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

MAUT Council Meeting
Wednesday, September 25, 2024 at 12:00 pm
In-person meeting with hybrid option

Approved Agenda

1. Approval of Agenda

2. Approval of Council Minutes of 2024-06-12

3. Guest: Fabrice Labeau, Deputy Provost (Student Life & Learning) 12:00 – 12:30
   i. Renovations (project management)
   ii. Expense report processing
   iii. EHS (time permitting)

4. Guests: Stéphanie Leclerc, Program Manager, Sustainable Procurement and Luana Sorella, Fianancial Services
   i. Asset Management Policy

5. Business Arising from the Minutes (Action Items)
   - Report/Digest from AGM (R. Sieber)
   - TA hours for fall – follow up with Magnus L'Argent (R. Sieber)

6. President's Report [N. Quitoriano]
   i. MAUT Pre-CASC Committee Composition (who will be on the committee representing MAUT?)
   ii. Chair evaluations
   iii. Hiring for Character update
   iv. Ad Hoc Committee on Emergency Order
   v. MAUT draft report interviewing about ~20 faculty members
   vi. Communications Protocol
   vii. Policy Training/Policy Community
   viii. Unionization/association draft process

7. President-Elect [S. Jordan]

8. Past-President's Report [P. Grutter]

9. VP Internal (J. Ristic)

10. VP External [D. Guitton]

11. VP Finance [K. Bevan]
    i. Proposed MAUT 2024-2025 Budget
    ii. Divesting from arms industry – Tabled Motion

12. VP Communications [R. Sieber]
    i. AMPL Strike
    ii. September Newsletter

13. CAS [C. Riches]
    i. CAS Workshop

14. Library Section [S. Hervieux]

15. Retiree Affairs Committee [F. Ferrie]

16. Other Business
    i. Guest: Victor Muniz-Fraticelli, AMPL's Current State of Negotiations

17. Adjournment

MAUT Council Meeting

Wednesday, September 25, 2024 at 12:00 pm

In-person meeting with hybrid option

Attendees:	Executive Officers	Council Members
	Nate Quitoriano, President	Miranda Hickman
	Steve Jordan, President-Elect	Ben Forest
	Peter Grutter, Past-President	Ipek Tureli
	Jelena Ristic, VP Internal (virtual)	Michael Hendricks
	Dan Guitton, VP External	Sandra Hyde
	Renee Sieber, VP Communications	Dominic Frigon
	Kirk Bevan, VP Finance (virtual)	Reghan Hill
		Caroline Riches, CAS
		Sandy Hervieux, LS (virtual)
Guests:	Fabrice Labeau, Vice-President (Administration and Finance) Stephanie Leclerc, Program Manager, Sustainable Procurement	
MAUT Office:	JA Watier, Administrative Officer and J. Varga, Professional and Legal Officer	
Regrets:	Council: Lisa Munter, Yves Winter, Catherine Lu and Frank Ferrie	

Approved Minutes

N. Quitoriano called the meeting to order at 12:06 pm and welcomed everyone (including 11 MAUT members who attended virtually).

1. **Approval of Agenda**
   B. Forest moved to approve the agenda, seconded by M. Hendricks. R. Sieber made a friendly amendment to move her report to item 5 on the agenda. Executive accepted and approved the agenda.

2. **Approval of Council Minutes of 2024-06-12**
   B. Forest moved to approve the minutes, seconded by S. Hyde. Executive approved the minutes.

3. **Guest: Fabrice Labeau, Vice President (Administration and Finance) 12:00 – 12:30**
   Nate welcomed Fabrice to the meeting. Fabrice began by talking about his new role and how he hopes to restore service orientation in three main areas (finance, infrastructure and IT). These have been disconnected from the academic mission and his goal is to reconcile these services and provide customer satisfaction. His mandate will start with the finances of the university and was presented by the Provost at a recent budget presentation. The anticipated provisional budget at the time it was prepared, was a $12M deficit for this year (FY25). This deficit will only grow if nothing is done and could drastically worsen by FY28. Fabrice went onto explain that the current debt comes from different factors such as changes in tuition imposed by the government, change in the funding formula, and the new requirement of the Ministry of French for students, which has a lot of impact over time. And lastly, a new system imposed by the Ministry last July where they put caps on the amount of infrastructure investment that the university can do every year. All these combined puts McGill in a new situation from a financial perspective. The prediction of a large deficit in a few years is very real. Moving forward, they'll have to be able to deliver

