regards to hiring and that representation by FAUW would increase the status, and presumably the appeal, of librarian positions at Waterloo.
3. Morale issues tied to a belief that the UWSA does not represent Librarians well and a shortage of opportunities afforded to Waterloo Librarians to contribute

to a better work environment through involvement in campus committees, like those colleagues at the TriUniversity Group of Libraries¹⁰ have access to.

The administration argued (FAUW March 27, 2003) that academic freedom at Waterloo was tied to teaching and research, which were not the primary functions of librarians. In their view, librarians were instead suitably protected by “intellectual freedom” under the Canadian Charter of Rights and Freedoms—a position drawn from the now-defunct Canadian Library Association’s Intellectual Freedom Position Statement. FAUW and the librarians countered that the Charter’s articulation of “intellectual freedom” does not protect citizens from “*reprisal*” (original emphasis) for their regarded opinions—a central tenet of academic freedom. Conceding that was true, Waterloo administration suggested revising the Handbook to strengthen its existing language on intellectual freedom.

Waterloo (March 27, 2003) viewed the recruitment competitiveness argument as without merit due to the healthy enrolment rates in Ontario library and information science programs; they also pointed to librarians’ statistically average years of service at Waterloo as evidence that retention was not an issue either. Neither argument saw any real traction at the table as a result.

Low morale was similarly minimized by the Waterloo administrators (Waterloo March 27, 2003; FAUW March 27, 2003). They suggested that morale and workload issues were widespread on campus and thus not unique to librarians—unintentionally revealing a great deal about the attitude of the Waterloo administration regarding labour issues on campus and the climate in which the negotiations were taking place. In response, FAUW (FAUW March 27, 2003) argued that the morale issue was tied to librarians’ not being “given enough respect in the current structure,” pointing to UWSA’s apparent inability to adequately address the concerns of its LAUW constituency as a failure of representation. While the administration did not (as noted) deny the technical existence of a morale issue among librarians, they refused to engage with the idea that FAUW representation would improve matters. Instead, the administration proposed that the librarians send them a specific list of concerns.

During a meeting on April 22, a list of twelve issues identified by LAUW (Fullerton 2003) was distributed for review; the administration only agreed to discuss

10. The TriUniversity Group of Libraries is a co-operative administrative relationship between three geographically close Ontario universities: University of Guelph, University of Waterloo, and Wilfrid Laurier University. As a result, working conditions of librarians/archivists at both campuses are often used as comparators with those at Waterloo.

six (Waterloo April 22, 2003).¹¹ Sensing an impasse, and with no movement on the position of the administration, the talks ended in June 2003 (FAUW June 2, 2003; Waterloo June 2, 2003) aided by a mutual agreement that the administration would work directly with librarians to address their concerns, in the absence of FAUW, subject to a review in six months' time (FAUW June 12, 2003; Waterloo June 12, 2003).

A meeting to discuss the outstanding "librarians' issues" was convened on October 28, 2003, by new University Librarian, Mark Haslett (Ad Hoc Working Group 2004, 3). The meeting resulted in the establishment of an ad hoc working group (herein referred to as Ad Hoc Working Group) composed of Haslett, two other members of Library administration, and four librarians. Three of the issues (the grievance process, academic freedom, and vacation entitlement) were disqualified for discussion, being regarded as within the purview of an existing Staff Relations Committee.¹² The remaining eight issues were deemed suitable for review within the purview of the Handbook. After ten meetings, four of the issues were addressed with changes in the Handbook (described further below). The remaining four issues related to librarian/archivist participation in decision making, either within the Library (strategic planning, layoffs) or outside of it (participation in policy making/Senate) and salary. These issues were largely dismissed or minimized by Library administration.¹³

In April 2004, given the progress the working group made on several of the concerns raised by librarians, the LAUW executive conducted a membership survey following the release of the group's outcomes report. Librarians were asked if they were interested in being represented by FAUW and the position of the majority remained unchanged: 21 said yes; 3 said no; and 4 abstained.

