

FACULTY UNION NEWS

SAINT MARY'S UNIVERSITY

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LABOUR DAY PARADE
SEPTEMBER 2008



Photo by Bob Cook

The Saint Mary's University Faculty Union contingent participating in the Labour Day Parade

'Mobilizing in an Era of Restructuring': A Report from the CAUT Women's Conference

Let me introduce myself! I am a new faculty member here at Saint Mary's. I joined the Management Department at the Sobey School of Business in January, 2008. I teach Industrial Relations and Employee Training and Development. I recently had the privilege of representing you at the CAUT Women's Conference in Ottawa. The conference was entitled 'Mobilizing in an Era of Restructuring'. I found the experience invigorating – one because I was able to meet many female academics from across Canada, and two because it provided the time and space to think deeply about the state of academia today. This is not something we typically have a lot of time to do. I want to share some of the main topics with you. Some of these things may not

apply to Saint Mary's, but most represent trends across academia in Canada and abroad.

The Rise of a New Managerial Culture in Academia

Our keynote speaker was Rosemary Deem from the University of Bristol in the UK. She spoke at length about the rise of a new managerialism in academia and this became the undercurrent of many discussions throughout the conference. In the words of Professor Deem, new managerialism is based on the primacy of management and the pursuit of effectiveness and efficiency, on hierarchical systems of governance as opposed to self-governance, and on performance management and target setting.

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I am sure that in various ways all of you have noticed that academia is becoming more like a business. There is an increased focus on research output. Universities encourage us to seek external grant money and to think about how our research can be commercialized or tied to industry. It is the priority of many administrations to attract and retain any and all students – some feel that this is done under any circumstances. University rankings have become a fixation of many university administrators. There is also a significant cadre of part-time instructors which mirrors this growth in other sectors of the labour market. At many universities (and now at SMU) there is a duty of all faculty members to produce annual reports of their activities and ever increasing notions of what constitutes ‘excellence’. For faculty in many institutions this is tied to ‘merit pay’. The feeling at the conference was that this ever increasing focus on merit and excellence and the corresponding pressure to ‘perform’ causes a change to the value systems within academia. It was noted that there are several problems with this model from an equity perspective, but also in terms of our own workload and work environment:

Research as Paramount

Many conference participants felt that the focus on research output devalues the other duties of an academic. In many ways the endless ‘publish or perish’ mantra (which in many institutions is increasing) also devalues research itself. As academics perhaps we need to think about the value of our research and the message that we send when the number of publications is the prime indicator of someone’s academic worth.

Perhaps we also need to consider how our definitions of research and how our reward structures differentially benefit different members of our community. I was just completing my new faculty internal grant application for FGSR. I had to list all of my previous publications and also justify why I had not applied for grant money from other sources. I also had to build in student research assistantships because it says that preference is given to such projects. Think about these requirements for a minute. This simple form tells me that: research that can be undertaken just by me or does not require student help is not worthy of support; my research is not worthy of support if I don’t have a host of other publications to back me up (so how does one get started, I wonder?); my research is not worthy if it is not of the size or specialty to compete for large grants (which have a whole host of their own assumptions and biases). This simple document communicates many norms about what constitutes ‘good research’ and has the potential to exclude other forms. Questions that were raised at the conference might be worth thinking about. Can promotion and tenure be achieved without external grants? Are the decisions that we make at promotion and tenure meetings based on a similar set of norms?

This flows to a related point that was also discussed at the conference. Not all research is created equal, so who de-

fines the quality of academic work? Universities seem to be increasingly interested in often male dominated STEM subjects (Science, Technology, Engineering and Medicine) and the industry sponsorship and ‘commercialization’ value that come with research in these areas. This places research in the Humanities and Social Sciences at a disadvantage in the overall pecking order, but also devalues research that does not have external support or ‘product value’. Similarly, research that does not appear in ‘top tier’ journals is less valued. Often this overlooks fundamental biases with the publication standards of these journals. These biases include methodological preferences, research scope, and ‘hot topics’. Not to mention that the distribution value of peer-reviewed journals is pretty limited. As one delegate asked, don’t more people read the newspaper, or popular magazines, or book chapters, or their union newsletter? We need to seriously reconsider how the business of selecting and distributing academic peer-reviewed literature is set-up. It startled me when a presenter said we need to reclaim our research as a public good. In the current system we write research papers and give them to journals for free, and then we let them sell them back to us at rising costs! I had never thought about this before – or that it might not be the best system.