services towards the academic mission in more efficient ways. Some of the layers of bureaucracy created over time, will need to be removed over the next few years. The financial reality is clear that when re-centering the academic mission, they can no longer afford to continue with old processes and will require more automation processes where ever possible (more efficiency). Simplifying processes and reducing bureaucracy wile maintaining compliance and increasing the risk appetite. An example that needs to be improved is the processing of expense reports which is very costly and a time consuming process involving a lot of people. With Fabrice's past roles/experiences at the university, he is determined to improve overall efficiency in the areas that identified below:

i. Renovations (project management)
ii. Expenses (report processing)
iii. EHS (Emergency Health and Safety)

Nate opened the floor to Council for Q & A.

Q. An area that needs clarification is who is the customer? From a project management standpoint, there are a lot of concerns. Nate has faced some significant issues with his lab and thought the customer, as defined by project management group, is the project manager.
A. Fabrice replied that the customer is the institution. He has been involved in several renovation projects at the university over the years and noted that navigating two extremes in these situations can be difficult. One extreme is when the project manager is not flexible to the needs of the academist or the other extreme, is they fulfil all the needs of the academist. Other related issues to renovation projects are delays, delivery issues, added cost, envisioning the project and so on. In order to improve the situation, listening to the customer, managing expectations, feasibility and delivering overall satisfaction. Fabrice went on to emphasize how project management works and used the asbestos situation as an example. The task force that worked on this project, began to realize that they needed tighter surveillance on the way projects are run and that often people are spread too thin. The customer does not receive the attention they need from the project manager. It was recommended to have fewer projects running at the same time.

Q. It is not uncommon for those in Libraries to submit expense reports multiple times only to get rejected 8 – 10 times. Librarians have very small budgets for travel, rarely get grants and when they do, they often don't cover travel. Many librarians end up paying out of pocket for multiple things. And so they ensure that they abide by the correct level of verification and financial oversight. Having to resubmit expense reports sometimes up to 12 times is laborious.
A. The university is currently looking into a new system and are in consultation and hope to have an improved system to process expense reports in a more modern way.

Q. The crisis of trust in this university. How do we ensure trust? (expansive spending on security guards, fences, sod, lawyers (regarding the strike from Law) and preventing access to information (requests from journalists and others about spending on these issues) while we endure a hiring freeze)
A. Fabrice said his intention is to be the most academic of the VP's and being able to talk about the realities and to talk to you about your problems and to have that conversation and collaboration. There will always be things that, for instance, the idea of the saying no to accessing information requests. There are good reasons why some things are actually redacted. It is normal that the sorts of things that are not made public is related to private information about security, or related to private information of our employees and trade secrets and the things that are related to security in particular. It doesn't mean that it should be the focus of the loss of trust. Instead to gain more trust, advocating to find ways to collaborate and talk more.

Q. Comment on expense reports to Fabrice. It was expressed by a member of Council that expense reports involves many different people at different levels and each individual experiences some type of frustration. Chrome River had been considered as an expense report system but was dropped. Instead expense reports were defaulted to Workday. Another Council member added they have been waiting over three months to be refunded on their expense report of $7,000. The staff that they deal with have been great but perhaps it is the rules and regulations or the higher ups in HR that delay reimbursement.

Q. What is the decision making process behind the litigation against AMPL? The university has been spending so much time litigating against AMPL and not coming to a collective agreement of some kind with them. It seems unusual, given that other public institutions (especially universities) form collective agreements with their union pretty quickly but not at McGill. Why is there so much opposition coming from the administration to signing a collective agreement with AMPL?
A. The decision making process regarding the litigation is not in his (Fabrice) portfolio. This would have to be taken up with HR and/or the Provost. To reiterate, there are 16 different union groups – the university is not against unions. However, there is a fundamental disagreement about the validity of the bargaining unit, as it's called, in terms of having one union for one faculty versus one union for the whole and the whole set of professors. That's the core of the engagement. Because this is not his file, he did not want to overstep the responsibilities of other people.

Q. Expense reports: It seems that when trying to implement a new system, we don't consult with the right people and in that process we are consulting with external sources. We end up with a worse system than before. MAUT should be consulted on this.
A. With change management, we try to build something that we can adapt by working with IT.

