

# TOWNHALL MEETING

June 13<sup>th</sup>, 2012

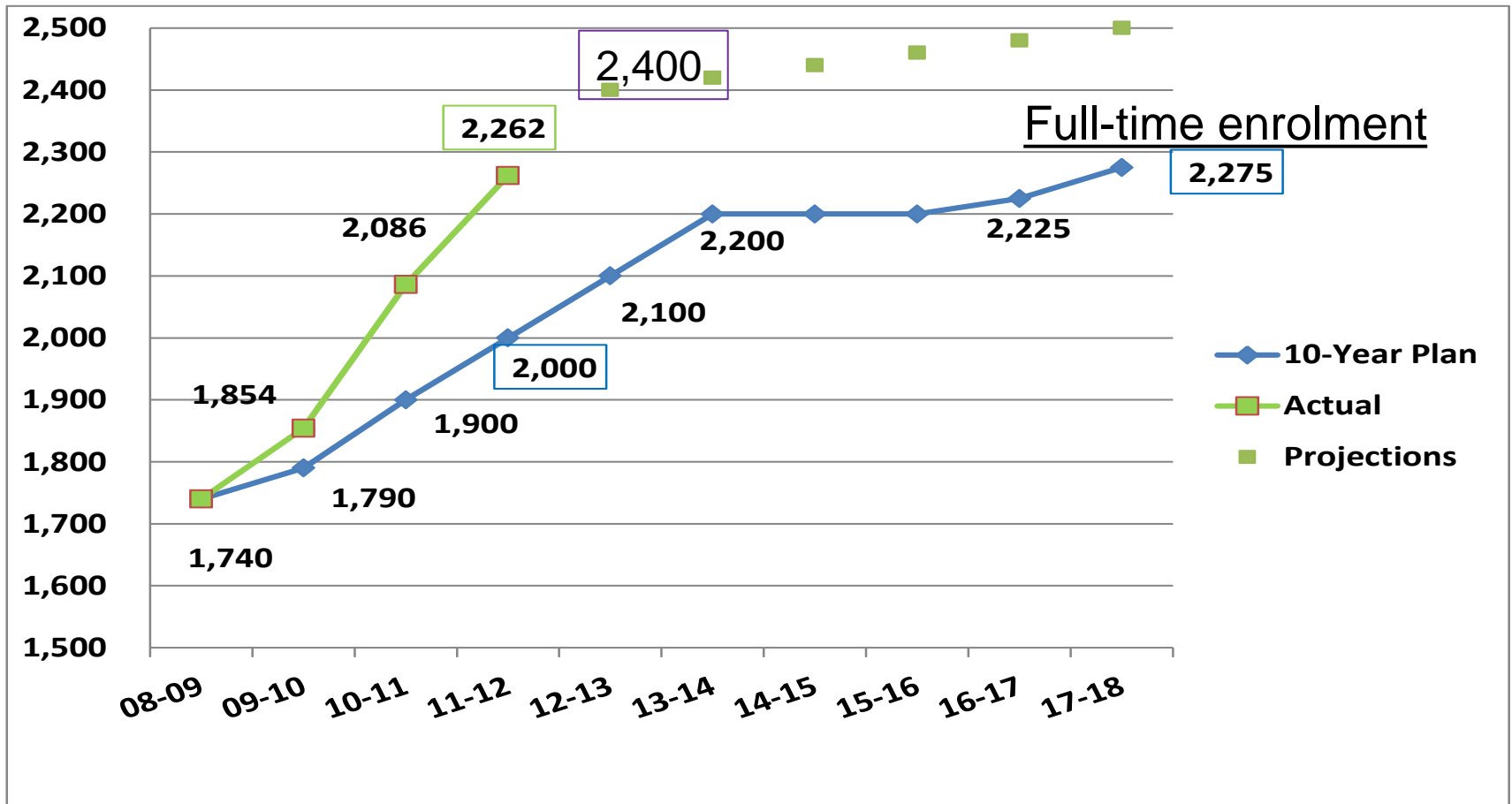


# Agenda

1. Enrolment
2. Reputation
3. The Student Experience
4. Speakers
5. Strategic Planning
6. Academic Mission
7. Governance Structure
8. People
9. Finances
10. Capital Campaign
11. Projects
12. Priorities for 2012-13

# 1. ENROLMENT

# Enrolment growth since 2008



- ❖ There were 262 more students in 2011-12 than planned
- ❖ Target for Fall 2012 is 2,400 students vs. 2,100 in the plan

# Applications by program

	2011	2012	Diff.
Business	519	533	14
Education	229	274	45
Humanities	456	411	-45
Natural Sciences	338	354	16
Social Sciences	624	595	-29
Subtotal	<b>2166</b>	<b>2167</b>	<b>1</b>
Exchange	<b>119</b>	<b>163</b>	<b>44</b>
SPI	<b>42</b>	<b>42</b>	<b>0</b>
Total	<b>2327</b>	<b>2372</b>	<b>45</b>

June 15, 2011 vs June 12, 2012

# « Will attends » by program

	2011	2012	Diff.
Business	189	194	5
Education	128	137	9
Humanities	184	165	-19
Natural Sciences	121	118	-3
Social Sciences	256	246	-10
Subtotal	<b>878</b>	<b>860</b>	<b>-18</b>
Exchange	<b>103</b>	<b>103</b>	<b>0</b>
SPI	<b>24</b>	<b>24</b>	<b>0</b>
Total	<b>1005</b>	<b>987</b>	<b>-18</b>

June 15, 2011 vs June 12, 2012

# Enrolment Trends

## Applications are:

- ❖ ↑ from Quebec and transfers students
- ❖ ↓ from Ontario, Western Canada & Maritimes
- ❖ ↓ Humanities
- ❖ → Other areas including Natural Sciences
- ❖ As of June 12, “Will Attends” were slightly lower than same time last year. We are on track for an 800+ entering class and a total enrolment of 2400.

