



MAUT – APBM Newsletter

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McGILL ASSOCIATION OF UNIVERSITY TEACHERS
ASSOCIATION DES PROFESSEUR(E)S ET BIBLIOTHECAIRES DE MCGILL

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Editorial

The Value of MAUT-APBM Membership and Inching Towards the Information Age

BY RALPH HARRIS

EDITOR, MAUT-APBM NEWSLETTER

MAUT VP COMMUNICATIONS

A theme behind this issue is the value of MAUT membership. If you know academic staff, particularly young staff or new hires who are not MAUT members, feel free to show this newsletter to them and encourage them to join. All non-member McGill Academic staff have received mail from the MAUT Membership Chairman, K. Gowrisankaran (Gowri), containing the letter reproduced inside as well as the previous *MAUT-APBM Newsletter*, March 2001 which contained information about salaries.

Speaking personally about MAUT membership, good business sense would have it that the best decision for an academic staff member would be to remain a MAUT non-member because *all* academic staff and librarians at McGill enjoy the benefits won by MAUT. However, for the amount involved, 0.55 % of gross salary which is about \$0.56/day considering tax implications if you are making \$75,000 per year, good business is not the only criterion that should be applied when considering membership. Membership of a significant majority of Academic Staff in MAUT gives MAUT a strong collective voice that is especially valuable as McGill becomes more corporatized. Feedback at recruitment organization meetings indicates that there are some non-member and member staff who favour unionization. The vast majority of MAUT members do not wish to go this route because it would entail a three-fold increase in fees, far more laborious negotiations on a narrower range of issues with McGill Administration and loss of direct communications as an organization with the senior administration. Also, there are some staff who differ strongly with the policies of CAUT and FQPPU, of which we are members. Rest assured, MAUT does not follow CAUT and FQPPU blindly – Council takes careful and informed decisions about supporting each of the various CAUT issues. A full description of the benefits of CAUT and FQPPU membership is coming in a future issue.

Inside this issue: Roger Prichard breaks news about a deal McGill has cut with respect to our teaching over the web. Edith Zorytcha has contributed a comprehensive article on pay equity at McGill. Malcolm Baines reports on “Contract Academic Staff”. Michael Smith keeps us up to date on the continuing saga of what ever happened to those demutualization funds... Two articles have been contributed by past members who have written in acknowledgement of our 50th Anniversary on April 2, 2001. There is a summary of the evolution of MAUT since that date 50 years ago that gives an idea of the extent of MAUT activities and the nature of the association.

Finally, "What has MAUT done for your recently", shows clearly the extent and impact of our association.

In closing, I have only recently come to learn that it was those red, and now white, McGill jeeps (see 50th Anniversary Recollections) that led me to be writing this editorial... My involvement with MAUT started with an invitation from Juan Vera to run for Council — Thanks Juan — I am enjoying the new side of McGill that I am seeing and the people who work together to protect all our interests! ■

Getting to know you

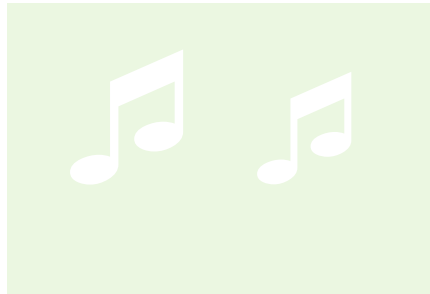
By ROGER PRICHARD
MAUT PRESIDENT

MAUT has made some changes in its interface with its members. Most notably, the update of the MAUT Web site (<http://www.mcgill.ca/MAUT>). We hope that the new look gives MAUT an up-to-date appearance and is easier to navigate. As part of the membership campaign, the *MAUT-APBM Newsletter* will be available online for a limited time. Afterwards, MAUT members will be able to obtain the password from the MAUT Office. An online application form is now available in the non-members and contacts sections. Existing members are now able to update their information on line as well. If you feel you are missing out, update your information via the MAUT web site.

Also, on the communications front, the MAUTFORUM listserv has had all MAUT members added to it. So far about 0.5 % of members have decided to unsubscribe. The rollout was a bit shaky, understatement intended, due to a few staff being unfamiliar with or inattentive to the list "reply-to" set up. The list is now moderated and reply-to will go to the original sender, not the list. Moderation means that postings first go to the list editor for approval. Keeping with the original intent of updating the list, it has

been decided that postings not dealing with issues currently before Council will be published in the *Newsletter* rather than the list. This is a break with tradition, as the *Newsletter* has not accepted letters to the editor in the past. I regret if all this sounds a bit heavy handed, but it is one way to strike a balance between free speech and overwhelming the membership with email of narrow interest. If you wish to communicate directly with all MAUT Council and Executive, send mail to mautadm@po-box.mcgill.ca and it will be forwarded to their list.

Our sincere thanks go to Marilyn Fransiszyn for her complete update of the MAUT web site over the summer and for her untiring efforts laying out the *Newsletter*. ■



Parking Policy Unfair

LETTER TO THE EDITOR

Dear Colleagues,

Have any of you been having trouble finding parking places on campus?

After years in which the campus was reserved largely for those with permits, a new policy was apparently put into place a couple of years ago opening campus to anyone with \$10 (now \$12 I think) and some shopping to do downtown.

Every year I pay something over \$1000 to park on campus, in the expectation that when I arrive to work there is a place to leave my car. But now it appears that the University has decided to rent out my paid-for parking place to other folks, and thus make a few extra bucks at my inconvenience and discomfort.

Does this seem fair? Is it unreasonable to feel that this is adding insult and injury to the original cash-grab injury (demanding a large fee so that we can park at work)? Might not the University occasionally look out for the interests of the staff, rather than trying to figure out how to stiff the staff?

Happy parking!

—Philip Carl Salzman
Professor of Anthropology

U21global, E-instruction and You—Its coming fast!

