



NEWSLETTER

McGill Association of University Teachers
 Association des Professeur(e)s et Bibliothécaires de McGill

www.mcgill.ca/maut

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EDITORIAL NOTE

Ken Hastings, MAUT President

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The MAUT Newsletter is normally edited by the V.P. Communications. However, because V.P. Communications Bruce Reed resigned on March 10, 2014, at its March 25 meeting Council appointed the Executive Committee, with me as Chair, as an editorial committee for the Newsletter. This was a reasonable approach because usually the members of the Executive Committee are the main authors of the Newsletter contents.

Before his resignation Bruce had developed a concept for this edition of the Newsletter in which each member of the Executive would write, in addition to the usual article covering specific issues of great current relevance, a more broadly-aimed article regarding his/her vision for the future of MAUT and McGill. This idea was inspired, in part, by the arrival of McGill's new Principal Suzanne Fortier during the 2013/14 MAUT year.

Although this suggestion met with some support ranging from enthusiasm to curiosity and interest, some Executive members had misgivings regarding the utility and even the propriety of such individual personal vision statements. In the interest of open communication, and in order to permit the widest latitude for expression of the elected Officers, we have left it for each member of the Executive to decide whether or not they wish to contribute a vision statement. This will explain the distribution of articles in this Newsletter.

Your input on this, or any other aspect of the Newsletter, or on any aspect of MAUT affairs, is most welcome.

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2013/14: A PIVOTAL YEAR FOR MAUT MEMBERS AND MCGILL?

Ken Hastings, MAUT President

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For MAUT members and for McGill the 2013/14 year will likely be seen, looking back, as something of a turning point.

In recent years two grim financial realities have had major negative impacts on MAUT members and on McGill - the global financial collapse of 2008, and the university budget cuts enacted by the newly-elected PQ government in December 2012. These have generated serious difficulties and will certainly have lasting effects but now, in early 2014, we can begin to see the light at the end of the tunnel.

2008 Financial Crisis

The 2008 world financial meltdown and subsequent low interest rate environment have had a catastrophic impact on pension plans including the McGill University Pension Plan (MUPP). In reaction to the crisis a series of amendments to the plan were enacted, the final one having been implemented January 1, 2014. This was the deficit-sharing provision which increased Part A member contributions to help stabilize the Part A defined minimum benefit (see my Oct 30, 2013 message to MAUT members). The April, 2013 D'Amours report on pension plan reform in Quebec proposed similar 50:50 deficit-sharing for all university and municipality defined-benefit pension plans, and the Quebec government has clearly indicated its intention to have this recommendation adopted province-wide. The implementation of the MUPP deficit-sharing provision at the start of 2014 is the last of the shock waves from the 2008 collapse. There is no way to look at any of the recent pension plan amendments as good news, except in that they help the plan survive in a very difficult environment. However the downward trend has stopped and we can now anticipate a period of stability followed by a period of improvement. Real improvement depends on economic growth and interest rate increases, which are expected, although the time-course of this anticipated recovery is anybody's guess at the moment.

2012 Quebec university budget cuts

The PQ government university budget cuts in December 2012 affected two fiscal years, 2012/13 and 2013/14. For academic staff there were two major negative impacts.

First was a salary freeze for 2013/14 for most employee groups including academic staff. Over a period of many years MAUT, through the Committee on Academic Staff Compensation, has consistently argued that academic staff salaries at McGill must be competitive with those of the U15 comparison group of research-intensive Canadian universities. This argument has been accepted in principle by several administrations over more than a decade, although our present rank in the U15, close to the bottom, shows that attention is urgently needed. Indeed there were plans, at the end of Heather Monroe-Blum's mandate, for a three-year program of significant increases to start June 1, 2013, but the PQ government budget cuts announced in December 2012 pushed those plans aside. Instead, most academic staff salaries for 2013/14 were frozen at the 2012/13 levels, except for tenure-track assistant professors/librarians, who received a small increase of 1%.

The second negative impact of the PQ cuts has been on the numbers of admin/support staff. The cuts necessitated a reduction in the total payroll of the university. A successful

voluntary retirement incentive program for admin/support staff, along with non-renewal of some contract positions, generated the staff reduction required to meet the target. As a result, a significant number of highly-experienced support personnel have been lost, most as of Aug 31, 2013, but many on Dec 31, 2013. These departures have put great pressure on the remaining admin/support staff and on the academic staff. Efficient use of the reduced support staff workforce will require a significant redeployment, which will be managed largely at the level of Faculties. This diffuse approach makes this a difficult process for global monitoring or influence, and I urge each of you to inform yourself of redeployment agendas in your units and to make your opinions known to your Chair and Dean.