# Graduating Students

- ❖ 2007: 677
- ❖ 2008: 654
- ❖ 2009: 465
- ❖ 2010: 486
- ❖ 2011: 482
- ❖ 2012: 491 (77,6% of graduating students attended Convocation)
- ❖ 2013: 552 (estimated)





## 2. REPUTATION

# Reputation

## National Survey of Student Engagement (NSSE) 2011

Supportive Campus Environment:	2nd
Student-Faculty Interaction:	2nd
Active and Collaborative Learning:	4th
Enriching Educational Experience:	4th
Level of Academic Challenge:	6th

**“How would you evaluate your entire educational experience at this institution?”**

- Bishop's ranked 5th in Canada among first year students and 6th among senior students.

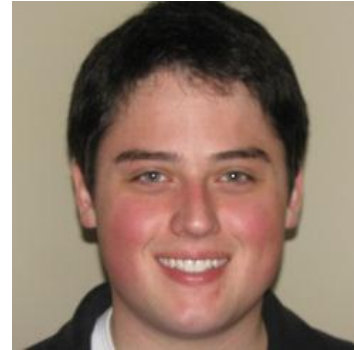
**“If you could start over, would you go to the institution you are now attending?”**

- Bishop's ranked 3<sup>rd</sup> among senior students and 5<sup>th</sup> in Canada among first year students

- ❖ NSSE is becoming widely regarded as the measurement tool in higher education.
- ❖ Bishop's continues to press Maclean's to use the NSSE results in its rankings.
- ❖ Two-year cycle for the survey.

### 3. THE STUDENT EXPERIENCE

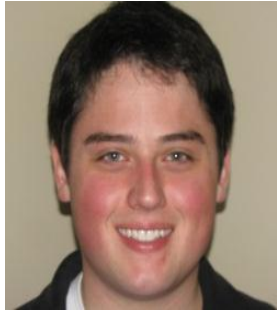
# B.E.S.T.



**B.E.S.T. is a \$50,000 fund available annually to support students as they undertake projects or internships that develop their creative, entrepreneurial and leadership abilities.**



# B.E.S.T.



**Austen  
Metcalf**

A second-year honours Religion and Classical History major student, Austen is fascinated by the ancient world and Judaism.

He will participate in a summer course (Jerusalem through the Ages) at the Hebrew University of Jerusalem.



**Leila  
Ponsford**

A third-year Education student, Leila will study the efforts of Britain's National Centre on Science, Technology, Engineering and Mathematics (STEM) to alter the stigma associated with pursuing careers in the fields of science and technology.



**David  
Fuerst  
Ackles**

A third-year Drama major, David has a passion for the performing arts.

He will attend the seven-week Summer Acting Workshop at the acclaimed Circle in the Square in New York City.

# B.E.S.T.



**Jessica  
Morais**

A second-year honours History student, Jessica will pursue an archaeological project on the restoration of the fort at Saint-Amand-Montrond in France and will conduct archival research in Paris.



**Ryan  
Kitner**

A second-year Psychology major and Mathematics minor student, Ryan will attend a meta-analytic statistical framework workshop (Stats Camp!) in Lawrence, Kansas.



**Hayley  
Roberts**

A third-year Biology student, Hayley wants to be a wildlife veterinarian.

Her award will allow her to pursue an internship at the Wildlife Center of Virginia.

# SSHRC Graduate Scholarships

❖ **Lauri Lidstone**, Environmental Studies and Geography. Dalhousie University



❖ **Adria Midea**, History. University of Ottawa

❖ **John Partington**, English. McMaster University

# Student Achievement



## **Samantha Juraschka, BBA '12**

Won a place in the prestigious *Next 36* project, which selects the most promising young entrepreneurs from across Canada and enrolls them in a year-long program of teaching and hands-on experience. Teams of four were given \$50,000 with which to design and launch a new product or service aimed at the mobile market.

## **Alex Gagnon-Skoropad, BBA '13**

After winning BU's version of Dragon's Den two years ago for his prefabricated gates concept, he participated in the TV Show "Dans l'oeil du dragon" on May 14, 2012. Two Dragons, Danièle Henkel and Gaétan Frigon, gave him an investment of \$150K in exchange for 35% of his company.





# Promoting Student Research

## Quebec Universities English Undergraduate Conference (QUEUC)

- ❖ Founded by English professor Jessica Riddell
- ❖ Highlights undergraduate student research
- ❖ The third annual conference in 2012 attracted 87 participants and 46 presenters from 12 universities from coast to coast.