McGill's agreement to invest \$500,000 in a UK company offering degree web courses globally has implications for academic standards, research, and university governance

By ROGER PRICHARD
PRESIDENT, MAUT

The recent horrible events of September 11, 2001, remind me that the world is a small place, is shrinking with modern communications and that the many aspects of 'globalization' will inevitably continue whether we like them or not, both for better and for worse. One aspect of this globalization is the venture of Universitas21 into e-instruction through U21global.

On September 5, 2001, McGill signed onto an agreement to establish U21global with an undertaking to invest US\$500,000 in that corporation. This is a substantial investment into running an e-business, and while no feasibility study or market analysis has been provided to the McGill community, the promoters predict a market of 97 million students by 2010. The Principal has advised Senate that he had committed McGill to spend \$500,000, which was corrected to US\$500,000 and that no academic staff would be forced to work for U21global. Academic staff will have to engage in a separate commercial contract with U21global. The McGill community have been given very little information, yet this commitment by McGill has perhaps the greatest implications for this University of any undertaking for decades. We need to know what has been agreed on our behalf.

McGill's name will be implicated with the courses and programs of U21global—a major attraction to Thompson Learning in forming U21global with Universitas21 was to benefit from

the name recognition of the participating universities. We will enjoy potential financial benefits from this franchising of our name, but we appear to have little control over whether the venture could possibly damage our reputation. Academic standards and offerings will be determined by a subsidiary of U21global called U21pedagogica which is to have a Board of 3 voting members. Other than capital investments, will McGill's Board of Governors and Senate have any significant role in the governance of U21global?

What is U21global? U21global is a company incorporated in UK which will have capital of US\$50 million of which half will be contributed by Thompson Learning, an education resources company and half by a

ments in time, organization and money and has huge implications for academic standards, collegial governance, research and the quality of the academic experience for both academic staff and students. There are large risks involved.

Many questions concerning McGill's reputation, academic standards, governance, academic duties and responsibilities, the future for research at McGill, ownership of copyright, the use of the University's name and the use of our individual names, infrastructure requirements, remuneration, finances, and our relationship with the Québec government and the wider Montreal and Québec communities arise from our involvement in this agreement. In a number of the other universities considering their involvement, participation is being discussed in detail by Academic Boards and with an academic due diligence process. Regrettably, this has not occurred at McGill. A number of other universities, such as the University of Toronto, although members of Universitas21, have decided not to participate, at this stage, in U21global because too many questions remain unresolved.

Will the Academic Planning and Policy Committee and Senate at McGill play any role in any e-offerings of U21global which could impact on McGill's reputation?

At present full time academic staff at McGill cannot engage in significant remunerated teaching at other institutions without permission. How will this be affected by McGill academic staff being contracted to write courses for U21global? How will the time of academic staff be allocated between the very labour intensive task of preparing e-courses for U21global and their teaching and research at McGill?

U21global will provide e-instruction to students primarily in didactic courses. What about seminar courses, discussion groups, undergraduate and graduate student research projects and academic research? These are all components of the academic experience and role of a university. McGill has enjoyed a reputation as a strong research university. How is this reputation enhanced by this ven-

ture?

Will the names of individual professors be associated with courses offered by U21global as they are now at McGill? Will individual professors own course content copyright, as they usually do now at McGill, to e-courses that they develop on contract for U21pedagogica? If they do not own copyright yet have their names associated with the course, U21pedagogica may be able to do anything with the course without consulting them and continue to use their name. This must be of concern for academic staff at McGill.

What remuneration will be offered to academic staff to develop e-courses for U21global? How will this affect our commitments to McGill's own teaching and research? Will academic staff developing e-courses for McGill rather than for U21pedagogica be similarly remunerated for the extra time and effort required in e-instruction? MAUT will need to play a role and work with Senate to develop policies covering academic staff participation and protect our overall mission for teaching, research and community service.

Will the development of U21global benefit academic life at McGill, and if so how? What implications does participating in U21global have for improving infrastructure

"We need a full and deep discussion of what we are getting into."

consortium of 15 universities which, together with some other universities that have declined to participate in U21global, make up Universitas21. Universitas21 was established to promote cooperation and exchange between participating universities. Its offspring, U21global has been incorporated to offer programs of courses globally, via ICT, leading to degrees to be awarded by U21global.

The use of information and communication technology (ICT) in our teaching can have many beneficial implications for students and for the economics of running a university. However, to engage in this revolution in a major way involves massive invest-

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Editor Ralph Harris
ralph.harris@mcgill.ca
(Mining & Metallurgical Engineering)
Administrative Officer Honore Kerwin-Borrelli
Design and Layout Marilyn Fransiszyn (Libraries)

Postal Address

McGill Association of University Teachers
3495 Peel Street, Room 202
McGill University
Montréal, Québec, Canada H3A 1W7
Tel (514) 398-3942
Fax (514) 398-6937
E-Mail mautadm@po-box.mcgill.ca

at McGill? Participation will surely put some demands on that infrastructure.

U21global clientele will be global. As a university primarily funded by the taxpayers of Québec, how will a successful U21global, with likely growing involvement of McGill, affect our responsibilities for higher education, research and community service to Québec, Canada and Montreal? It is not clear how disciplinary research will be advanced by U21global and our participation in this venture.

There is no doubt that the use of the internet has much to offer in providing education to the world and that McGill must proceed to use this new tool for the benefit of students registered at McGill. This can be extended to students at other universities or in a consortia arrangement and U21global may well be an appropriate vehicle for providing e-instruction. If we are to benefit from participation in U21global and help this corporation 'get it right', we need a full and deep discussion of what we are getting into. ■

2001 Recipient of MAUT Scholarship

Nada Dahleh

Faculty of Engineering

The MAUT Scholarship—Value \$1000— was established in 1990 by the McGill Association of University Teachers in memory of the 14 women murdered at the École Polytechnique in December 1989 because they were women. This scholarship is intended to encourage women to enter the Faculty of Engineering. It is awarded each year by the University Scholarships Sub-committee to an incoming undergraduate woman on the basis of academic merit.