At the *Sommet sur l'enseignement supérieur* in early 2013 the Quebec government promised to "reinvest" in universities starting in the 2014/2015 year (essentially, reversing the 2012 cuts). This reinvestment appears to be on target to occur as promised, and this permits the re-engagement of the delayed 3-year plan for academic staff salary increases. Thus, we will have, starting June 1, 2014, three consecutive years of >5% salary increases (as described in my Oct 30, 2013 message to MAUT members). This will improve our U15 ranking, though further increases will be needed to move us into the upper echelons of that group. Regarding admin/support staff reductions, redeployment efforts will likely continue through 2014 with little support staff replenishment likely before 2015/16.

New Principal Suzanne Fortier

Another major transition occurred in 2013. After 10 years as Principal, Heather Monroe-Blum was replaced on September 4 by Suzanne Fortier. As a bilingual francophone with both scholarly and administrative credibility she incorporates some of the key features identified by MAUT members in a 2012 survey on the properties desired of the new Principal. Additional desirable properties identified in that survey were collegial and open communication and consultation. In her short time with us to date she has shown signs of transparency and openness. She posted her employment contract on her web site, initiated the general circulation of summaries of Board of Governors meetings, and has released an accounting of her travel and hospitality expenses. She has met with many members of the McGill Community, including the MAUT Council on September 25, 2013. At this meeting she made a very favorable impression and agreed to meet with the MAUT general membership (an initial planned date in March 2014 turned out to be impractical and will be rescheduled). Her recently announced overall plans for the university include several specific ideas that promote a supportive environment for academic staff. We are hopeful that the Fortier era will continue to develop as an inclusive and open collegial administration in which the administrative activities of the university are seen to serve and support the academic activities.

With the last of the pension plan impacts, the resumption of a long-range program to improve academic staff compensation, and the promising beginnings of a new administration, the 2013/14 transition may be seen in the future as an inflection point in the affairs of MAUT, its members, and the university.

This has been for me, as MAUT President, a most interesting and extraordinarily busy year. I have learned so much about how the university works. This intense experience has reinforced my belief that McGill is a great university that could be even greater if it can fully tap the potential of the energetic and creative people who are drawn to work here. I wish

new MAUT President Bruce Lennox, and all MAUT members, a rewarding and successful 2014/15 year.

A NEW PREMIUM ON AGILITY AND ADAPTABILITY

Bruce Lennox, President-Elect MAUT

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As the fallout of the provincial government funding cuts to Quebec universities continues to unfold, it is clear that there will be a new premium placed on our adaptability. For example, the loss of many key support staff will affect teaching and research activities in both direct and indirect ways and will

have to be watched carefully. MAUT members have told me that they are particularly keen to share in best practices discussions, and would like to hear how colleagues in other faculties are planning to manage changes. While the importance of interdisciplinary research is widely acknowledged, I am not aware of ongoing cross-disciplinary discussions about research and teaching methods. I think that MAUT can have a role as a moderator of these discussions.

A broader aspect of the workplace planning is finding the “sweet spot” needed in managing teaching, research, and service contributions. The challenge is finding a pattern that is productive. What I have heard from members is concern that significant changes to the support they receive may disrupt their well-developed work patterns. Managing change is of course part of our daily life. For example, moving a research problem forward often relies on our ability to react to change - new research results, new reports in the literature, new forms of integration of our ideas and those of others are all forms of change that we face on a regular basis. Similarly, undergraduate teaching now often requires rapid adaptation to class size, curriculum, and teaching technology changes. As the support network we have adjusts to staffing changes, I look forward to MAUT-moderated discussions as to how to remain agile and adaptable.