# Shakespeare Mock Trial



Shakespeare was prosecuted for fraudulently claiming authorship of the plays attributed to him

# Model UN team



The team won multiple honours in New York City

- ❖ Named Distinguished Delegation (second highest honour among nearly 200 delegations)
- ❖ Four pairs of students won committee awards



# Athletics

## 2011 Baggataway Champions (Lacrosse team)



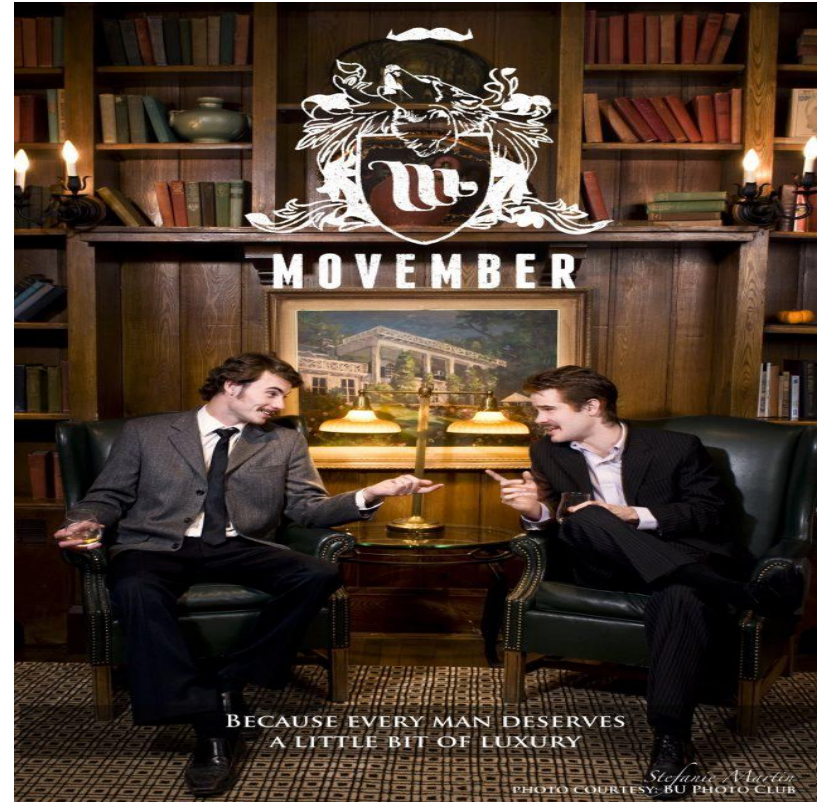
- ❖ First team championship
- ❖ First league Championship in any sport since 2004

**Josh Crone** – League Most Valuable Player and Most Outstanding Attackman

**Mike Dube** – Most Outstanding Graduating Player

# Charities

- ❖ ALS
- ❖ Cystic fibrosis
- ❖ Pink ribbon breast cancer
- ❖ Prostate cancer
- ❖ Refugee sponsorship
- ❖ War child
- ❖ Local food banks
- ❖ Lennoxville Women's Centre
- ❖ Plan Canada



# The Performing Arts

## Columbia Days



Rock & roll and the fight for racial equality collided in George Rideout's original musical memoir about growing up in the Deep South in the 1950s (July, 2011)

- ❖ Boot Hill
- ❖ Black Comedy
- ❖ Top Girls
- ❖ Beach Blanket Zombies
- ❖ Two Tales





# The performing Arts



- ❖ **Bishop's University Singers** joined forces with the newly formed Phoenix Community Choir in Halifax (a group of at risk and homeless youth) in November 2011.
- ❖ They also performed Bach's St. Matthew Passion at *la Cathédrale Saint-Michel de Sherbrooke* on March 31, 2012 in front of 900 people.

# Foundation

- ❖ In 2011-12 , **over \$1.5 million** was invested in today students through:
  - Scholarships (\$1.2 million)
  - Need-based bursaries (\$70K)
  - Athletic and academic awards (over \$100K)
  - Prizes (over \$119K)
  - Student internships at the local and international levels (\$143K)



# Top 10 after 10

Sean O'Brien '90

Tommy Europe '93

Tim Wallace '95

Sasha Jacob '95

Wade Felesky '92



John Rowe '95

Michelle Flaherty '92

Annie-Kim Gilbert '95

Ilona Jerabek '93

Ches Nadeau '90

# Alumni Events

## Fall 2011 Highlights

- ❖ Homecoming (40<sup>th</sup> Reunion – Classes '70-'74)
- ❖ Montreal Bankers Day
- ❖ Business Networking Events
- ❖ Purple Tag Day (National Philanthropy day)



## 2012 Highlights

- ❖ Bootcamp
- ❖ JUMP Mentoring
- ❖ Wine Tastings
- ❖ Grad Receptions
- ❖ Golf Tournaments
- ❖ CareerJoy Webinar



## 4. SPEAKERS

# The Donald Lecture Series: 2011-2012



October 13, 2011

**KEVIN O'LEARY**

Successful Entrepreneur  
and investor, co-host of  
CBC's *Dragons' Den*.



November 9, 2011

**MARGARET  
SOMERVILLE**

Founding Director of  
McGill Centre for  
Medicine, Ethics and Law



February 15, 2012

**Rev. JESSE JACKSON**

Prominent civil rights  
activist, former politician  
and diplomat



March 19, 2012

**STEVEN PINKER**

World-leading cognitive  
scientist specializing in  
language and cognition

# The Donald Lecture Series: 2012-2013



November 14, 2012

**SUSAN CAIN**

Author, lawyer,  
negotiation and  
leadership



February 20, 2013

**Rt. Hon.  
MICHAËLLE JEAN**

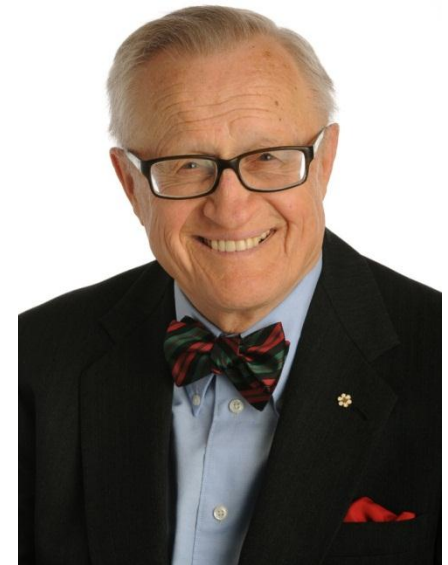
Former Governor  
General of Canada



# Honorary Doctorates and Chancellor Emeritus



Céline Galipeau, Shawn Atleo,  
John Donald, Richard Royer



Alex Paterson

## 5. STRATEGIC PLANNING

# Vision, Mission and Values

## Vision

- ❖ Our goal is to offer Canada's foremost undergraduate education.