Q. Access to information: As someone who sits on the Staff Benefits Committee (three years now), meetings are conducted by Willis Towers Watson Towers who provide very informative presentations but have non-disclosure agreement written all over and we are told not to share this information with our members. This sometimes forces us to recreate a new presentation/report. What is considered confidential, a trade secret, or accessible? There is pertinent information that is of interest to members regarding their health care plan and insurance policy.
A. Because Fabrice is not part of the SBAC he can't really address the concerns raised. But suggested it might be that they are private consultants and by default, mark all their projects with NDA. Perhaps a shareable version or digest of the presentation could be circulated among members. One would have to advocate for a second version that could be shared.

Q. Trust issue and expense reports: A Council member agreed with a previous comment from Libraries that expense reports simply need to be filled out correctly. However, their department proactively created a 15 page instruction guide on how to fill out expense reports (indicating that the system is unworkable). It seems that Workday will be used to fill out expense reports. After 3-4 years since having implemented Workday, several adaptions have been made for the system to run smoother. But there was much distrust since it should have been rolled out as beta test before being officially launched. The university claimed it as a success while people continuously encountered issues (where was the accountability?). It is highly suggested that before implementing the expense report module in Workday that there be beta testing.
A. Looking at best practices – Fabrice said he does not know when the roll out plan is. Unfortunately, it's a kind of project where the beta testing in the pilot space is very complex. One of the main issues at the university with major IT projects is accountability, because when they were looking at Workday as an implementation, there were a lot of positive things that were included in the original business case. It was supposed to reduce the number of staff using Workday but once it was implemented, they actually have more

people doing more work around the same system. There are other several good business cases moving forward in his portfolio.

4. Guests: Stéphanie Leclerc, Program Manager, Sustainable Procurement

i. Asset Management Policy

Stephanie explained her role and what asset management is and that it is not a project but has been a journey for the last eight years. They benchmarked with other universities and how it affected them. They asked lots of questions on how were they managing assets. What is working and what is not. What kind of tools were they using, and how did they go about doing it, and where did it sit as a function within the administration? They went on a massive tour around McGill (all the faculties and many departments) to determine how they are managing their assets. They met with all types of managers from those who were very organized (every detail in a spreadsheet) to those who had no idea what assets they had. Asset management does not only sit in procurement but what they found from benchmarking, is that universities that do good asset management have a dedicated team of five to seven people that do just that, and they have a moving team, which McGill does not have. They do it in collaboration with the Office of the VP research and innovation, IT services, financial services, facilities, management, and all of this under the authority of the VP admin and finance as executive sponsors. When referencing assets, it's about movable assets, and they were following the United Nations standard products and services code.

IT assets, musical instruments and accessories, non depreciable, such as artwork, mainly scientific instruments, athletics and recreation. Assets, tools and machinery and vehicles. This excludes living beings, buildings and consumables. What they found is that different assets have different purposes. At McGill, there are three purposes: research, operations or teaching. There is also asset management activities such as life cycle when managing an asset properly. One should be purchasing perhaps a better asset that can be repaired, that will last longer, and that has a better warranty (from acquisition to reuse and recycling and end of life). Activities that also apply to asset management (devising minimum standards) such as buying an appliance with an Energy Star value that will consume less energy. A tracking system is used in essential inventory (basic information such as manufacturer name, serial number, item location, and funding information – where were the funds used? Was it a granting agency funds?). Tracking and tagging are recorded separately in a system. They also provide guidance and rules on how items can be reused. There are three main drivers for asset management:

1) Compliance and reporting: (granting agency rules and government obligations that have to be respected). The federal government asks that 'lasers' be tracked The provincial government asks that all assets above a certain value threshold be tracked.

2) Health and safety purposes: Are safety measures put in place? Example with 3d printers - what kind of plastics or materials are being melted, is this in space with no windows or proper ventilation, is there a fire extinguisher, etc. They are actually flagging environmental health and safety in ensuring there is proper ventilation that meets the manufacturer specifications before Setting up the 3d printers.

3) Sustainability and sound management of resources: The Quebec government does mandate sustainable procurement. Having minimum standards for certain assets allows the university to be compliant with that main mandate. The objective is also to be zero waste, and to promote reuse and recycling. Asset Management allows them to do that and also reduce resource and energy consumption.