A WORD FROM THE PAST-PRESIDENT

Al Shrier, MAUT Past-President

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As Past-President I have been involved over the past several years on the Committee for Academic Salary Compensation (CASC). In 2012 MAUT promoted a change in the terms of reference of CASC such that the committee would now review all aspects of compensation including academic salary policy as well as any benefits and pension matters that are specific to academic staff. It has been gratifying that after a delay of one year finally we have been able to announce the long promised salary plan that will see a significant increase (~17%) in salaries over the next three years beginning June 1, 2014, as detailed by Ken Hastings in the President’s Report. In addition, we have been dealing with the fallout of Amendment 24 and have been able to motivate the creation of a notional plan for pension

compensation of Academic Staff between the ages of 65 and 69. In addition, we recently settled the terms of the deficit sharing of our pension plan associated with Amendment 24 part c). According to the arrangement, as of January 1, 2014, the member contributions for all age groups will be raised by 2.2% for members in the Hybrid Plan, Part A (those who joined McGill before January 1, 2009). Those in part B will see no additional pension cost because they are in a Defined Contribution Plan.

We have some very good news to announce from the Staff benefits Advisory Committee (SBAC) where we learned that our monthly rates for health coverage will fall by 5% and dental by 3% 2014. Also, the rate for the Long Term Disability Plan will decrease by 5% effective August 1, 2013. This rate is guaranteed until December 31, 2015. In addition, there is a reduction in the fees charged by the insurance company for the administration of the plan. Also the rates for the Optional Life Insurance Plan will decrease by 25% for all age groups, effective August 1, 2013. These rates are guaranteed until December 31, 2017.

The President, President-elect and myself have each had an opportunity to meet individually with Principal Fortier before she assumed office and then together, thereafter. These have been stimulating discussions at which we have exchanged ideas and promoted the notion of frank open interactions. She has unequivocally embraced a collegial approach and has reached out in an attempt to build positive dynamics. This is an encouraging start and we are looking forward to exciting times ahead.

MAUT FINANCES

Chris Ragan, MAUT VP Finance

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The finances of the MAUT are relatively simple. The vast bulk of our annual revenues (roughly \$675,000) comes from members' fees. Another small amount (\$40,000) comes from the McGill Administration to finance teaching releases for members of the MAUT Executive. On the spending side, the single largest item is the dues we pass on to the CAUT and the FQPPU (roughly \$278,000 per year). The other large annual expenditure item is on salaries for the MAUT staff – roughly \$220,000 per year. For each of the past few years, the MAUT has had an average operating surplus of roughly \$40,000.

Past financial surpluses have led to an accumulation of financial assets. As of the end of January, 2014, the MAUT had roughly \$465,000 in accumulated assets. This overall amount was divided between cash accounts at McGill (\$39,000) and at the Royal Bank of Canada (\$41,000), and holdings in four selected mutual funds (\$385,000).

The MAUT Finance Committee met once during the 2013-14 academic year, on February 5th, 2014. A few issues were raised but were left to be discussed further by the MAUT Council. One issue is under what conditions it might be appropriate to adjust our membership fees. A related issue is the appropriate size of the MAUT's financial reserve. A third issue is the appropriate form of investment for the MAUT's financial assets. These issues will be discussed in the near future by the MAUT Council.

REPORT FROM VP INTERNAL

Greg Mikkelson, MAUT VPInternal

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Dear colleagues:

Last April you elected me to the position of vice-president (internal), with a mandate to "help... Council to become the pro-active body of democratic deliberation and decision-making that it should be". Though old habits die hard, I believe Council has made some progress in this regard. For example, at its monthly meeting in October Council passed a resolution that seems to have had an impact, calling for improvements in the new rules governing course scheduling, and in the process of developing such rules. At that same meeting Council passed another resolution calling for specific changes to make the process by which deans are selected more democratic and transparent.

We have many people to thank for making such advances possible, including our current president, fellow Council members, and other MAUT members who have participated in Council meetings or gotten involved in other ways. In this brief report I summarize my own efforts to facilitate such endeavors as VP-internal. In this capacity I have tried, among other things, to ensure that Council and the executive committee follow that helpful body of accumulated wisdom known as the MAUT Constitution. I have also pursued several specific measures for promoting collegial governance at McGill – in other words, for moving the university toward democratic control by the people who work and study here.

One of the first ways in which I, along with several other Council members last spring, sought to bring Council into compliance with the Constitution regarded the election process. Unfortunately these efforts did not lead to special elections, which the Constitution seems to call for, in order to replace one Council member who resigned seven months into her two-year term, and me, who resigned my seat as a "regular" Council member one year into my two-year term in order to take up my position as VP-internal. I leave it to those who argued and voted against such elections to explain how and why they did not happen. On a more positive note, at its last meeting in the fall Council did approve two constitutional amendments that – if you and your fellow MAUT members approve them in the on-line referendum – should help to avoid such problems in the future.