## Mission

- ❖ We have maintained our primary focus on the liberal education of undergraduates, restating it to:
  - ❖ Better reflect the complete educational experience that Bishop's offers
  - ❖ Make explicit our goals of engaging our students in their own intellectual and social development and of offering an education that provides both depth in a discipline and breadth of perspective
  - ❖ Make a commitment to our small size and to diversity in our student body

## Values

- ❖ We have adopted a values statement, in which the values of Community, Discovery, Excellence and Sustainability are elaborated.



# Strategic Diagnostic of Ancillary Enterprises

- ❖ We need to understand better the profitability and revenue potential for our ancillary enterprises and to identify high level opportunities for improvement
- ❖ A project with **Raymond Chabot Grant Thornton** began in May 2012

***Residences and Food Conferences***

***Arena***

***Golf Course***

***Housing***

***Special Programs (Executive English)***

***Theatre***

***Print Shop***

***Summer camps***

***Sports Centre***

***Art Gallery***

***Parking***

***Bookstore***

## 6. ACADEMIC MISSION

# Liberal Education update

- ❖ A large and diverse committee was formed with an equivalent number of faculty and students to review our approach to a liberal education
- ❖ Read widely in theory and looked at many models and practices
- ❖ Produced a “Preliminary Findings” document in November, then consulted very widely in the University in December through February

# Desired Learning Outcomes

Every Bishop's graduate should have proficiency in the following skills, areas of knowledge or dispositions:

- ❖ Oral and Written Communication Skills
  - ❖ Quantitative Reasoning
  - ❖ Critical thinking skills
  - ❖ Problem Solving Abilities
  - ❖ Information Literacy Skills
  - ❖ Creative and Adaptive Thinking
- 
- ❖ Social and Cultural Literacy
  - ❖ Social Confidence and Inter-personal Competence
  - ❖ Capacity for Civic Engagement
  - ❖ Knowledge of Environmental, Economic and Social Sustainability
  - ❖ Ethical and Moral Reasoning



# A “Program” approach

Committee recommended embedding the cultivation of these competencies *as far as possible* in every program.

- ❖ If a program is not able to achieve a particular outcome, it should establish a “Strategic Alliance” with another program, perhaps through interdisciplinary course clusters.
- ❖ Will require departments to think about assessing more abstract learning outcomes
- ❖ Each department will have obligation to explain its methods of offering, cultivating and assessing our desired learning outcomes as part of our regular external program review process

# Practices and Resources

**It will be up to each department to determine how best to achieve these outcomes within their discipline.**

- ❖ Committee brought forward many suggestions on best practices. A large number are already in operation at Bishop's
  - Undergraduate research
  - Experiential learning
  - Capstone courses
  - Student portfolios etc.
- ❖ Others – such as a guaranteed first year seminar for all students – will require *extra resources*
- ❖ Also needing extra resources is a Centre for Teaching and Learning, through which formal and informal debate and analysis on pedagogy at the University level can take place

# 7. GOVERNANCE STRUCTURE

# The Council and Statutes

- ❖ Advises the University with respect to major challenges and opportunities.

- ❖ Serve as ambassadors for Bishop's

- ❖ Recommends candidates for the position of Chancellor to the Board of Governors.

- ❖ Minor modification to the Statutes completed



Chair –  
John Stewart  
CEO  
Purdue Pharma



Daniel Fournier,  
Executive Vice-  
President, Real  
Estate  
Caisse de dépôt



## 8. PEOPLE

# Human resources



- ❖ Pay Equity
- ❖ Job Classification
- ❖ External equity for staff

# Senior Administrators Departures

## ❖ Director Human Resources

Guy Bertrand

## ❖ Director of Athletics

Tony Addona



## ❖ Director of Enrolment

Jock Phippen



## ❖ Dean of the Williams School of Business

Dr. Steve Harvey



## ❖ University Librarian

Ruth Sheeran

# New Senior Administrators

## ❖ Director Human Resources -

Nick Andrews



## ❖ Director of Athletics –

Brian Breckles



## ❖ Director of Enrolment –

Selection process ongoing

## ❖ Dean of the Williams School of Business –

Interim - Dr. Calin Valsan



## ❖ University Librarian

Bruno Gnassi

# Other Departures

- ❖ Esther Barnett
- ❖ Bronwyn Bonney Coates
- ❖ Marcia Boisvert
- ❖ Pierre Corbeil
- ❖ Sandra Gallichon
- ❖ Robert Gilchrist
- ❖ Eddie Pomykala
- ❖ Bill Robson
- ❖ Warren Sanderson
- ❖ Christian Trudel
- ❖ Gerald Tucker
- ❖ Glen Wickens



# New Personnel

- ❖ Heather Bilkes, Primary Nurse Care
- ❖ Karine Boutin, Residence and Conference Facilities Manager
- ❖ Suzanne Brown, Custodian
- ❖ Cheyenne Cloutier, Custodian
- ❖ Dave Côté, Custodian
- ❖ Marc Côté, Electrician
- ❖ Célie Cournoyer, Communications Manager
- ❖ Martine Couture, Administrative Clerk Residence & Conference Svcs
- ❖ Lynn Fortney, Customer Services & Operations Manager
- ❖ Patrick Gagnon, Labourer Mover
- ❖ Dwight Garfat, Mechanic Welder
- ❖ Patrick Lemay, Electro mechanic