In addition to establishing a clear framework within which Waterloo administration would allow for meaningful discussion about "librarians' issues," the 2003 push for affiliation with FAUW and the outputs of the Ad Hoc Working Group positioned The Handbook as the preeminent means to discussion about and improvements to labour conditions for librarians/archivists.

11. The issues were ordered by priority with the top six as follows: Insecurities about the legal status of the Handbook; staff grievance processes; academic freedom; lagging salaries; inadequate initial vacation time; lack of formalized procedures related to professional development.

12. The Staff Relations Committee deals with issues "affecting members with respect to employment, working conditions, recruitment, organizational change, etc." and its membership "consists of members of the Staff Association and the university administration" (Waterloo Staff MOA 2008).

13. The Library agreed to operate within current policy regarding layoffs, agreed to "raise awareness" about librarian desire to participate in the Senate but noted that the UL was on the Senate as response. The group found no solution to involving librarians in Library decision making, beyond acknowledging that this was appropriate. Salary concerns were dismissed after reviewing CARL and ARL salary data.

The Handbook

Since its creation in 1980, the Handbook has undergone six revisions. The evolution of the Handbook over time is a significant testament to the changing perceptions, rights, and privileges of librarians/archivists at Waterloo. In considering the Handbook as a whole, particular attention to the affordances it documents—and how they compare to those available to colleagues at other Canadian universities—is merited.

Each Handbook revision was important in its ability to push forward conversations with Library administration. The decision to focus primarily on the outcomes of the revisions during the early 2000s attempt at achieving academic status (2004) and the results of the 2018 revisions is tied to their importance in formalizing significant improvements to the labour conditions of Waterloo librarians/archivists following sustained advocacy and consultation with Library administration by L(A)AUW.

2004 Revisions

The lasting impact of the recommendations of the Ad Hoc Working Group's report, were a series of revisions to the Handbook. The concerns raised in the report and outcomes related to the Handbook are as follows:

The legal status of the Handbook: To address concerns that the Handbook was essentially a handshake agreement that could be changed without librarian consultation, the group agreed to make clear the role of the associate provost, human resources & student services and the associate provost, academic & student affairs in reviewing and approving the Handbook. A process for reviewing the document, along with the composition of a review committee, was also established.

Lack of professional advancement for administrative librarians as a deterrent to non-administrative librarians who would otherwise consider taking on those roles: Administrative librarians were granted professional advancement reflected in the ability to “move from one salary grade level to the next (up to USG 13)” (4).

Active support for and encouragement of professional development and contributions to librarianship theory and practice, including assistance with workload assignments and financial support for research endeavours: Revisions to the Handbook sections related to leaves were made to “facilitate, encourage and expedite use of various leave opportunities open to librarians” (2004, 5). Plans to establish a Library Study Leave Review Committee and guidelines for funded conference travel requests were also agreed upon.

Lack of financial support for professional and research expenses: A process for requesting book purchases was documented and it was agreed that institutional memberships

to professional associations would be arranged to minimize individual out of pocket fees.

2018 Revisions

The most recent revision began in spring 2018 with new University Librarian, Beth Namachchivaya acting as Handbook Review Committee (Committee) chair. It was the first time the Handbook had been substantively reviewed since 2010, apart from housekeeping updates undertaken in 2016. Currently, The Handbook revisions process requires the selection of a committee that consists of the UL, the Library administrator who directs human resources matters, and four librarians/archivists selected by LAAUW. The 2018 revision process lasted nearly two years and the major changes that resulted are documented below.

Research Days and Study Leaves

In keeping with the CAUT Guidelines, Waterloo librarians/archivists have access to professional and research development opportunities including study leaves of up to twelve months, along with research and study days to accommodate scholarly research pursuits, as well as professional development training. Unlike some colleagues at other universities, Waterloo librarians/archivists are not entitled to sabbaticals. As staff however, they do have the option to apply for study leave, unpaid leaves, and self-funded leaves of absence.

Professional Development

Handbook changes related to professional development (PD) in the 2018 revision ultimately amounted to procedural clarity. Professional development (PD), and money to support it, was an early point of concern for Waterloo librarians/archivists—and one that has resulted in notable progress over the past several decades.