Another constitutional duty that engaged Council in the fall concerns university committees, and MAUT standing committees. During my first year on Council (2012-2013), Council as a whole played no role at all in making these important nominations and appointments. In contrast this year I, along with the president, VP-external, and president-elect, first sought and received suggestions from not only Council but also all MAUT members. We then discussed these suggestions, and submitted proposed "slates" for the committees, which Council then amended and approved.

The first duty of the MAUT executive committee according to the Constitution is "to determine the best means for implementing the actions of Council". This is another respect in which practice fell far short of precept during the 2012-2013 session, when the executive committee tried instead to direct Council, and indeed to thwart various policy initiatives by other Council members. This winter semester, I have done my part to re-direct the executive committee toward follow-up on several policy decisions that Council nevertheless

did manage to make over the past year and a half. These include the resolution calling for an appeal process within McGill for faculty subject to dismissal, passed in Council in the fall of 2012; another calling for increased faculty and staff representation on the Pension Administration Committee, passed in the spring of 2013; and the above-mentioned resolution from Fall 2013 calling for a more democratic and transparent process of selecting deans.

Democracy and transparency are keys to collegial governance. Another, I would argue, is solidarity – both among faculty and between faculty, other staff, and students. Unfortunately, declining membership in MAUT over the past several years seems to indicate declining solidarity among faculty. I suspect the McGill salary policy – which has resulted in rapidly widening gaps in pay between "rich" and "poor" faculties; and which, through the annual "merit" exercise, pits individual professors within departments against each other in a zero-sum game – has contributed to these declines. I, along with other members of Council, have therefore begun raising these issues in Council for discussion, which will hopefully lead to wider consultation with the MAUT membership, and subsequent action.

Finally, to promote solidarity across campus, several other Council members and I have regularly attended the meetings of the McGill Citizens' Council (CC) since its formation in early 2013. Recommended by the authors of "Governance, Protest, and Security: Report of the MAUT Committee on the Implications of the Events of 10 November 2011" as "an independent forum for discussion of issues that affect all sectors of the University", the CC includes representatives from all of McGill's student and employee groups. The CC has fulfilled its mandate of facilitating informative discussion across these groups about such issues as cost-cutting and Senate reform. It remains to be seen whether it will evolve into a larger role in reform of university governance.

REPORT FROM VP EXTERNAL

Alenoush Saroyan, MAUT VP External

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These are interesting though often volatile times for universities in Quebec, Canada, and around the world. As a research-intensive international university, McGill is affected by provincial and Federal policies and politics as well as by international trends. Although the recent change in the provincial government might adopt different priorities, it is still important to review initiatives that were underway last year.

News from the provincial scene

Within the provincial context, much of the chatter since summer has been around the outcome of the working groups (Chantiers) resulting from the Quebec higher Education summit of February 2013, the Charter of Quebec Values (Bill 60), the Quebec National Research and Innovation Policy (PNRI), and the approval of Bill 45.

The report of the Chantier on the Legal Framework of Universities, chaired by Lise Bissonnette and John Porter is available from: <http://www.mesrst.gouv.qc.ca/fileadmin/administration/librairies/documents/chantiers/ChantierLoiCadreDesUniversites.pdf>. FQPPU's analysis of this report is available from http://www.fqppu.org/assets/files/bibliotheque/prises_de_position/declaration/2013/ReactionApprofondie_RapportBissonnettePorter_eng.pdf

The report of the National Council (Conseil Nationale), chaired by Claude Corbo, is also published and is available from http://www.mesrst.gouv.qc.ca/fileadmin/administration/librairies/documents/chantiers/RapportChantier_CNU_RapportCorbo.pdf

The working group on University Financing is expected to complete its mandate and issue a report in June 2014. An important outcome to look for is what, if any, changes are introduced to the current formula for funding universities. The FQPPU has proposed a model that places greater weight on faculty numbers rather than student enrollments. It is not evident that this recommendation will have any bearing on what the working group proposes or whether the Dr. Couillard's government will take any of the recommendations into account.