They had students look at emissions from purchased foods and services, and it's massive. The scope three emissions from purchased goods and services is major, it does not mean we have to

stop buying but think about what it is you are buying, avoiding duplications, sharing where we can, reusing what we can, or repairing just makes sense from a sustainability standpoint. The administration is committed to limiting the administrative burden on the community, by simplifying and automating some of the processes. Procurement Services is working with vendors, and we're trying to adapt our system, the asset information at the time of acquisition. Procurement oversees the development of the policies and procedures in collaboration with our internal stakeholders and we have had a major pause in the collection of asset information because of lack of resources, but it has now shifted and is part of financial services, and they will be ramping up some of the tracking and the timing.
So how is this relevant for you? Faculty members should know that some items need to be tracked in the central asset management system, and this is justified for sound management purposes, compliance purposes, for health and safety and sustainability. For those who have research instruments and equipment, we may reach out to you to have things tagged. Having assets tracked in the central asset management system is also good for risk management. In case there should be an incident involving University assets, we can provide reports to your faculty, to your department, about what we have on record. And we already make sure, that we can, we have mechanisms to favor reuse where that's possible. And eventually, the vision initially was that we would want researchers to know what McGill has. So you should be able to go into the system and know exactly who's using what where.
All questions can be sent to Stephanie pertaining to the central asset management itself, financial services and anything pertaining to the policies, the procedures, the minimum standards, the reuse, the recycling and all the questions related to accident lifecycle management in general.

Nate opened the floor to Council:

- Someone asked if monkeys are part of the asset management – perhaps through procurement. There will an elimination of monkeys at the university at some point.
- Renee suggested that Stephanie write something for the MAUT newsletter but cautioned that the emphasize not be placed on the extra burden on faculty.
- Someone else asked who is responsible for these costs that are associated with asset management?
    - Stephanie mentioned that they obtained a US software program that was inexpensive and it serving their needs. Other costs are split between IT services, procurement, services and financial services. Students who did the study were paid by the asset management dept.
- What about insurance, when things can't be tagged like with fieldwork equipment that are abroad? Is there a system for that?
    - There is backup also for risk management, should there be loss, theft or mishap. Some granting agencies require to see an actual tag on some property. There is an umbrella insurance for some items that are abroad. They request that we send the tag by mail and we ask that they send us a photo of the item with the tag on it.

5. VP Communications [R. Sieber]

i. AMPL Strike

Renee reported that AMPL is not teaching while on strike and they may lose the fall semester if the strike goes beyond October 1st. It looks like the arbitrator won't end the strike without at least attempting mediation. McGill still is not ready to drop its decertification case against AMPL. The court case is in December. Evan Decent-Fox would ask MAUT to correspond with C. Manfredi and ask how the provost planned to explain being the first university in Canadian history to lose a term

for the sake of decertifying a union. As a side note, Fabrice mentioned the 'denominator reasoning for unionization', and that whatever union it is, that they have picked the wrong number of people to unionize. That is a classic union busting message and will try to use this.

ii. **September Newsletter**

Renee asked those who want to submit an article for the newsletter to do so by the end of the month.

6. Business Arising from the Minutes (Action Items)

- **Report/Digest from AGM (R. Sieber)**

  Renee talked about the AGM and said that she went back to presenters and asked them to comment on each model (total of 4 models). Only one of which is a suggestion that we unionize and the other three - first one status quo and the second and third are varying degrees of coordinating the unions in which MAUT members are not unionize. The responses are in the digest.

- **TA hours for fall – follow up with Magnus L'Argent (R. Sieber)**

  Renee said there were no updates at this time but was told by Magnus L'Argent, AGSEM President, that there are no lists university wide of the impact on hours for TA's. At the last meeting, Michael Hendricks brought up the issue that it seems like TA hours are being shaved, and there aren't any lists at the faculty level.

7. President's Report [N. Quitoriano]

i. **Unionization/association draft process**

This has been a discussion topic over the last year and a half. Executive met and wanted to create a process so that we could inform our members of the different positions and what it means to unionize and what it means to be an association, etc. and the benefits and draw backs on the different models. Nate expressed that we need to stay relevant during this process as we move forward (stave other faculties from following suit).