Thanks to the efforts of the Ad Hoc Working Group in 2003, librarians/archivists benefit from organizational memberships to major professional organizations paid for by the Library administration, including OLA, NISO and CRKN. They also have access to pooled PD funding; in 2010, a funding request threshold of \$1500, subject to annual review, was introduced to the Handbook, with requests exceeding that amount “subject to the approval of the Library Executive Committee.” In 2016, LAAUW Executive sought clarity on how PD funding was administered, and the Library Executive Committee clarified that librarians/archivists are also eligible for discretionary Library funding related to administrative and job-based professional development training. This means in practice that librarians/archivists may have their attendance at some events paid for by the administration rather than

through the shared annual PD pool. Librarians/archivists are also eligible to attend Organizational and Human Development workshops offered by Waterloo without drawing from the shared annual PD pool.

Where Waterloo librarians/archivists differ most from their peers is in not being entitled to PD funding, needing, instead, to apply to receive access.¹⁴ Waterloo also differs from its peers in that all members of Library staff, regardless of professional status, are able to apply for funding.

Professional Advancement

At Waterloo librarians/archivists are not faculty and are not eligible for tenure—one of the most significant distinguishing features of the Waterloo environment as compared to other Canadian universities and one often derided by non-Waterloo colleagues. However, Waterloo librarians/archivists are subject to an advancement process during which they are reviewed by their peers based on performance, impact, and readiness to advance through the professional ranks. The Waterloo advancement process is undertaken at the discretion of the individual, rather than according to an established timeline or process; there is no tenure clock. After completing a one-year probationary period, LAAUW members are considered to be continuing employees; a librarian/archivist can remain at a particular rank for their entire career, if they so choose.

The defined ranks have changed several times since 1980, with major revisions completed in 1992, 2002, and 2018 (see Appendix A for a full roadmap of each rank's evolution over time). The 2018 revision introduced extensive changes intended to establish clear and categorical differences between each rank. The goal was to create an environment within which each librarian/archivist could situate themselves and their career path, regardless of their distinct portfolio or role, and to understand how and where they might need to develop new or existing skills in order to advance. Consistent throughout versions, but clarified in the 2018 revisions, was the degree of flexibility on the criteria on which they are evaluated in order to advance, in contrast to the research/teaching/service categories that are relatively static at other institutions. Librarians/archivists at Waterloo are evaluated on the key accountabilities of their position, and may select from two of four other criteria on which to advance (professional and community service, professional development and research, specialized and advanced application of knowledge, leadership and initiative).

14. In 2019/2020, the last fiscal year before the full effect of the pandemic, on average \$1472 CAD was spent per librarian/archivist. This assumes every librarian/archivist requested funding, which is often not the case.

As part of the 2018 revision, the number of ranks was collapsed from six to four in consultation with LAAUW members and Waterloo human resources. The change was made to address a variety of long-standing issues related to how Waterloo's rank structure deviated from those in place at other Canadian universities and more than a decade of LAAUW compensation reports that documented salary inequity with colleagues at comparator institutions. One outcome was the raising of librarians'/archivists' salary floor from \$58,542 to \$69,405.

Librarians/archivists were initially mapped onto the new four rank system based on USG level. To address semantic differences between the old and new ranks, an "advancement lite" process was established to review and possibly advance librarians/archivists who believed that their rank after the mapping process did not accurately reflect their position in the Library. As a part of the process, librarians/archivists could only advance one rank. In total, 22 people applied to have their rank reviewed and 18 people were advanced.

Discussion

Despite significant gains and improvements to the labour conditions of Waterloo librarians/archivists over time there are known issues that persist; these primarily relate to representation, status, and the absence of administrative terms.

Academic Status and FAUW/UWSA Association Representation

Since the conclusion of the 2003 Ad Hoc Working Group's efforts, L(A)AUW has continued advocating for stronger academic status. In May 2015, LAUW executive released "Academic Staff Status for University of Waterloo Librarians" which stated the association's objective: "For the Faculty Association of the University of Waterloo (FAUW) to represent Librarians employed at the University of Waterloo Library." In 2019, that position underwent a significant change.

