



# Managing Discipline and Grievances

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# Case Study 1

- Department Chair appointed 2011 (Prof. Ray)
- Under pressure to find lab space for new CRC 1 hire
- Need to reallocate existing space
- Prof. Smith – lack of evidence of significant research activity
- Decision: space to be allocated on the basis of
  - Building constraints
  - Research productivity over the preceding 5 years

# Case Study 1 cont'd

- Prof. Smith:
  - Declining success with grants
  - Supervising one struggling PhD student
  - Publication record below average
- Outcome:
  - Prof. Smith's lab to be relocated and reduced by 25%.

## Case Study 1 cont'd

- Prof. Smith files a grievance against Prof. Ray
- Alleges decision to reduce his lab space was unfair, unjust, and biased against him
- Professor Smith asks the *Committee on Staff Grievances* to:
  - Reverse the decision of the Chair and Dean regarding his research space
  - Uphold arrangement that his research space remain unmoved and untouched for the remainder of his career

## Case Study 1 cont'd

- ❑ What should Prof. Ray do first? Whom should he consult?
- ❑ What are the next steps?
- ❑ How should the reply to the grievance be organized and what needs to be put to the Committee?
- ❑ What documents should be put in evidence, what “witnesses” should be presented?
- ❑ What points should be emphasised in Prof. Ray’s response?

## Case Study 2

- *Committee on Staff Grievance* upholds Prof. Smith's grievance
- Basis:
  - Not persuaded that Professor Smith's performance was sufficiently low to justify a reduction in his research space

## Case Study 2 cont'd

- Tensions between Chair and Prof. Smith increase
- Next merit exercise (and thereafter):
  - Chair indicates (in writing) that Prof. Smith must increase his teaching
  - Chair wants Prof. Smith to develop new course proposal
  - Prof. Smith indicates this is not possible and ceases responding to Chair's e-mails and telephone messages
  - Chair recommends to Dean that Prof. Smith be disciplined for refusal to perform academic duties

## Case Study 2 cont'd

- What does Prof. Ray need to provide for the Dean along with his recommendation?
- What courses of action are open to the Dean?
- What are the possible outcomes?





**17 December**

Next ALF is **17 December**

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**Ollivier Dyens**