# New Personnel

- ❖ Derek Loach, Security Officer
- ❖ Brandon McNeice, Recruitment & Admissions Officer
- ❖ Kevin MacKey, Head Football Coach
- ❖ Doug McCooeye, Admissions Officer
- ❖ Andrea McDaniel, Admissions Manager
- ❖ Matthieu Pepin, Fine Arts Technician & Safety Officer
- ❖ Eugénie C. Pinsonneault, Director of Research services
- ❖ Melanie Roarke, Billing & Revenue Account Technician



# New Roles

- ❖ Benoit-Antoine Bacon, Dean of Arts & Science
- ❖ Jamie Berwick, Student Accounts & Financial Aid Officer
- ❖ Sarah Heath, Researcher & Alumni Relations Assistant
- ❖ Linda Lemay, Executive Secretary Library
- ❖ Matt McBrine, Alumni Relations Manager
- ❖ Andrea Roberts, Accountant Government Reporting
- ❖ Hans Rouleau, Registrar
- ❖ Penny Tebby, Admission

# New Faculty Hires (tenure stream)

## ❖ History(full position)

Dr. David Webster

## ❖ History (half position) –

Dr. Gordon Barker

## ❖ Political and International Studies (1)

Dr. Sarah-Myriam  
Martin-Brûlé

## ❖ Williams School of Business(2)

Dr. Albert James  
Professor Kyung Young Lee

## ❖ Biology (1)

Dr. Estelle Chamoux

## ❖ Mathematics (1)

Dr. Trevor Jones

## ❖ Classic/Liberal Arts(1)

Prof. Jenn Cianca

## ❖ Psychology(2)

Dr. Adrianna Mendrek  
Selection process ongoing

# New Sessional Faculty Appointments

- ❖ Marylène Boulet, Biology
- ❖ Gregory Brophy, English
- ❖ Alexandre Drouin, Chemistry
- ❖ Nathalie Hivert, Business
- ❖ Caitlin McLaughlin, Business
- ❖ Linda Radford, Education
- ❖ Maxime Trempe, Sport Studies

# Canada Research Chairs

Bishop's obtained funding for three Canada Research Chairs and two state-of-the-art laboratories.



**Cristian  
Berco**  
History

Canada Research Chair in  
**Social and Cultural  
Difference**

*Department of History*



**Fuschia  
Sirois**  
Psychology

Canada Research Chair in  
**Psychological Health and  
Well-being**

*Department of Psychology*



**Matthew  
Peros**  
Environ-  
mental  
Studies and  
Geography

Canada Research Chair in  
**Climate and  
Environmental Change**

*Department of Environmental  
Studies and Geography*

Total Research Funds received for 2011-2012: \$ 1.66 M (88% increase from 2010-2011) + NSERC and SSHRC grants to faculty

# Faculty organized events

- Annual Conference of la Société québécoise pour la recherche en psychologie (SQRP) – Professor Claude Charpentier was the organizing committee President (March 2012)
- Session on University Teaching organized by Dean Beauchamp (March 2012)