In October of that year, LAAUW struck an Academic Status Working Group. This body was tasked with investigating comparator institutions (Hale, Hutchinson, & Weaver, 2020) and their status arrangements with a view to articulating a path forward for LAAUW on the issue. One of their recommendations was to hold a vote of the membership—seemingly the first since 2004—on whether to pursue affiliation with FAUW. The vote was held in March 2021 and for the first time in LAUW's recent history, the proposal was rejected.

A key question over the course of the pre-vote consultations was: "What would affiliation with FAUW grant us?" Many factors played into this consideration. Much had changed since the last vote in 2004, including a failed unionization push by

FAUW, but much had remained the same—there was no perception that Waterloo’s history of blocking LAAUW-FAUW affiliation had softened. Since 2004, LAAUW had also secured consistent improvements, such as improvements to members’ promotion structures, pay, research opportunities and professional development, among other matters, by working directly with Library administrators. These gains had been accomplished without the involvement of FAUW or the UWSA, and affiliation with FAUW would require such discussions to conform to a broader pattern of negotiations in which the concerns of 1355 faculty would greatly outweigh those of the current complement of 35 librarian/archivists.

While Waterloo librarians/archivists (individually or collectively) may prefer to have faculty representation or a clear and enforceable statement about having academic status—which the Handbook currently lacks—much of what “academic status” entails is captured in the Handbook. As staff, librarians/archivists are also afforded many of the benefits that come with not being faculty. There is no risk of career damage if a specific degree and type of publishing does not occur, as the advancement process allows for the tailoring of one’s career path based on professional interests. Librarians/archivists have staff job descriptions which set a 35-hour work week, and have access to flex time to help navigate busier times of year when working more than 35 hours is deemed appropriate by an individual (Lamont 2010). And it must be acknowledged that librarians/archivists may in fact benefit from a two-association negotiating environment. LAAUW is free to focus on concerns specific to its members, while FAUW negotiates on a broader spectrum which tends to be extensible to others on campus; improvements to health and medical benefits secured by FAUW, for example, are generally extended in turn to other staff.

The legality of the Handbook is itself a major outstanding issue. During the 2003 negotiations between librarians/FAUW and Waterloo administrators, the Waterloo team indicated that it viewed the Handbook as having the same status as other governing documents (FAUW, June 2, 2003). FAUW disagreed that the Handbook had the same status, as it was (and is still) not reviewed by the Board of Governors (FAUW, June 2, 2003). The Ad Hoc Working Group that followed the 2003 negotiations secured the inclusion of language regarding the review and approval of the Handbook by the provost and human resources but the Handbook still does not see the same level of review as the MoA’s of FAUW and UWSA. Although the benefits of increased legal standing for the Handbook may be substantial, the cost of attaining it remains a significant unknown. Any such improvement would have a substantial impact on librarians/archivists’ relationships with both FAUW and Library administrations, as well as open the door for unclear and uncharted engagement with the Board of Governors.

Concerns related to the grievance process, academic freedom, and vacation entitlements raised by librarians/archivists have historically been rejected for discussion by Waterloo administrators on the grounds that they fall within the purview of the Staff Relations Committee. In some cases, this continues to make sense; in others, it highlights the ongoing challenge of being represented by the UWSA. The diversity and nature of staff roles within the UWSA membership means that common ground, from a collective representation standpoint, gravitates toward health, safety, and wellness issues. This broad focus makes a push to formalize the legality of the Handbook unlikely if it must be achieved through the UWSA as this may seem to be an esoteric or inconsequential goal for an Association with such wide representation. In a way, this mirrors the challenges librarians/archivists would face if they affiliated with FAUW; in either case, there is a substantial risk of important issues being subsumed by the interests of a broader community.

It bears mention that a new UWSA MoA came into effect October 26, 2022. Updated for the first time since 2008, the new MoA includes several provisions that could ultimately benefit LAAUW as a subset of wider UWSA membership. Most notable is the right of the UWSA to file and carry grievances on behalf of its members (MoA Consultation, 2022). The change means that UWSA can be asked by LAAUW to intervene on its behalf should relations with campus or Library administrators deteriorate to the extent that external association support is deemed necessary.