Because of a request made by the USSC, the scholarship was changed from an entry level to an in-course award in Engineering in 1993.

Pay Equity Near Completion

The deadline looms for the monumental task of determining and evaluating job classes with subsequent salary adjustments to eliminate gender discrimination

By EDITH ZORYCHTA

ELECTED REPRESENTATIVE OF ACADEMIC STAFF, PAY EQUITY COMMITTEE

For 21 months we have worked—in a pay equity committee representing the four major groups of university employees plus the administration, in subcommittees for each employee group, and in training sessions where outside consultants taught us how to evaluate all of the components that together define the value of a job. The task has been so monumental that we could only stop for a few weeks in each of the two summers, and our meeting schedule has increased to two full days per week plus many hours of associated work.

We have less than two months left. The provincial deadline looms on November 21, but our job must be done before then, in time for the McGill community to see the outcome before it is sent to Québec city. So, you might well ask: "What have you been doing all this time?" The skeptics among you might also ask: "Is it worth it?"

I will attempt to answer both of these questions.

Background on Pay Equity

Pay equity legislation exists in most developed countries, and it was implemented in many of the other Canadian provinces during the '80s and '90s. Provincial legislation in Québec requires that every organization with 100 or more employees complete the process by November of this year, in accordance with the procedures outlined in the Québec Pay Equity Act.¹ The goal is to eliminate systemic gender discrimination with respect to the salaries and benefits for individuals employed in job classes having a majority of female employees. The procedures include creation of a Pay Equity Committee (PEC) of specified composition, which then becomes responsible to ensure implementation of the legislative requirements by following a series of four mandatory steps. (For more detail, see the *MAUT—APBM Newsletter* from March 2001², or visit the PEC website at <http://ww2.mcgill.ca/pec/> or via the link provided on the MAUT home page.)

In summary, step one requires the definition of job classes and the subsequent characterization of each as predominantly female, male, or neutral, based on the gender distribution within the class (60% or more employees of the same sex means gender predominance, 50-60% is a gender-neutral job class). In step two the committee must choose a method to evaluate the job classes, using a system that considers qualifications and knowledge, responsibilities, effort, and working conditions, all of which are internationally recognized factors pertinent to pay equity. Then the PEC must post the results of steps 1 and 2 so that employees are informed and have an opportunity to respond before the completion of the procedure.

Step three requires a detailed evaluation of every job class using the chosen method, in order to determine a total number of value points for each class. This is followed by statistical analysis of the value points and corresponding levels of compensation for female and male-predominant job classes, in order to detect and quantify gender-related differences. Step four determines the terms and conditions of any salary adjustments that may be required, and this is followed by a second posting to inform employees of the outcome.

The McGill Pay Equity Committee

The McGill PEC, as legislation requires, contains employee representatives from the academic staff (S. Grant, J. Hobbins, S. Pellerin, G. Rejskind, E. Zorychta), the McGill University Non-Academic Staff Association, MUNASA (A. Sage, R. Stanley), the McGill University Non-

Academic Certified Association, MUNACA (D. Luk, D. Roseman), and the trades and services union (V. Dalley), as well as members from Human Resources and the administration (D. Buszard, A. Masi, J.C. Provost, J. Sztuke, F. Tracy), who represent the employer. Each of the four main groups of employees also has a separate subcommittee containing their PEC representatives which meets on its own and also with members representing the employer. In addition, McGill has created a PEC Steering Committee (S. Price, R. Savoie, H. Shaughnessy, L. Vinet, M. Yalovsky, K. Williams, plus the 5 PEC employer representatives), which meets independently in order to communicate with and advise the PEC members representing the employer.

Job Classes at McGill

When the PEC began its work almost two years ago, one of the major initial tasks was to determine the job classes. Three of the four employee groups faced a multiplicity of job titles and descriptions which required reorganization into appropriate job classes, and independently of pay equity, MUNASA and MUNACA were already working with personnel from Human Resources to redefine and/or reclassify many jobs. MUNASA was beginning the second year of an enormous challenge, having to completely revise their entire system of job descriptions to create new generic job classes for about 800 employees. They began with over 500 individual job descriptions, many of which were obsolete, and for more than 100 other jobs there were no descriptions at all. MUNACA was still in the process of finishing their extensive reorganization and job validation process, begun several years earlier, to classify about 1,300 employees within a meaningful number of job classes, dealing with more than 1,100 titles originally in use. The trades and services group was the only one that had generic job descriptions for their approximately 300 employees.

The academic sector is the largest, with about 3,200 employees. An initial challenge

involved the definition of job classes for the traditional ranks of teaching staff, and this required a considerable amount of investigation and debate. An additional problem had fortunately been detected in 1996 by a joint MAUT-Administration committee on non-tenure track academic employees.³ McGill at that time had more than 100 such academic titles/categories, often containing only one employee. When PEC began, this problem had already been partially resolved and many of these noninformative job titles were no longer in existence.

The first posting in June, 2001, represented a tremendous achievement. MUNASA had created 74 generic role profiles, and MUNACA 151. The trades and services group contained 50 job classes, and the academic sector had been consolidated into 22, for a grand total of slightly less than 300. Every employee had been allocated to one of these job classes, and the outcome was totally transparent, with web access to allow all employees to verify the accuracy of their own job classification, as well as to examine the entire distribution of employees and all job descriptions. Instructions were provided for how to report an inaccuracy and/or request a reassignment to another job class.