Perhaps we all need to reflect more and talk more (in what little time we have ☺). Do all of these things represent the kind of stimulating and supportive academic environment that we want? Should we not be trying to preserve our academic integrity and the right to work on meaningful and thoughtful research that has a real impact on society or our own communities?

Another important point raised at the conference is that the focus on research also has the potential to change our collegial atmosphere into one of competition. We are all competing for the same grant money and for the same few spots in the top tier journals. This encourages us to become hoarders of our ideas and our time. This decreases inter-departmental or inter-disciplinary collaboration and also reduces our goodwill – our inclination to become involved in activities that divert time from our research.

Devaluation of Teaching

At many universities the ‘three pillars’ of research, teaching and service are really one strong pillar and two wobbly legs. As a recent PhD, I see evidence of this devaluation beginning early in the socialization to academe. Students are advised not to teach because it gets in the way of their research, and they receive little to no real training or instruction in teaching. The message I always got was that teaching is something that pays the bills, but does not add value to the PhD experience.

A further example of the devaluation of teaching can be seen in the separation between full-time faculty and the part-time faculty. This was a major topic at the conference. Here at SMU these are the terms used in the col-

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lective agreements for these two groups – but at many universities, sessionals or part-time instructors are not called faculty. A sessional pointed out that this linguistic distinction is not an accident as part-timers are often treated like second class citizens. The rise in part-time labour for teaching purposes is a disturbing trend across Canadian universities. These are the people who are making up for the gaps created by the research focus. As university administrators and others push full-time faculty to become research machines, we respond by demanding teaching reductions. Sessionals or part-timers are the cheap and easy solution to the resulting gaps. They are hired on contract, they often receive their courses with very little time to prepare, they get shuffled around from course to course depending on what we full-time faculty desire for ourselves, they are not included in our departmental meetings, they are allocated small shared offices, and they are greatly underpaid. For some, who have full time jobs and are just teaching through interest, perhaps these problems are not great. But, many of the sessionals at the CAUT Women's Conference are people who cobble together their existence from multiple sessional posts and a very heavy teaching load. Many are PhDs who desire full-time positions. They take sessional work in the meantime to make ends meet, but never escape the vicious circle. Often sessionals are denied access to external grants (the University of Toronto sessionals just won a large campaign to have U of T endorse their SSHRC, NSERC and CIHR applications), they don't often have access to internal research funding, and the teaching takes up so much time they can't do research anyway. Despite these conditions, it was reported that many universities are also raising the bar for their sessionals. In line with the general inflation of entry criteria that we see in many industries, to get and maintain jobs some universities indicate preference for those sessionals with research portfolios and commitments to service.

A central conclusion at the conference was that we need to advocate on behalf of these individuals. One suggestion is that we need to stop the movement toward contingent labour and make the case for more full-time faculty positions. Student enrolments are increasing, full-time faculty numbers are decreasing. This is a problem for everyone. A second suggestion in conjunction with the first point is that we need to make it expensive for universities to hire part-time labour. One idea raised at the conference was to pay part-timers on a pro-rata basis that is linked to the salaries of full-time faculty. This is particularly true for those sessionals who are pressured to take up research and service duties. Here at SMU we are not in the same bargaining unit as the part-time faculty, but there are likely many indirect actions that could support them.

Service?