# Awards

## **William and Nancy Turner Teaching Award**

Dr. Jessica Riddell



## **Bishop's University Research and Creativity Award**

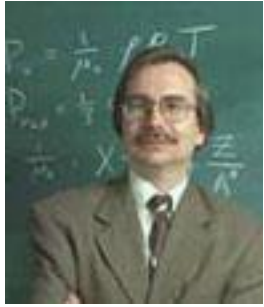
Dr. Andrew MacDonald





# Awards

## Mérite Estrien prizes in the Education category –



Dr. Lorne Nelson and Prof. Katsunori Hizawa



## Mérite Estrien prize in the Arts category –

Dr. Jamie Crooks

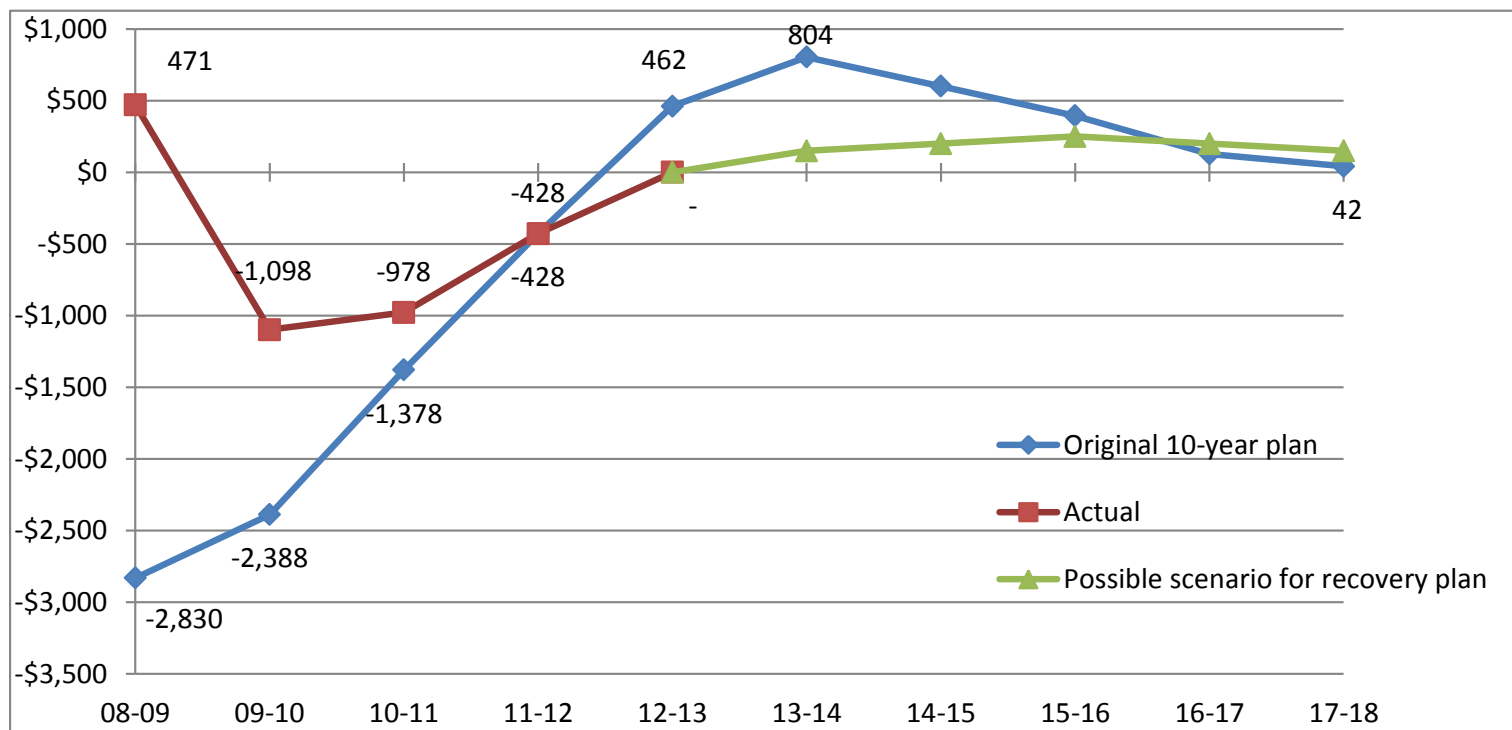


## Lennoxville Outstanding Achievement Awards:

- Education : Dr. Lorne Nelson
- Arts & Culture: Community Art Lab
- Donald Patrick Award : Mary Rhodes
- Sports: Small Ball program
- Youth leadership: Adam Peabody

## 9. FINANCES

# Financial Annual Results



2010-11 results have been annualized for comparison purposes

2012-13 First balanced budget since 2004-05

# Tuition Increases

- ❖ In the 2011 Quebec budget, the Minister of Finance announced a reinvestment in Quebec universities over five years:
  - Increased government investment tied to ‘ententes de partenariat’
  - Additional incentives for universities to seek philanthropic gifts
  - Increased tuition for Quebec students together with improvements to the financial assistance program
- ❖ Tuition would increase in increments of \$325 per year over a five-year period, rising from \$2100 a year in 2011-12 to \$3800 in 2016-17.

# Tuition Increases

- ❖ Principle of ‘inter-generational equity’: students should pay today the equivalent of what students paid in 1968, adjusted for increases in the cost of living.
- ❖ Increase is significant because tuition for Quebec students has been frozen for 33 of the last 44 years.
- ❖ Students now pay for 12% of the cost of their education, (as opposed to 25% in 1968) and would pay 17% of the cost in 2016-17.

# Bill 78

We have a legal obligation to accomodate students who will only finish their CEGEP studies at the end of September.



There are only 12 students who intend to come to Bishop's who have attended a CEGEP which has not completed the winter session.



# Pension Plan

University administration and the APBU have worked together to maintain the best defined-benefit pension plan we can afford.

- ❖ Virtually all defined benefit plans are facing challenges
- ❖ We hope that the markets will improve but we must remain vigilant to ensure that our plan is sustainable in the long-term.

## 10. CAPITAL CAMPAIGN

# Capital Campaign Progress

- ❖ We have engaged KCI as consultant for the Capital Campaign
- ❖ The good news is that we have very loyal alumni.
- ❖ The challenge is that they are relatively young and in comparison to other universities, there are few of them.
- ❖ Campaign theme : *“Leading the Way”* in undergraduate education
- ❖ Campaign goal of \$30 million

# Campaign Progress

- ❖ Research on top prospects is underway
- ❖ Campaign Communications Plan and schedule completed
- ❖ Campaign Graphic material in progress
- ❖ Final drafting of Cases for Support, collateral material nearly complete
- ❖ Naming Policy approved by Board

# Three main pillars

## 1. Liberal Education for the 21<sup>st</sup> Century (\$18M)

- ❖ New models for delivery
- ❖ Experiential learning
- ❖ Student experience
- ❖ Research
- ❖ Teaching
- ❖ Student support
- ❖ Library



# Students' Representative Council



**Taylor Johnston (2011-12)**

**and**

**Adam Peabody (2012-13)**



**Library referendum:** It passed with 80% of students voting in favour.

Over ten years, it will result in a **\$1M contribution** to the Library.