The Hay Method of Job Evaluation

The PEC considered various methods of job evaluation, including the possibility of developing one of our own here at McGill. In the end we chose the Hay Method, an internationally recognized system that has the advantage of having already been used to implement pay equity in other universities, both in Canada and elsewhere. An overview of the Hay method can be found on the PEC website, the basic procedure being to evaluate a job class by rating each of 11 dimensions defining the requirements of the job. Adding the points determined at each step of this process gives a numerical score for the value of that particular job class.

There are various checks and balances built into the Hay method, including the requirement of a second assessment—a

systematic comparison of ratings between job classes in order to detect and correct relative discrepancies. The system is fairly rigorous, but allows enough flexibility to accommodate a variety of workplaces. Each institution first evaluates a representative range of job classes referred to as “benchmark” jobs, and spends a great deal of time making sure these evaluations are not only individually accurate, but the relationships between the job classes are correct as well. Using these as guideposts, the remainder of the jobs are then evaluated and compared. The PEC spent almost all of the summer conducting detailed job evaluations under the guidance of the Hay consultants, and has now completed the major part of this task. It is important to note that all job evaluations are being conducted by the entire committee, using identical criteria for every type of job within the university.

The Situation for McGill Academics

The academic subcommittee considered a number of strategies in depth regarding the classification of teaching ranks of academics, and decided to retain the small number of traditional ranks as generic job classes for both faculty and academic librarians. The work of the PEC was facilitated by the Office of the Vice-Principal, Academic, which reorganized various titles for music instructors into 3 job classes, and a variety of other titles into 3 levels of professional associate. The traditional categories of research assistants and associates were retained, for a final total of 22 academic job classes.

The decision to retain the ranks of teaching academics, without subdividing them by discipline, was not taken lightly. It is a very important concept that every professor or lecturer of a given rank performs a job of equal value to the university. (The value of a discipline is independent of possible “market differentials”, or higher salaries paid in response to current economic forces.) However, the general underrepresentation of women among the teaching ranks meant that in total none of these ranks would be

female predominant, despite high female participation in a few individual disciplines such as nursing. Bringing some form of salary equity to the teaching academics clearly required additional procedures, and the solution became apparent with the completion of a statistical analysis conducted by a different group—the Task Force on Gender Differentials in Academic Salary, composed of MAUT and administrative representatives from the Academic Salary Policy Subcommittee.

The Task Force, chaired by Gloria Tannenbaum, issued a report documenting significant anomalies in the salaries of female academics at McGill, detected by regression analysis that corrected for other variables such as discipline and years of experience. This data indicated that a combined equal pay/pay equity strategy, conducted according to recognized procedures⁴ would be a feasible way to meet the requirements of the legislation for this group and to ensure that equity would be maintained. Soon thereafter, Principal Shapiro issued a memorandum titled “Gender Differentials - Academic Salaries”, outlining a three-year program to correct the salary inequities for female academics, and to prevent such anomalies from reappearing in the future.

Another significant problem facing the academic subcommittee was how to determine the job classes for sessional faculty members, notably the course lecturers, a group of employees with little job security, and in contrast to the other ranks of teaching academics, with no defined minimum salary. As the problems related to this group became more evident to the PEC, as well as to the concurrent MAUT Committee on Contract Academic Staff, it was also recognized by the university administration that changes would be needed in the salary policy for the various classes of employees covered by academic contract, independently of the process of pay equity. The recent memorandum from Principal Shapiro, announcing the creation of a Task Force “with the goal of developing fair and equitable practices, pro-

cedures, and compensation levels” for these groups of academics, has been a very constructive and welcome initiative. The Principal has made the commitment “to see the establishment of a decent minimum salary and working conditions for these members of the McGill community” within the near future, and has guaranteed that compensation packages will “be in line with the recently announced gender equity adjustments”. This is a significant and very positive outcome, allowing a consistent strategy for achieving and maintaining gender equity for both contract and tenure-track female academics.

What Happens Next

The information in the first posting is now being updated in response to employee feedback, and this should be complete by the time the *Newsletter* reaches you. There are no significant changes to expect in the academic categories. Most of the revisions will involve further refinements to the new MUNASA job descriptions and some individual reassignments to a more appropriate job class within the two largest non-academic sectors.

The PEC, with extensive assistance from Human Resources, is now working to complete the last phases of the job evaluations and then oversee the statistical analysis. The major moment of interest will arrive with the second posting on the PEC website, hopefully near the end of October. At that point everyone will learn the outcome—which job classes will need to receive an increment in salary, for how much, and how these increments will be applied. If a female-predominant job class is found to be underpaid relative to the male-predominant job classes of equivalent value, it is not just the females, it is all of the employees in that class (40% of whom may be male), who will receive an adjustment. The law allows the employer up to four years to phase in the necessary changes, depending on the magnitude of the total cost. This consideration has yet to be determined - the statistical analysis must be

completed first. A summary of the final outcome will be provided in the *Newsletter* as the process reaches completion.

What Will be Gained?

There are three major benefits to the entire McGill community from all of this work. First, we will achieve the direct goal of detecting and eliminating one form of gender-related inequity in salary, a goal attained years ago in several other parts of the country. Second, in the process of achieving pay equity, McGill is doing considerably more than the minimum required by law. All job classes are being evaluated, not just those with a gender predominance, and they are all being evaluated using the same system. Inequities unrelated to gender are detectable by this process. Independent committees are already being planned to rectify the situation for a few such job classes, and other discrepancies may yet come to light.

Last, but not least with regard to the three largest groups of employees, pay equity has been an impetus to accelerate and complete the long-overdue and monumental process of weeding out obsolete and inaccurate job titles, and creating rational systems of job classification that will have to be maintained and updated in a systematic manner from now on. For many employees, this means replacing an atmosphere of confusion and frustration with a sense of greater transparency and fairness. Everyone benefits from this.