Speaking of service...this is another area that suffers due to the increased managerial attitude and focus toward research. It is also an area that is highly gendered. Stretched faculty members are reticent to take on administrative or service duties if there is not an economic trade-off

for their lost research time. Is there a teaching reduction? Is there a stipend? (As an aside I find it interesting that we never ask if there is a research reduction for service or teaching – although some universities are experimenting with a 'Teaching Faculty' model). The motivation to chair a department, head a committee or supervise a student's research is not high -- particularly when these administrative duties increasingly require faculty members to 'manage' their peers. This also starts at the PhD level where candidates in their job search are told to negotiate for reductions in service responsibilities (and reductions in teaching) in their first few years. It was also noted that the ability to say 'no' and turn down service or teaching requests is also gendered.

On the topic of gender, Rosemary Deem noted that 'pastoral care' is the most unrecognized form of service and it is disproportionately taken up by female faculty. Where on my annual report do I write that I spent three hours talking to a student about her career goals, or informally instructing a student in research methods, or showing a student how to write an essay, or counseling a student about course choices, or just chatting with students about their experiences? Where do I get credit for what happened to me the other day when a person who just wandered in off the street came into my office (likely because it is near the main entrance and my door was open) to talk about his options in returning to school. We talked for over an hour about the eMBA, the MBA, completing his undergrad commerce degree, his satisfactions and dissatisfactions with his job, his life goals, the importance of higher education, why he dropped out, etc. etc. It was a valuable experience -- for him and for me. Why should I even think to ask: "Where will I get credit for that?" Why do I feel guilty for that 'waste of time'?

As I am sure you have guessed already, the conference was very thought provoking. I could go on and on about these topics. And I think that I should. I think that you should too. Let's talk about what we want for our working conditions and what we dream academia to be – and then let's work toward it. I hope to hold a colloquium in the Management Department in January to talk more about these issues. You should come – email me and I will let you know the details (weststar@smu.ca). Or you should start a dialogue in your own department. We definitely should keep the dialogue going about what we can achieve through SMUFU towards the goals that are important to us.

Some Suggestions

I'll leave you with just a few of the suggestions that came up at the conference:

- Do an equity audit of your university – we can't change until we have some data on things like pay equity, male-female ratios, part-time-full-time ratios, tenure and promotion by gender and race, allocation of merit pay and market supplements by gender and race, etc.

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- Advocate for university rankings based on criteria of equity, inclusivity, diversity
- Create open access journals in interesting areas
- Recognize that a growing number of people (usually women and other minorities) come to academia through non-traditional paths or later in their lives – the University of Manitoba Faculty Association created a generation gap committee that reviewed every clause in their collective agreement for differential impact on people at different ages and stages of their career
- Get junior faculty involved and re-think the socialization of junior faculty and PhDs to this 'new model'

And last but not least: ASK QUESTIONS! How and why is our work being restructured? What is the impact of this restructuring on academic values and equity goals? What is OUR vision and how can it be achieved? I'm new to SMU and to academia – and I still think it is the greatest job on earth. Let's keep it that way, for everyone!

More Reading

Management, Knowledge, and the University: The Changing Management of UK Universities
By Rosemary Deem, Samantha Hillyard, Michael Reed
Published by Oxford University Press, 2007
CAUT website – Equity Report

Written by: Johanna Weststar



Report of the President, Saint Mary's University Faculty Union Presented at the 2008 Annual General Meeting

I would like to begin by welcoming all of our new members, those attending their very first AGM. I hope these past few weeks at Saint Mary's have been a positive experience, no matter how challenging they may have been. I am sure today's meeting will provide you with a greater sense of the varied work undertaken by your union and we look forward to your having the opportunity to contribute to that good work in the months and years ahead.

Given the wide-ranging impact which it will have on your academic life, I would also like to take this opportunity to urge new members to carefully read our collective agreement. Any document which governs your salary, teaching, promotion, tenure, sabbatical leave and academic freedom is to be both respected and familiar. And may I humbly suggest that some of our veteran members would be well served by a reacquaintance with the intricacies of that fairly complex, and evolving, document.