Academic Freedom

In an overview of attacks on academic freedom, Kandiuk and Sonne de Torrens (2015, II-12) note:

Librarians at the University of Waterloo are not members of the University of Waterloo Faculty Association, which is not certified; nor do they have an academic freedom statement as part of the Librarians' Employment Handbook (2010). The Memorandum of Agreement clause on academic freedom protects only full-time faculty, lecturers and clinical faculty; librarians are excluded.

This assessment may not consider the full scope of Waterloo's governing policies. Waterloo's Policy on Ethical Behaviour, which has been in force continuously since 1982, includes an affordance of academic freedom to faculty and staff alike:

That the University supports academic freedom for all members of the University community. Academic freedom carries with it the duty to use that freedom in a manner consistent with the scholarly obligation to base teaching and research on an honest and ethical quest for knowledge. In the context of this policy, 'academic freedom' refers to academic activities, including teaching and scholarship, as is articulated in the principles set out in the Memorandum of Agreement between the FAUW and the University of Waterloo, 1998. (Article 6)

Although librarians/archivists have academic freedom under Policy 33, the issue of reprisal, and protection from it, with regards to freedom of speech remains more clearly and extensively addressed in the FAUW MoA. The issue remains unresolved despite the inclusion of updated language regarding academic freedom for staff in a draft revision of Policy 33 proposed in 2019.¹⁵

Absence of Administrative Terms

Since its founding, the University of Waterloo Library has operated without term limits on administrative positions. The absence of terms is perhaps most problematic for the University Librarian role, as evidenced by Murray Shepherd's decades-long opposition to an affiliation between librarians and FAUW. Ridley (2014) notes that the absence of term limits also tends to encourage incumbents to remain in their established roles until they retire, which in turn tends to increase the risk of detrimental impacts on the organization. He explains:

The problem here is not that these people are not effective contributors in these roles, but that not all of them are effective contributors. Some, frankly, are simply counting the months (or years) until their retirement. In the meantime, their leadership engagement has long since waned. As a result, their organizations can atrophy and their staff can become quite bitter. Waiting for the chief librarian to retire before a library can adopt a new direction is not effective succession planning. (3)

Conclusion

Over the course of several decades, Waterloo librarians/archivists have (re)directed efforts to improve their working conditions in a manner that may best be described as "playing the cards they have been dealt." Despite repeated (and repeatedly failed) attempts at representation by FAUW, they have secured a series of notable and incremental gains that provide them with many of the affordances of academic status, achieved primarily through revisions to the Handbook.

The role that Waterloo's administration has played in the historical and present-day labour conditions of librarians/archivists cannot be underestimated. Past administrations believed that, regardless of role similarity, FAUW was not an

15. A draft version of a revised Policy 33 more clearly articulates the scope of academic freedom in a manner that touches on core librarian/archivist activities: "Academic freedom is freedom to teach, learn, conduct research, disseminate one's findings, and criticize the University, and it is freedom from censorship of materials collected and curated for scholarly purposes" (Policy 33 2019). A draft version of a revised Policy 33 more clearly articulates the scope of academic freedom in a manner that touches on core librarian/archivist activities: "Academic freedom is freedom to teach, learn, conduct research, disseminate one's findings, and criticize the University, and it is freedom from censorship of materials collected and curated for scholarly purposes" (Policy 33 2019).

appropriate body to represent librarians and archivists. The strong public statement of this belief has had a decades-long impact on librarians/archivists' approach to addressing labour concerns. In recent years, Library and campus administration have been more amenable to discussion about—and action regarding—longer-standing librarian/archivist concerns pertaining to research leaves, the composition of ranks, and salary inequity. Many of these recently-secured gains have come to fruition thanks to LAAUW's continued advocacy and regular reporting on issues like compensation, professional development funding, and academic status. In some cases, this advocacy has continued for decades.

To date, improvements to librarian/archivist labour conditions have happened largely outside the structures of either FAUW or UWSA. In an academic climate where unionization and faculty representation are frequently viewed as prerequisites for effective labour protections and rights, Waterloo librarians/archivists remain largely alone in how their achievements have been articulated, advocated for, and gained. Open and ongoing dialogue between L(A)AUW and Library administration are at the heart of those improvements.