Will it all be worth it? Yes. ■

1. Revised Statutes of Québec, Chapter E-12.001. *Pay Equity Act*. 1999.
2. Zorychta, E. “Academic Salaries at McGill, Implementing Pay Equity”, *MAUT-APBM Newsletter*, Vol 27 (4) March 2001.
3. *Non-Tenure Track Academics at McGill University: A Survey Report*. MAUT, 1996.
4. Haignere, L., Lin, Y., Eisenberg, B., and McCarthy, J. *Pay Checks: A Guide to Achieving Salary Equity in Higher Education*. Albany, NY: UUP. 1996

New Initiative Announced for Contract Academic Staff

MAUT launches a new initiative to include in its mandate representation of all non-tenure track academic staff at McGill

By MALCOLM BAINES

CHAIR,

MAUT COMMITTEE ON CONTRACT ACADEMIC STAFF

At a recent Senate meeting the Principal stated that the university intended to standardise the employment practices, salaries and benefits for part-time faculty and other non-tenure track academic job classifications (September 12, 2001, document D01-06). This is a very welcome initiative for MAUT as the staff association has recently reviewed the current status of employment of non-tenure stream academic staff. Further, in the last general meeting of MAUT, the members passed a motion of intent to create a new section of the MAUT constitution to specifically represent all the academic staff in this sector. The proposed bylaws will be submitted for approval to the next general meeting of MAUT membership. It was therefore very reassuring for all concerned when Principal Bernard Shapiro stated to Senate that he intended to see the establishment of a decent minimum salary and working conditions for these members of the McGill community.

Surveys of academic staff at McGill and other universities in North America have revealed a significant increase in the use of non-tenure track instructors and a simultaneous rise in the presence of a variety of employees covered by academic contract(s) whose activities may or may not include teaching or significant contact with students (research and administrative titles). Many universities have employed part-time, sessional and contract academic staff as a flexible source of labour under conditions that provided low salaries, few benefits and no job security. Even though many of these aca-

demical staff had graduate degrees and many years of experience, their respective university employers often did not provide any guarantee of continuity of employment or rewards for performance. Some were required to teach the equivalent of 10 or more courses per year to provide a suitable income to support their families. Since there are as many employment titles for such academic staff as there are specific jobs, a recent MAUT committee formed to examine this issue adopted the collective terms "sessional faculty", and "contract academic staff", used by some other universities to refer to all the non-tenure stream members of this academic sector.

All the universities on this continent and around the world will face a staffing crisis in the next decade as the educators of the 'baby-boom' generation retire and the universities find that there are not enough qualified new graduates to fill the positions that will become available. Qualified and experienced academic staff will be required to teach courses, perform contract research and provide other academic services to the university community. Therefore, it will be essential for their respective university employers to provide competitive conditions of employment and salaries to such staff to retain their services in an ever more competitive market.

The global objectives of the MAUT initiative are to include all non-tenure track academic staff at McGill University in the mandate of MAUT for representation and protection. In this way MAUT will seek to integrate all such academic staff into the academic community at McGill, to ensure their retention and involvement in the effective delivery of academic programs. The proposed new section of MAUT will work to ensure fair working conditions, fair treatment, and acceptable annual salaries and benefits for these groups of employees. It will also work to create a visible role and career stream for all non-tenure stream faculty at McGill. Ultimately, this action will foster the highest quality educational experience for the students of McGill University

by including all contract academic staff in the merit based system of performance evaluation and career progress. MAUT is committed to providing an inclusive collegial environment for all academic staff at McGill University. ■

Crash Test Dummies?

Council wants feedback on experiences with insurance companies and highlights CAUT affinity programs

Many of you perhaps use one of the insurance brokers with which McGill has previously had group rates, albeit some time ago. McGill does not now have a home and auto insurance provider. There may still be some companies who offer discounts to McGill and other organizations but McGill does not keep track of that information.

From anecdotal evidence for a number of council members, it appears that these agencies are steeply raising rates. What is your experience with rates, positive or negative? Council would like your feed back on this. Please let Honore (MAUT@PO-Box.McGill.Ca) know what your experience has been. In the meantime, MAUT members can benefit from our affiliation with CAUT...

CAUT Affinity Programs

Because of its national scope and large buying power, CAUT has been able to negotiate special rates and services with several businesses and financial service corporations. These services provide added value to membership within CAUT and provide alternatives for CAUT members when facing decisions concerning travel, investments, and credit cards. For information on any of these benefits, please look at their website at <http://www.caut.ca>

Life, Accident and Professional Property Insurance

For over 27 years, Kanatia Consulting and Administration Inc. has provided CAUT members with life and accident Insurance plans that are presently underwritten by Great-West Life Assurance Company, the largest insurer of Group Insurance plans in Canada. Your national association has negotiated benefit improvements which reflect the realities of today's needs at discount rates for all members, spouses and their children.

Toll Free: 1-877-KANATIA
Phone: (613) 236-0513
Fax: (613) 592-8151 ■



McGill CENTRAIDE Campaign

Ever been hard up for cash? Known someone down on their luck or a family in need? How many times have you given a dime to the homeless person on the corner? Do you want to do more?

The Centraide network works towards re-educating and re-integrating people in need into the mainstream of society. It's not a handout, it's a social program that needs your help.

Soon you will receive a pledge-card — please don't discard it without thinking first. Thousands need someone to help them get back on their feet — it could be you! If you support a special charity, don't stop, dig a little deeper!

To each of you who gives to Centraide, thank you. You show you care about the people of Greater Montreal and in so doing you are strengthening the community that cares about McGill.

Dr. Bernard J. Shapiro
Principal and Vice-Chancellor
Chair, McGill University Centraide Campaign

Lydia Martone
Manager, Office of the Vice Principal
Administration and Finance
(514) 398-7142
lydia.martone@mcgill.ca

Vivienne Rock
Assistant Director
Building Services & Grounds
(514) 398-3727
vrock@facilitiesm.mcgill.ca

Co-Chairs,
McGill University Centraide Campaign

www.mcgill.ca/centraide

Demutualization (Continued) Help!