The plan is as follows:

What	When
MAUT eligible people submit questions and answers are posted online at least weekly	Month of October
Reminder is sent out about engaging with us on this topic	Mid October
Website is "finalized"	End October
Survey on Association/Union sentiment is sent out with link to the website	Early November
Reminder is sent out with website link	Third week in November
Poll closes	December 16th at 5 pm

We will send an invitation and reminder (good information for our colleagues to make an informed decision). They we be polled in early December and mid December. Responses will be posted on the MAUT webpage under Questions. Responses will be from people who are more pro union, or more pro Association, and there can be rebuttals to the responses. Council discussed and it was reiterated that the survey questions will be related to unionization only at this time. It was also discussed that the unions, until they have a collective agreement may continue their membership with MAUT. Once this happens, the MAUT Constitution does not allow them to be part of MAUT. This will also depend on the model. Someone brought up the topic of the pension plan and it too will require resources and budget. There has been a study done on this, however it was done by the Law school, and they are using it as part of their bargaining so they cannot release that study to

us because it takes away part of their bargaining power. Sandra is trying to obtain some information from the study. For now we must do the best we can.

Steve moved motion as presented by Nate to create a process informing our members and outreaching with the models of unionization, seconded by Ben. Council voted in favor with one abstention, the motion was passed.

ii. **MAUT Pre-CASC Committee Composition (who will be on the committee representing MAUT?)**
It was discussed at Executive that the current process for approving standing committees is voted on at Council as per the Constitution. Nate asked if Council wants to also be involved in approving members on the university joint committee in the future (committee composition is independent from the Constitution). Council agreed that it is not necessary to vote but suggested that the slate of candidates be reviewed in advance before approving.

iii. **Chair evaluations**
Nate reported that in a discussion with the Provost and Associate Provost of Academic and Equity, Angela, they discussed piloting some feedback in the university. One pilot region would be within the academic portfolio and the other region within the administration finance. They would like to solicit feedback with chairs and finance, and in particular, expense reports. Nate worked with Caroline Marchionni in preparing a draft evaluation for chairs. The reason in wanting to obtain this feedback is to shape the process and to demonstrate that it is useful for people in the James Bldg. to engage with the community more. This should bring about good ideas and thoughts from this process and to increase feedback.

iv. **Hiring for Character update**
Nate attended an online leadership seminar in May (the presenter, Mary Crossan, has been developing character framework over the last 15 years). They cover 11 leader character dimensions which can help in the hiring practice of senior administration. Nate and the facilitator worked together over the summer and developed a bullet point process similar to what they have used at the CRA. Perhaps try to see if we can implement some of these ideas here at McGill. Nate spoke to Tynan Jarrett, Director, Equity, Diversity and Inclusion who found this to be interesting but does not manage senior level hiring. This was also sent to the President and Nate had a discussion with Edyta Rogowska, Secretary General about this idea. This framework has not yet been used in academia. Council discussed and were concerned that this process could be dealing with a different outcome than what is impressed upon during the interview process. Using an outside consulting firm will perform background checks of candidates. There is also the cost factor worth / value of time. Some view this as a very corporate approach and it may be appropriate for administration.

v. **Ad Hoc Committee on Emergency Order**

vi. **MAUT draft report interviewing about ~20 faculty members**

vii. **Communications Protocol**

viii. **Policy Training/Policy Community**

8. **President-Elect [S. Jordan]**
Nothing to report.

9. **Past-President's Report [P. Grutter]**
Nothing to report.

10. **VP Internal [J. Ristic]**
Nothing to report.

11. VP External [D. Guitton]
Nothing to report.

12. VP Finance [K. Bevan]

i. Proposed MAUT 2024-2025 Budget
Kirk presented the 2024-2025 budget to Council. It was set up the same as last year but with some scaling for CAUT and FQPPU, membership events and meetings. Moving forward we need to be aware of increasing cost and to be prudent. It was suggested to send this in advance of the meeting next time. Council discussed that the budget is confidential within Council. ***Steve moved to approve the motion, Peter seconded. Council approved, the motion was passed.***

ii. Divesting from arms industry – Motion Tabled

13. CAS [C. Riches]
Nothing to report.

14. Library Section [S. Hervieux]
Nothing to report.

15. Retiree Affairs Committee [F. Ferrie]
Nothing to report.

16. Other Business

i. Guest: Victor Muniz-Fraticelli, AMPL's Current State of Negotiations (absent)

17. Adjournment
Nate called the meeting to adjourn, moved by Michael and seconded by Ben. The meeting adjourned at 2:12 pm.

Respectfully recorded and submitted by: JA Watier, MAUT AO