MAUT's reaction to Bill 60 was swift. On October 29, 2013, a letter expressing our opposition to the values promoted in the Charter of Quebec Values was sent to Premiere Marois. Subsequently, copies of the same letter were sent to the leaders of the opposition parties. McGill's formal statement < <http://www.mcgill.ca/principal/principals-desk/statements/message-re-quebecs-charter-values> > was followed up by Principal Fortier's brief to the National Assembly's Commission de la culture et de l'éducation on December 3, 2013. Because of the elections, the Quebec National Assembly's commission on institutions suspended hearings on Bill 60 and now with a new government in place, the fate of this divisive Bill is unknown.

The Quebec National Research and Innovation Policy (PNRI) was published in October 2013. The policy affirms a move towards 5 year funding by all three Quebec funding bodies and highlights the importance of fundamental research. Although supportive of this new policy, the FQPPU is critical of continued emphasis to support projects that are in line with the needs of the private sector. A synthesis of this analysis and the full report are available from <http://www.mesrst.gouv.qc.ca/assises/>

The action research on working conditions of professors, sponsored by the FQPPU, wrapped up in November. McGill professors comprised one of the focus groups of this study. Analyses are underway and MAUT will make results available when they are announced in 2014.

On December 5, 2013, Bill 45, which formalizes the establishment of the Ministry of Higher Education, Research, Science, and Technology (le ministère de l'Enseignement supérieur, de la Recherche, de la Science et de la Technologie), was passed, making this new Ministry a legal body.

News from national and international bodies

Topics discussed in the fall Council meeting of Canadian Association of University Teachers (CAUT) (November 29-Dec 1) included the following:

- Incidents of attack on equity by Men's Rights Groups. This is apparently becoming more prevalent on some Canadian campuses.

- Threats resulting from outsourcing email and electronic services to Google and Microsoft. Agreements signed with these companies, in effect, expose Canadian faculty (their data and intellectual property) to US laws. Any infringement on rights can be challenged only in California courts.
- The implications of Canada–EU trade agreement in educational services. One important aspect of this agreement is that decisions made by the current government are binding and irreversible, unless huge fines are paid to make changes.
- The increasing tendency to industrialize the academy. A common trend is the adoption of performance metrics for the assessment of quality, accountability and rationalization.

If you haven't seen the CAUT's 2013-2014 Almanac of Postsecondary Education in Canada, you may find these highlights about Canadian universities interesting:

- There has been a 50% decline between 1992-1993 and 2012-2013 in the Federal Government's cash transfers for postsecondary education when measured as a percentage of GDP.
- Total university revenues in Canada in a year (from 2010 to 2011) show a 1.9% increase. Expenditures for the same period indicate an increase of 4.8%. Calculated in constant dollars, it is CAUT's estimation that in a 30-year period (1981-2011), total university expenditures have increased by 209%. Total expenditures on academic salaries in real dollars over the same period have increased by 98%.

The Almanac is available on line from < <http://www.caut.ca/resources/almanac>>.

VISION STATEMENT VP INTERNAL

Greg Mikkelson, MAUT VP Internal

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Dear colleagues:

Bruce Reed, as VP-communications, invited all types of MAUT president and vice-president (seven of us in all) to submit vision statements for inclusion in this newsletter. I gladly accepted his invitation, because I believe MAUT members have a right to know who their representatives are, what they are doing or trying to do, and why. In my VP-internal's report I summarize what I have been up to; in this statement I say a bit about why. I welcome questions, suggestions, and further discussion of the topics in either or both.

Bruce asked us to say something about the role of the university in the world, and of governance in general and MAUT in particular within the university. Briefly, I believe that MAUT should model, and otherwise promote, democratic governance of the university; so that the university can in turn better promote health, happiness, and knowledge and other forms of excellence, while halting ecological devastation, in the world.

More specifically, I have been convinced by a strand of green thought that places great importance on workplace democracy as a necessary condition for social and ecological

harmony. The more that organizations – such as the typical for-profit corporation – are controlled by managers beholden to absentee shareholders, the greater their propensity to disregard socio-ecological concerns in favor of a supposed bottom line. In contrast, the more that organizations are controlled by the people who work (and in our case, study) there, the more fully they take into account the socio-ecological conditions that affect people both at work and in the wider community. Empirical evidence confirms the superiority of such democratic business organizations as worker cooperatives, when it comes to socially and ecologically important characteristics like pay equity, and it even gives the edge to coops when it comes to fulfillment of their missions. It seems to me that this lesson would apply to universities even more than to firms. In other words, I think McGill should operate more like a cooperative, and less like a corporation. And I think we have a long way to go in making that happen.