By MICHAEL R. SMITH
VICE-PRESIDENT (INTERNAL)

The Staff Benefits Advisory Committee continues to discuss how to dispose of the cash transferred from Sun Life when the insurance company demutualized. Sun Life transferred to McGill a little over \$3 million. The University Administration claims that it is entitled to retain half of the sum. MAUT, MUNACA, and MUNASA all contest this.

Whatever the amount, how should it be distributed to staff? There seem to be two main options: **i)** the money could be distributed to staff, as closely as possible related to how much the staff member had paid in insurance; **ii)** the money could be used to pay off the deficit in the medical insurance program, constitute a small reserve, and defer the increases in insurance rates that will certainly come. The University Administration strongly favours the second option. The disadvantage of distributing the money in cash is that it would be taxed—at the rate for dividends, a bit under 40%. It should be noted, however, that this, apparently, is the method of distribution adopted by Concordia. The disadvantage of the second option is that someone who joined the University in, say, 1997 would receive the same benefit—in terms of medical insurance premiums that are lower than they would otherwise be—as someone who had been paying for insurance for thirty or more years.

An additional difficulty with a distribution related to how much was paid in is that the University's records *in an electronic form* are, apparently, not up to the task. Payments into the plan are determined by both number of years employed at the University and by the level of coverage chosen. These are only readily available for the period 1989-1997.

To get an idea of what is at issue, ISO was commissioned to produce estimates of

pay-outs for a random sample of 27 employees, assuming that there is a total of \$1.5 million to distribute, and determining pay-outs on the basis of premiums paid between 1989 and 1997. The amounts range from a minimum of \$1.62 to a maximum of \$1219.45. Among these 27 the mean pay out was \$256.61.

So where are we? My own inclinations are the following. **i)** Other things being equal it is better to pay-out the money according to how much people paid in. The tax problem might be reduced were MAUT recipients to be given the option of receiving their transfer in the form of an allocation to a research grant that might be used for academic purposes—academic travel, equipment, or whatever. **ii)** However, if the bulk of the payments are very small and if the relation between them and what was actually paid in is very approximate indeed, it might be better to allocate the money to the medical insurance plan, despite the manifest inequity in doing so.

I plan to look into the Concordia case, where they have actually distributed payments according to some measure of premiums paid. In the mean time, what do you think? ■

McGill Association of University Teachers— Fifty Years Serving All Academic Staff at McGill

By JOSEPH-JOHN VARGA
MAUT PROFESSIONAL & LEGAL OFFICER

The McGill Association of University Teachers (MAUT) celebrated its Fiftieth Anniversary on April 2nd 2001. This milestone set the scene to reflect on MAUT's past and future.

From MAUT's archives, we see that the reason for MAUT's creation was to meet the concrete needs of academic staff at McGill University. During the immediate post war

era, McGill University, like other Canadian universities, was one where academic staff members were overworked and underpaid, working conditions were bad, the universities were overcrowded with students and understaffed, and the traditional lines of authority appropriate to smaller pre-war universities were inadequate to cope with the significant academic and administrative changes of the time. As a consequence, at a large and representative meeting of members of McGill academic staff, held in the Ball Room of the McGill Faculty Club, on April 2nd 1951, several resolutions were adopted, one of which established the McGill Association of University Teachers, MAUT.

With the formation of MAUT, attention was immediately turned to the most pressing issues. MAUT immediately established a number of committees: salaries, academic freedom and tenure, pensions and retirement regulations, life insurance, medical benefits, staff relations, university statutes, the role of the Senate. Energetic efforts by these committees resulted in many studies, briefs and recommendations, which were submitted to the University administration. The ultimate success of these early and later efforts is evident in the working conditions and benefits McGill academic staff members now enjoy as a matter of course. Slowly, through the sheer persistence and hard work of MAUT members and through the competence of their involvement at critical times, MAUT established its own legitimacy and in so doing contributed to the evolution of university governance at McGill.

During the past five years, MAUT worked on the development of new policies concerning, for example, sexual harassment, grievance, discipline and arbitration, salary catch-up, pay equity, intellectual property, early retirement and retirement allowance, pension, budget, research ethics, non-tenured academic staff, benefits, parental leave, status of academic librarians, role of part-time academic staff, and the McGill Faculty Club.

MAUT is a founding member of the Canadian Association of University Teachers

(CAUT), and the Fédération québécoise des professeures et professeurs d'université (FQPPU). MAUT is actively involved in the governance and policy formation of these associations. MAUT helps these provincial and national organizations lobby governments for increased university funding. Thereby, MAUT makes an important contribution to the local, national, and international academic community.

As in the past, MAUT will continue to promote policies, procedures and working conditions which are conducive to the teaching, research and other pursuits of the academic staff of McGill University. ■

50th Anniversary Reflections

Contributions from Past Members and Executive: A series published in the 51st year of our activities

*How the McGill Jeep fleet jumpstarted
MAUT participation ...*

Juan Vera
Professor, Chemical Engineering
President MAUT, 1997-1998

My involvement in MAUT started when, in 1996, I could not stand to see the proliferation of McGill cars (small red Jeeps) while we were asked to cut our annual library budget for a second consecutive year. After I refused to collaborate in the preparation of scenarios for further departmental budget cuts, my colleagues decided to send me to voice my frustrations at MAUT. After some effort, it was determined that five vehicles had been purchased when the budget allowed for only three of them. The important point though, was not the number of Jeeps but the need to reorient the limited resources available to support the basic academic needs. Incidentally, as a measure of success, it is somewhat disturbing to count the number of McGill cars in circulation these days.

MAUT being an association, and not a

union, has its own ways of working. Notably, the Executive is formed on a one by one basis, and the President has no voice on even suggesting its composition. This provides a unique experience and members of different departments, who had never met each other before, team together for the common benefit. In addition, university administrators are regular and active members of the association. I only know of one case of a Professor who resigned from MAUT immediately after being appointed Dean.