None of this work, however, would or could have been accomplished without the gains secured for librarians and archivists at other Canadian universities often through representation by a union or a certified faculty association. CAUT's Guidelines—established, maintained, and revised by colleagues with academic status—have been equally critical. The achievements of these groups have been repeatedly pointed to by LAAUW as part of its case-making for improved working conditions at Waterloo. Although Waterloo faculty and staff have a history of voting against unionization, the gains achieved by both employee groups are directly tied to unionization efforts and gains at other Canadian universities.

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Appendix A: Changes to Librarian Ranks¹⁶

Librarian Ranks	Handbook Versions				
	1980	1992	2002	2010(2016)	2019
Librarian I	Requirements - university graduation plus a degree from an accredited library school or equivalent professional experience or training. An advanced degree in an appropriate discipline is an asset. This is the beginning level for librarians	This is a probationary rank which is the normal level for beginning librarians. Appointment to the position of Librarian I requires university graduation plus a degree from an accredited library school or equivalent professional experience or training. An advanced degree in an appropriate discipline is preferred.	The emphasis at this rank is on continuing acquisition of knowledge and skills, demonstration of increased competence and professional growth. Librarians in this rank independently perform some professional functions of limited scope. A supervisor directs most professional work.	The emphasis at this rank is on continuing acquisition of knowledge and skills, demonstration of increased competence and professional growth. Librarians in this rank independently perform some professional functions of limited scope. A supervisor directs most professional work.	The Librarian/Archivist is a professional with a good understanding of the principles of librarianship/archival practice. Under general supervision, they demonstrate the ability to work independently within established practices and procedures. They work well with others, showing and gaining respect within their key areas of accountability. Librarians/Archivists at this level exhibit good judgement and a promise of the ability to handle an increasing level of responsibility. They are beginning to engage in professional activities that contribute to the success of their unit and the Library.
Salary grade for Librarian I	Grade 13	USG 8	USG 8	USG 8	USG 10

¹⁶. Librarian has been used for ease of reference and consistency. The 2019 version of the Handbook transitioned to using Rank 1, Rank 2, etc. rather than 'level' or 'librarian' and a corresponding number.

Librarian Ranks	Handbook Versions				
	1980	1992	2002	2010(2016)	2019
Librarian 2	Requirements - educational requirements as for Librarian I plus a minimum of three (3) years related experience or a relevant graduate degree plus a minimum of two (2) years related experience. Promotion to the rank of Librarian II is not automatic, nor is it based on years of experience alone, but requires a record of successful fulfilment of criteria as outlined in the position description of Librarian I. This is the level of a specialist in a functional area where there is a requirement for a good understanding of the principles, techniques and practices of library science and/or a specific discipline or, administratively, the level of a librarian in charge of a small branch library or an Assistant or Deputy Department Head.	Upon successful completion of the probationary period, a librarian is granted full-time regular status at the level of Librarian II. New appointments may be made at this level given suitable qualifications and experience. Librarian II is the level of a specialist with a background in a specific discipline and a good understanding of the principles, techniques and practices of library science. The position requires university graduation, a degree from an accredited library school or equivalent professional experience or training, plus a minimum of one year related experience. An advanced degree in an appropriate discipline is preferred. The employee who has attained the level of Librarian II is eligible for promotion under the terms and conditions specified in the criteria for professional advancement.	Université de Calgary Librarian II is the level of a competent librarian with a good understanding of the principles and practices of librarianship. While continuing to develop knowledge and expertise the Librarian II works more independently within established practices and procedures.	Librarian II is the level of a competent librarian with a good understanding of the principles and practices of librarianship. While continuing to develop knowledge and expertise, the Librarian II works more independently within established practices and procedures.	The Librarian/Archivist is a competent professional who applies specialized knowledge to the benefit of the Library and broader campus or professional communities. With limited supervision, they exert greater influence and impact by taking on increasingly complex duties including the planning, management, and direction of initiatives/projects. There is evidence of sound judgement in the work they do and in interactions with others. Librarians/ Archivists at this level demonstrate the ability to work with and guide others in a positive manner. They are involved in professional activities that contribute to the success of their unit and the Library.