# Three main pillars

## 2. A First Class Business Education for the 21<sup>st</sup> Century (\$8M)

Bring the Williams School of Business and the Dobson Lagasse Centre for entrepreneurship under one roof, including dedicated space for business leaders/ entrepreneurs

## 3. Enhancing our Physical Legacy (\$4M)

Sports Centre, sustainable development initiatives, Campus Master Plan projects

# Campaign Volunteers

## Patrons' Council

- Adrienne Clarkson
- John Cleghorn
- Philip Johnston
- Louis Lagasse
- Bud McMorran
- Jane Molson
- Alex Paterson
- Albert Schultz
- Hugh Scott
- Reed Scowen
- Raymond Setlakwe
- William Turner
- Norman Webster
- David Williams



## Campaign Cabinet

- Honorary Campaign Chair: Scott Griffin
- Campaign Co-Chairs: Tim Griffin, Daniel Fournier
- Toronto Chair: Robert Goldberger
- Eastern Townships Co-Chairs: Wilfrid Morin, Nadia Martel
- Montreal Co-Chair: Tom Godber, tbc



# Quiet Phase

- ❖ “Very” Quiet Phase: \$6.5 M in gifts paid or pledged
- ❖ Includes \$1 M commitment from students to “Reinvent” the Library
- ❖ On the near horizon:
  - Focus on major gifts
  - 40% of my time over the next year

# 11. PROJECTS

# University Partnerships



**Acadia University**



**Bishop's University**



**Mount Allison University**



**St. Francis Xavier University**

# Mission Nouvelle-Angleterre

Relations  
internationales

Québec



Our proposal to establish an annual conference that would bring together leaders from the academic, government and business sectors in the Eastern Townships and in Vermont has been adopted as a part of the *Plan d'action de l'Estrie à l'international*.

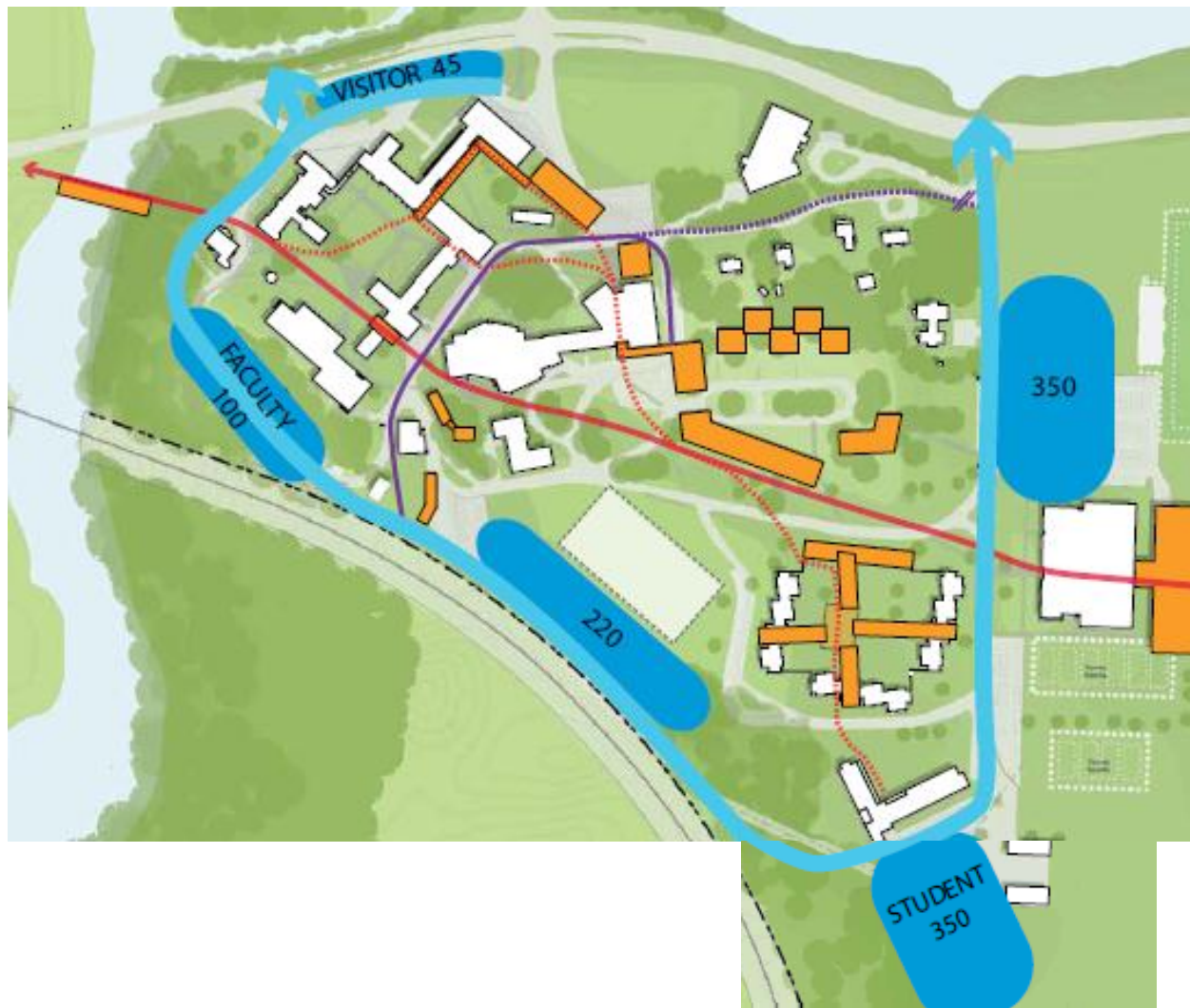


# Campus Master Plan

- ❖ A Campus Master Plan will be adopted in the summer of 2012
- ❖ Restore the primacy of pedestrians
- ❖ Reduce the presence of cars
- ❖ Highway 410