During my tenure at MAUT there were many interesting topics of discussion. Too interesting at times! To name a few: academic salaries as a priority in times of budget cuts, retirement at 65, change in retirement policies, parental leave, movement to form a union. In my period as President we formed a Committee on Parental Leave, in coordination with the administration, which eventually resulted in a change in the policy. We also started the formation of an emergency fund towards potential crisis, by setting aside part of the membership dues in investment funds.

Thanks to the efficiency and sense of humor of Catherine MacAulay and to the effective and calm advice from Joseph Varga, I came more or less intact from a quite strong three-year peer review process.

*While it took a naval corvette to get
another MAUT member going ...*

James Mallory
Retired Member, 1951–

It was good to hear again from MAUT as it celebrates its fiftieth anniversary. My recollections of my years with MAUT are by now somewhat blurred, but there are other survivors who will remember many of the events that did happen. I do remember being approached by one of my friends in the Library to see if we could do something about them—they were then excluded from our membership.

However, much of my time in the very early years was more taken up with the CAUT. I remember the first meeting we held at the

time of the Learned Societies meetings at Queen's. We all resolved to return to our respective universities to set about forming local associations. The first officers of CAUT were at Queen's and included, I think, the economist Frank Knox as President and my old friend Malcolm Ross as Secretary. After two years the officers rotated to McGill and Fred Howes became President and I became Secretary. One of the things I did was edit the *Bulletin*, which was then in magazine format. The highlight of my time was a special edition with the full report of the Fowke-Laskin Committee on the Harry Crowe case at United College—the first of our many academic freedom and tenure cases.

It so happened that I was also a member of one of the Woodrow Wilson Foundation Scholarship Selection Committees. The Foundation decided to send me around the various Maritime Universities to encourage candidates. This enabled me to do some recruiting on the side for the CAUT, since I had attended two of the said universities and had friends or acquaintances in most of them—some dating from my student days. This was virgin territory for the CAUT and my trip stimulated response in most of the places I visited.

Another stray memory... The Canadian historians at the initial meetings at Queen's were treated to a cruise on Lake Ontario in a naval corvette (then visiting Kingston). I recall talking on that cruise to Noel Fieldhouse, then Dean of Arts & Science at McGill, of my intention to form the MAUT, which did not please him at all (... *and the rest is now part of our history.*—Ed.) ■

Letter to Non-Members

Sent by K. GowriSankaran, Chair
MAUT Membership Committee

September, 2001

Dear Colleague,

Perusing through the membership list, I noticed that you are not a member of the McGill Association of University Teachers, MAUT/APBM. As President-Elect of MAUT and Chairman of the MAUT Membership Committee, I thought I would take this opportunity to address all non-members of MAUT. Our organization has not run a major membership drive for over ten years, but with the large numbers of new hires, about 220 over the last two years, it is time to reach out and encourage those eligible to join MAUT.

The MAUT represents your broad interests, both academic and non-academic, at the level of the senior administration of the University. We are the only non-unionized Faculty in Québec by the choice of a vast majority of the academic staff. The MAUT is consulted on a variety of matters on a regular basis by the University administration. In particular, MAUT has considerable influence and input into matters concerning your employment conditions, sabbatical leaves, tenure regulations, salary increases, academic freedom and a myriad of other things. Just to cite an example, the recently passed McGill Policy on Intellectual Property was the result of intense discussions involving MAUT and particular thanks go to Myron Frankman, the then Past-President, who led the effort and obtained a far superior policy on behalf of all staff than originally proposed by the administration. Also, recent significant academic salary increases have been due to the work of MAUT particularly with a major contribution from another of our past Presidents, Barbara Hales. Our Professional and Legal Officer, Joseph Varga has prepared a small document describing what MAUT has done for all McGill academic staff in the recent past. I have enclosed a copy of this document for your information.

Further, at the latest meeting of MAUT

Council, a new committee called the MAUT Mentoring Committee has been formed which is looking into ways and means of putting in place a systematic and organized way to help the tenure track Faculty on the issues of tenure from the beginning of their career. Few new Faculty members realize that tenure is a matter one plans for from 'Day 1'. The MAUT Mentoring Committee plans to help the staff member to prepare as good a tenure and promotion dossier as possible. And MAUT's role will be to help ensure fair and reasonable exercise of the regulations of the University.

I want you to realize how extremely important it is, in the interests of every Faculty member at McGill, to be a member of MAUT. In order to have an effective voice with the University Administration, MAUT needs the backing of a substantial majority of all academic staff. Also, to keep MAUT vibrant and come up with new and dynamic ideas geared to ever changing work and social conditions, the organization needs the involvement and input from as many members of the academic staff as possible, particularly the younger staff.

Apart from the future, what about the present? Do you know that MAUT receives calls from almost 35% of the Faculty during a year—including non-members who appreciate that MAUT is a reliable and useful resource! Membership in MAUT not only gives you a collective voice, but it is also similar to an insurance policy—MAUT is there to go to bat for you in case of any problems or at least provide you advice and referrals and other help even if things turn to litigation. And for all this and peace of mind that goes with that you pay much less than your colleagues at unionized universities across Canada. However, your contribution is fully TAX DEDUCTIBLE. I invite you to join MAUT and naturally it will be highly appreciated if you also contribute. ■

What Has MAUT Done For You Lately?

27 Points of Action ... and Counting!

COMPILED BY JOSEPH-JOHN VARGA

MAUT PROFESSIONAL & LEGAL OFFICER

Our recent successes are notable and are largely due to the excellent work that our MAUT representatives have carried out over the years. This work has led to important commitments on the part of the University. In particular:

1. MAUT has a key role in determining academic salary policy at McGill University and MAUT persuaded the administration to create and implement a stable and predictable salary policy for academic staff at McGill.¹

2. MAUT continues to argue for the restoration of the promotion increment.

3. MAUT argues in favor of improving the salary merit award process.

4. MAUT is committed to renewal, to regenerating the position losses of recent years, and recruitment at upper as well as entry ranks.