Of course, much of the Union's efforts are devoted to upholding that agreement, insuring that its guidelines, and its

protections, are preserved. In that endeavour I have had the pleasure of working with an outstanding Executive this year. Because this is my second term as President, I have worked with many of them for some time now and I can attest to their hard work and dedication. So, before going any further, I would like to thank, on behalf of the members, this year's Executive: Vice President Judy Haiven, Secretary Sally Wood, Treasurer Daphne Rixon, Members-at-large Sean Kennedy, Marc Lamoureux and Ron Russell, Past-president Larry Haiven, Chief Negotiator Vic Catano and Grievance and Arbitration Officer Doug Vaisey.

In addition, I wanted to publicly acknowledge the contributions of those of our members who willingly and ably serve on our various internal and external committees, promoting our interests on issues such as pensions, benefits, health and safety, equity and grievances. Mention must also be made of our members serving on the Saint Mary's Board of Governors, Senate and University Review and Appointment Committees. The efforts of all of these members make the Union stronger, more effective and a significant voice on our campus.

As ever, all of our jobs were made easier due to the capable and efficient support provided by the Union's Administrative Assistant, Karen Crowell.

A casual observer could be excused if they had formed the belief that the years between contract negotiations must provide a bit of a lull for the Union Executive, a chance to recover from a hard fight and to gather strength for the next round of bargaining. Of course, nothing could be further from the truth.

The Union spends that time co-administering the freshly-minted agreement, implementing any changes or improvements which it has achieved and laying the groundwork for future gains.

I hope the following overview of some of the more important issues with which the Union has been engaged these past 12 months will convey a sense of the scope and significance of our members' concerns and our ongoing challenges. Of course, these do not include the multitude of requests for clarification, counsel, intervention and interpretation which comprise the daily life of an academic union executive.

1. **Benefits** – The implementation of our own benefits plan this past summer represents a significant milestone in the Union's history. The transition to an entirely new plan is a large undertaking and we were pleased with how smoothly it went. By taking control of our health and insurance benefits, we have set a precedent which is being closely watched by faculty associations and unions across the country. We now determine the companies with which we would like to work in the delivery of those benefits, the nature of our benefits and their costs. We also now have, of course, complete access to the financial records associated with our benefits and can determine the allocation of mon-