# Campus Master Plan



# Campus paths





# Highway 410



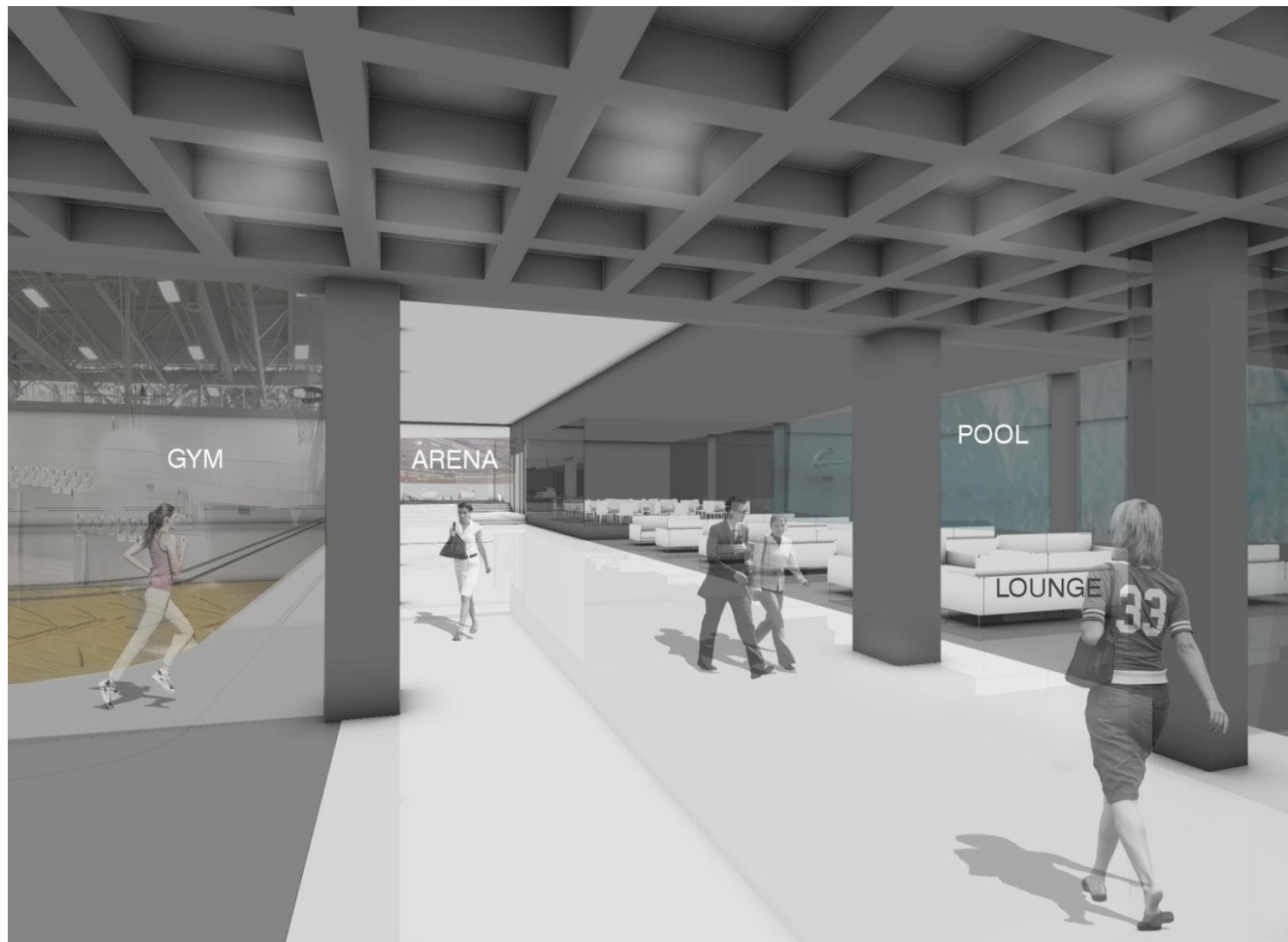
Proposed Highway 410

# Infrastructure

- ❖ Underground Infrastructure repairs between B&G and Morris House
- ❖ McGreer Roof
- ❖ Energy Efficiency Project – Phase 2 – Geothermal heating (30 000 gallons of heating fluids)
- ❖ Football Field bleachers
- ❖ The Health and Well-Being lab, the Environment lab and the LIDAR lab in the Mackinnon building



# Renovated Entrance Hall





# New building



# Parking Lot Entry



# Café



# New Sports Centre - Timeline

MILESTONE	INFORMATION
<b>APRIL 2012</b>	Consortium Archi Tech Design inc. et les architectes FABG : <ul style="list-style-type: none"><li>- Jean Mailhot, architecte de Sherbrooke</li><li>- Éric Gauthier, architecte de Montréal</li></ul>
<b>MAY 2012</b>	Sketches and studies discussed with the Steering Committee: Michael Goldbloom, Hélène St-Amand, Jackie Bailey, Michel Caron, Joey Sabo.
<b>AUGUST 2012</b>	Presentation to the Bishop's community: Plans, Façade and details.
<b>DECEMBER 2012</b>	CALL FOR TENDER FOR CONSTRUCTION
<b>MARCH 2013</b>	BEGINNING OF THE CONSTRUCTION
<b>JULY 19 TO AUGUST 19, 2013</b>	CONSTRUCTION ON HOLD DURING THE CANADA GAMES.
<b>SEPTEMBER 2014</b>	END OF THE CONSTRUCTION

# Canada Games 2013



**August 2 – 17, 2013**

## 12. PRIORITIES FOR 2012-2013

# Priorities for 2012-2013

- 1) **Student Information System** – Activation of the new SIS has begun. Training sessions throughout the summer
- 2) **Capital campaign**
- 3) **Strategic diagnosis of ancillary services**
- 4) **Develop a long-term sustainable financial model**
- 5) **Conclude job classification process**
- 6) **Collective Bargaining**



# Enjoy your summer !