5. MAUT has been examining the performance of the McGill employees' Dental, Supplementary Health and LTD plans and is making proposals to help ensure the continued viability and effectiveness of these plans.

6. Sun Life of Canada demutualized recently. McGill University owned approximately a quarter of a million shares through our Life Insurance plan, which were sold. MAUT is researching this matter and is making proposals concerning what should happen with share that belongs to McGill Academic Staff.

7. MAUT is consulted on Salary Equity matters. MAUT convened and conducted the election of faculty-member representatives to the new provincially mandated Equity Committee.

8. MAUT has worked on improving the parental leave provisions for academic staff.

9. MAUT convinced the administration to double the funds available for salary anomaly adjustments.

10. MAUT has proposed a policy on the use of anonymous letters. While such letters are rare, their consequences may be serious.

11. MAUT has convinced the administration to maintain the academic status of professional Librarians at McGill.

12. MAUT is discussing with the administration draft policies in order to reduce problems arising from unspecified Departmental Tenure Committee Procedures.

13. MAUT convinced the administration of the need for a long-term fiscal plan that will ensure the success of the McGill Faculty Club. We regard our Club as an important component of the quality of academic life at McGill.

14. MAUT convenes a caucus of faculty Senators prior to each Senate meeting. This caucus has been very effective in addressing critical issues on the Senate agenda, to assure that the academic community plays the most active role possible in the effective and collegial governance of the University.

15. MAUT is proposing to improve the policy concerning McGill Emeritus Professors.

16. MAUT initiated continuing discussions with the administration to improve the working conditions and benefits for non-tenured academic staff.

17. MAUT persuaded the administration to improve policies for the protection of the proprietary rights of staff to their patents, copyrights and software. Among other things an appeal mechanism was introduced.

18. MAUT organized a letter campaign to the Prime Minister regarding concerns with respect to the federal government's "The Final Report of the Expert Panel on the Commercialization of University Research".

19. MAUT obtained improvements to the disciplinary and grievance procedure at McGill University for McGill Academic Staff.

20. MAUT provides a large range of services, including retreats, conferences, and special meetings:

- MAUT held a special meeting to discuss with the membership, important changes to the health and dental plans.

- MAUT held a conference on academic careers and collegiality within McGill.

- MAUT held a conference on McGill academic salary policy.

- MAUT held a conference on McGill academic staff benefits.

- MAUT held a conference on Career and Financial Planning.

- MAUT held a conference on Retirement.

- MAUT held a Special General Meeting on "Towards A New McGill".

- MAUT held a meeting regarding the pros and cons of certification.

- MAUT held a McGill Budget Retreat.

21. MAUT's Professional and Legal Officer, a lawyer with a background in industrial relations and economics answers questions and provides advice concerning your working conditions ranging from salary to dismissal. On average, in a given year, we receive hundreds of calls, faxes, and e-mails for information and advice from our members and others. There are approximately 50 watching briefs (dossiers) opened at the request of individual members, which require follow-ups and more involved assistance. These dossiers deal with such things as harassment, grievances, appeals, sabbaticals, salaries, parental leaves, retirement allowances, reappointments, promotions, tenure, suspensions, and dismissals.

22. MAUT provides representation on a number of University committees and other decision-making bodies such as the University Academic Salary Policy Committee, the University Staff Benefits Advisory Committee, and nominates individuals to the Committee on Staff Grievances and Disciplinary Procedures, and the Appeals Committee.

23. MAUT has committees that often help to draft university academic employment policies at McGill.

24. MAUT Executive Committee and the MAUT Council each hold a meeting once a month to discuss association matters and deal with important policy matters that have an important impact on McGill academic staff.

25. MAUT holds general meetings at least twice a year.

26. MAUT holds elections for Executive and Council seats once a year for most positions.

27. MAUT publishes and provides to its members a number of publications including the *MAUT Newsletter* and other reports generated by our MAUT Committees. ■

Upcoming Meetings

General Meetings

November 28, April 16

Executive Meetings

October 31, December 12

Council Meetings

October 17, November 14,
December 12

¹Since 1998, McGill University has made the commitment to not let our annual salary increases fall further behind the mean of those at the other universities within the G-10. The second commitment that the university made was to bring the average salaries at McGill to the average of those in the G10 universities as quickly as fiscally feasible. The longer term goal is to bring our salaries to the level at which we perform; we are confident that this will be above average.

MAUT Executive 2001/2002

| | Phone | Fax |
|---|-------|------|
| President | | |
| Roger Prichard PARASITOLOGY rprich@po-box.mcgill.ca | 7729 | 7857 |
| President-Elect | | |
| Kohur N. GowriSankaran MATHEMATICS/STATISTICS gowri@math.mcgill.ca | 7373 | 6671 |
| Past President | | |
| H. Patrick Glenn LAW glennp@falaw.lan.mcgill.ca | 6620 | 4659 |
| V.P. Internal | | |
| Michael Smith SOCIOLOGY smith@leacock.lan.mcgill.ca | 6849 | 3403 |
| V.P. External | | |
| Daniel Guitton NEUROLOGY & NEUROSURGERY dguitt@mni.mcgill.ca | 1954 | 8106 |
| V.P. Communications | | |
| Ralph Harris MINING & METALLURGICAL ENGINEERING ralph.harris@mcgill.ca | 1427 | 4492 |
| Secretary-Treasurer | | |
| Celeste Johnston NURSING celeste@leacock.lan.mcgill.ca | 4157 | 8455 |



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MAUT–APBM Newsletter
 3495 Peel Street, Room 202
 McGill University
 Montréal, Québec, Canada H3A 1W7