Librarian Ranks	Handbook Versions				
	1980	1992	2002	2010(2016)	2019
Salary Grade for Librarian 2	Grade 14	USG 9	USG 9	USG 9	USG 11
Librarian 3	Requirements in the case of a non-administrative position, a minimum of two (2) years related experience at the Librarian II level plus normally a subject Masters degree in a relevant field - in the case of an administrative position, at least the requirements for Librarian II plus demonstrated competence as a librarian and demonstrated administrative ability. Promotion to the rank of Librarian III is not automatic, nor is it based on years of experience alone. A basic prerequisite is the attainment of a high level of competence in professional endeavors. This is, again, the level of a specialist in a functional area where the incumbent must contribute substantially to the efficiency and effectiveness of the	This is the level of an experienced specialist who has made significant contributions to the Library at the level of Librarian II. Appointment to the position of Librarian III requires university graduation plus a degree from an accredited library school or equivalent professional experience or training. An advanced degree in an appropriate discipline is preferred. Promotion to the level of Librarian III is subject to fulfillment of the criteria for professional advancement. See Appendix B (University of Waterloo Library, Professional Advancement: Guidelines and Criteria) for details.	The librarian is fully competent in all areas of job responsibility. The Librarian III has recognized expertise and is able to provide guidance to less experienced Library staff. There should be clear promise of continuing professional growth and demonstrated ability to handle increased responsibilities in areas of specialization.	The librarian is fully competent in all areas of job responsibility. The Librarian III has recognized expertise and is able to provide guidance to less experienced Library staff. There should be clear promise of continuing professional growth and demonstrated ability to handle increased responsibilities in areas of specialization.	The Librarian/Archivist is an experienced professional, with a high level of specialized knowledge that contributes to the advancement of the Library or campus initiatives. They are trusted to take on leadership roles that fall within their areas of expertise. They have demonstrated initiative and the ability to bring colleagues and others on side toward common goals in a respectful and positive manner. Librarians/Archivists at this level make significant contributions to their unit and Library initiatives and are able to work with a variety of groups. They are a resource for other colleagues and demonstrate solid professional judgement.

Librarian Ranks	Handbook Versions				
	1980	1992	2002	2010(2016)	2019
Librarian 3	Library through, for example, original bibliographic research, development of the book collection, planning and implementation of programs for the instruction and assistance of library users, the delineation of more effective and efficient techniques for processing, accessing and disseminating library materials, and the more adequate definition of user requirements through surveys, consultation and investigation of current practice at other institutions or, administratively, the level of a library Department Head responsible for the planning, budgeting and controlling of a library department, and the provision of leadership and direction to a group of supporting professional and nonprofessional staff members.				
Salary Grade for Librarian 3	Grade 15/16	USG 10	USG 10	USG 10	USG 12