VISION STATEMENT PRESIDENT

Ken Hastings, MAUT President

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First, I see a MAUT where all, or virtually all, McGill academic staff are members. This is not the case today. About ~ 60% of McGill's tenure track academic staff are MAUT members. I believe that only a small fraction of those who are non-members are non-members for a reason. Most are non-members because they have not been effectively approached. An amazing demonstration of this is the recruiting drive last year in the Chemistry Department. David Harpp, then MAUT V-P Internal and chair of the Membership Committee undertook a MAUT membership blitz, supported by President-Elect Bruce Lennox. He started with a membership level similar to the overall average mentioned above and by the time he was through every Chemistry Prof was a MAUT member. This is an extraordinary case, but in fact every MAUT member can make a real contribution to recruitment through discussions with colleagues. I am very pleased that the Membership Committee as constituted this year is also organized and active and I am hopeful that the coming year will see further significant advances in recruitment.

Second, I see a MAUT where all members inform themselves and vote in elections. Our recent voter turnout has been around 25-30 %. In a well-tuned association the makeup of the elected officials would reflect the makeup of the general membership, and with low turnout it is more likely that there could be a mismatch. There are of course no official "parties" in the MAUT system - each candidate is an individual. However anyone who has observed MAUT over the past few years will recognize that there are in fact two major "orientations" among the elected officials, very roughly reflecting the left/right axis we see in society as a whole. This dynamic has impacts on views regarding compensation, governance mechanisms, and the relationship between the academic staff and the administration. These are important issues and a high turnout of informed voters is the best way to ensure the decision-making body reflects the makeup of the membership

Third, I see a MAUT where we recognize and celebrate the common elements in our lives and characters that led us all to become professional academics in the first place. We love knowledge, we love generating new knowledge and we love passing on existing knowledge to the next generation. This fundamental common interest is a bond, unique to academia,

that should unite us across any divisions that might arise from differences in political viewpoint.

Fourth, I see a MAUT that helps its members achieve the best that they can achieve in teaching and research. MAUT should be concerned not only with salaries/benefits, or with grievances/tenure etc, but also with the daily life of productive academics. I see a MAUT that will help reduce the amount of time you spend filling out forms and otherwise complying with the “administration”. I like the idea of a MAUT Research Committee whose goal would be to make it as easy and effective as possible for MAUT members to conduct high-quality research, and similarly for teaching. MAUT should be of greater daily relevance to the professional activities of its members. In my coming year as Past-President I will try to move this agenda farther forward.

Concerning my vision for McGill, I would want first of all to see that McGill stays close to the fundamental ideals that are the basis of the university tradition in our civilization. McGill is a great university now, in my opinion, because it has always stayed close to those fundamental values and has not gotten distracted “re-inventing itself” all out of shape. It has remained devoted to knowledge, its discovery and its transmission. This entails a recognition that a university is only as good as its professors and other academic staff. This is something McGill understands. There is of course always room to improve in execution, and my vision for McGill would be sustained attention to recruiting the brightest minds, coupled with enhanced attention to retention and to global satisfaction of its academic staff with McGill as a working environment. These goals, especially the last, can best be achieved by sincere and effective collegial cooperation with MAUT.

MORE ON MAUT SERVICES – HELPING MEMBERS

MAUT’s Professional and Legal Officer, Joseph Varga, is lawyer with a background in industrial relations and economics and is available to answer your questions and provide you with advice concerning McGill employment issues ranging from salary to dismissal. He has almost 20 years of experience in helping members with their concerns. On average, in a given year, we receive hundreds of calls, faxes, and e-mails for information and advice from our members and others. On average, there are approximately 45 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, leaves, retirement, reappointments, promotions, tenure, research integrity, intellectual property, disciplinary actions, university governance, etc.

In addition, the Professional and Legal Officer helps to determine an Advisor for the member facing more involved cases, for example - grievances and appeals. If you have concerns about your career progress, or a work-related problem that you need help with, you can receive advice at any time from the Association’s Professional and Legal Officer. All consultations with him are part of the benefits of being a MAUT Member, and are entirely confidential. Please do not hesitate to contact Joseph Varga, at (514) 398-3089 or by e-mail at jvarga.maut@mcgill.ca

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