Librarian Ranks	Handbook Versions				
	1980	1992	2002	2010(2016)	2019
Librarian 4	Requirements in the case of a non-administrative position, a minimum of two (2) years related experience at the Librarian II level plus normally a subject Masters degree in a relevant field - in the case of an administrative position, at least the requirements for Librarian II plus demonstrated competence as a librarian and demonstrated administrative ability. Promotion to the rank of Librarian III is not automatic, nor is it based on years of experience alone. A basic prerequisite is the attainment of a high level of competence in professional endeavors. This is, again, the level of a specialist in a functional area where the incumbent must contribute substantially to the efficiency and effectiveness of the Library through, for example, original bibliographic research,	This is the level of an experienced specialist who contributes substantially to the efficiency and effectiveness of the Library through, for example, undertaking original planning and implementing programmes for the instruction and assistance of Library users, delineating more effective and efficient techniques for processing, accessing and disseminating library materials, and defining user requirements through surveys, consultation and investigation of current practice at other institutions. Appointment to the position of Librarian IV normally requires an advanced degree in an appropriate discipline. Promotion to the rank of Librarian IV is subject to fulfilment of the criteria for professional advancement.	This is the level of an experienced specialist whose job responsibilities require both extensive knowledge of librarianship and experience in applying that knowledge. The Librarian IV contributes to the Library through, for example, undertaking original planning; assuming responsibility for a specific library process, service, or function; delineating more effective and efficient techniques for processing, accessing and disseminating library information resources or determining user requirements. The Librarian contributes to the Library and the University as well as either the library profession or an academic discipline.	This is the level of an experienced specialist whose job responsibilities require both extensive knowledge of librarianship and experience in applying that knowledge. The Librarian IV contributes to the Library through, for example, undertaking original planning; assuming responsibility for a specific library process, service, or function; delineating more effective and efficient techniques for processing, accessing and disseminating library information resources or defining user requirements. The Librarian IV contributes to the Library and the University as well as either the library profession or an academic discipline.	The Librarian/Archivist is recognized both internally and externally for the impact of their work. They have made outstanding contributions to the profession or the broader academic community and have a history of distinguished service. They possess advanced/specialized knowledge and contribute to the overall success of the Library by, for example, providing leadership and actively mentoring or sharing expertise and experience with their colleagues in inclusive and progressive ways.

Librarian Ranks	Handbook Versions				
	1980	1992	2002	2010(2016)	2019
Librarian 3	development of the book collection, planning and implementation of programs for the instruction and assistance of library users, the delineation of more effective and efficient techniques for processing, accessing and disseminating library materials, and the more adequate definition of user requirements through surveys, consultation and investigation of current practice at other institutions or, administratively, the level of a library Department Head responsible for the planning, budgeting and controlling of a library department, and the provision of leadership and direction to a group of supporting professional and nonprofessional staff members.				
Salary Grade for Librarian 4	NULL	USG II	USG II	USG II	USG I3

Librarian Ranks	Handbook Versions				
	1980	1992	2002	2010(2016)	2019
Librarian 5	NULL	This is the level of an expert who has made outstanding contributions to the Library. Promotion to the level of Librarian V is subject to fulfillment of the criteria for professional advancement. A basic prerequisite for promotion to the level of Librarian V is the attainment of a high level of competence in professional endeavors.	This is the level of a highly skilled professional librarian with a long-standing record of accomplishment. At this level, the librarian has a record of excellent performance with demonstrated initiative, leadership and creativity. This is the level of a highly skilled professional librarian with a long-standing record of accomplishment. At this level, the librarian has a record of excellent performance with demonstrated initiative, leadership and creativity. Librarians at this level make significant professional contributions to the effectiveness of the Library, the University or professional accomplishments recognized in the discipline of library and information science.	This is the level of a highly skilled professional librarian with a long-standing record of accomplishment. At this level, the librarian has a record of excellent performance with demonstrated initiative, leadership and creativity. Librarians at this level make significant professional contributions to the effectiveness of the Library, the University or professional accomplishments recognized in the discipline of library and information science.	NULL
Salary Grade for Librarian 5	NULL	USG 12	USG 12	USG 12	NULL

Librarian Ranks	Handbook Versions				
	1980	1992	2002	2010(2016)	2019
Librarian 6	NULL	NULL	This is a senior position within the Library and the highest classification level for non administrative librarians. This level is reserved for those who make outstanding contributions to the profession or the broader academic community. Librarians at this level have a history of distinguished service to the Library and University and substantial professional or related academic achievement. These individuals are widely recognized for their specialized knowledge and contribute to the overall development of the Library by, for example, providing leadership, actively mentoring and sharing expertise with their colleagues.	This is a senior position within the Library and the highest classification level for non-administrative librarians. This level is reserved for those who make outstanding contributions to the profession or the broader academic community. Librarians at this level have a history of distinguished service to the Library and University and substantial professional or related academic achievement. These individuals are widely recognized for their specialized knowledge and contribute to the overall development of the Library by, for example, providing leadership, actively mentoring and sharing expertise with their colleagues.	NULL
Salary Grade for Librarian 6	NULL	USG 12	USG 12	USG 12	NULL