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- eyes generated to the fullest advantage of our members. We have already seen some of those concrete benefits. We have received, so far, more than \$350,000 from the University as part of the determination of the surplus to which we were entitled. We will be receiving a second substantial amount, greater than the first, in the new year, once the exact amount has been finalized. These funds will help establish a strong financial foundation for the Health and Wellness Trust as we move forward. Members of the Benefits Committee and the Trust, both led by Robert Konopasky, are to be commended for their efforts in making the new plan a reality.
2. **Retirement** – For many of our “more senior” members, various aspects of the issue of retirement are of prime concern. Of particular importance is the significant issue of mandatory retirement, or more precisely, the elimination of mandatory retirement. You will recall that our last round of bargaining was able to attain a provision for a post-65 reappointment for faculty. Five of our members have been able to take advantage of that opportunity to continue their careers past the age of 65. However, the fact that mandatory retirement is expected to be eliminated in Nova Scotia as of July 1, 2009 represents a complication for those members whose normal retirement date will be August 31 of next year but who have been successful in their application for the reappointment. The Union and University Administration have been able to achieve an understanding on at least that aspect of the issue. But we will be continuing our discussions on the larger issue in the months ahead.
A very positive experience for those in attendance was the Union’s very first Retirees Recognition Dinner held last month. The event was an opportunity for former and current members to come together to honour those of us who had retired, some of them more than 20 years ago. Retired members very much appreciated the gesture.
 3. **Promotion** – Promotion through the professorial and librarian ranks is, naturally, one of the most important ingredients in the evolution of any member’s academic career. However, there have been, for some time, varying degrees of miscommunication, lack of consensus or outright confusion regarding one element of the promotion process as it occurs here at Saint Mary’s. Namely, eligibility for application. For the past number of months, the Union and the University have been in discussions aimed at achieving a transparent, logical and mutual understanding of when members are *eligible to apply* for normal promotion. This discussion hinges upon the relationship between placement of new hires on the salary scale at the time of appointment and recognition for years in rank for the purpose of determining eligibility for promotion. At this point we are still at the discussion stage and nothing has been finalized. However, we are hopeful that these negotiations will result in concrete benefits for a number of our members. More on this in the coming weeks.
 4. **Overscales** – The practice of overscale payments to faculty is not without controversy. In recognition of that fact, a joint Union/Administration committee has been established to examine the various components of the issue and to subsequently make recommendations for achieving clarity and consistency. Comprised of 3 faculty members (1 from each of Arts, Commerce and Science) and 3 university administrators, the committee has already begun its deliberations. We will share more information on this with members once it is available.
 5. **Research Agreements Policy** – University Administration recently prepared a document aimed at providing a framework for the management of research grants, especially as it applies to financial considerations. The Union was given a copy upon which to comment and various members of the Executive are currently analyzing it. We will be conveying our feedback on the document’s content and any implications it may have for faculty research as soon as possible.
 6. **Board of Governors** – Earlier this year, the Union was required to register our opposition to a proposal by the University’s Board of Governors which was perceived by some as having the potential to curtail the voice of faculty representatives on the Board. The proposal, which was subsequently withdrawn, was framed in the context of possible conflicts of interest – i.e. faculty discussing or voting on ratification of a collective agreement. This is an issue which the Union will continue to monitor.
 7. **Next Contract** – As you know, our current collective agreement is due to expire August 31, 2009. We will, therefore, begin the process of putting together our negotiating team in the very near future and soliciting feedback from the membership as to the issues, etc. which you wish us to pursue once negotiations begin in the new year. Some of these issues have, of course, already been identified, having emerged from our interactions with University Administration these past few years or as follow-up to gains achieved in the last round. It is not too early to begin formulating your thoughts on this matter or to forward your ideas or comments to the Union Executive.
 8. **External relations** – As ever, the Union was active on both the local and national labour fronts. I attended both of the semi-annual councils of the Canadian Association of University Teachers. As CAUT is the national organization to which we all belong, these gatherings are a valuable opportunity to share information and experiences with our counterparts from across Canada. I also attended a very productive CAUT Presidents’ Forum in January. Our chief negotiator, Vic Catano, continues to serve as chair of CAUT’s Academic Freedom and Tenure Committee and, closer to home, member-at-large Marc Lamoureux is completing a second term as president of the Association of Nova Scotia University Teachers (ANSUT). Members attended a variety of local labour conferences and workshops as well.

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Faculty at a number of Canadian universities were involved in labour disputes in the past year and our Union was proud to be able to make contributions to their strike funds. University faculty associations and unions in Canada have a tradition of expressing solidarity with each other, in concrete fashion, in such difficult circumstances.

On an entirely different matter, the Union was recently approached by faculty and librarians at the Atlantic School of Theology. The AST association wishes to become certified and sought out our expertise in this area. To date, a few meetings have occurred, at which various options were explored, including the possibility of a formal relationship with our Union. As many of you know, Saint Mary's and AST have a number of academic and administrative linkages and the two schools seem to be moving closer on a consistent basis. Once again, we are still at the discussion stage. But at some point, we may be calling a special meeting of the membership to address this issue.

9. **Student relations** – Of course, our members contribute greatly to the successful teaching and learning which occurs on our campus. But they also provide, through the Union, much-appreciated financial assistance to deserving Saint Mary's students in various ways. This past year saw the awarding of scholarships to many outstanding students, across the disciplines, as well as financial support for students undertaking conflict resolution work in Northern Ireland and for an international student through the WUSC refugee program.

In conclusion, I would like to reiterate how impressed I am by the number of our members who play an active role in the Union. As mentioned earlier, so many contribute their time and talents to one of our many committees, or as a member of the Executive. I would encourage all of you, and especially relatively new faculty, to become involved in the Union's work in some capacity. It also presents a highly-recommended opportunity to gain insight into the academic and administrative governance of the university, an education which may prove useful at pivotal junctures of your career. And, of course, widespread support from as many of us as possible can only benefit the Union and the membership.

I have very much enjoyed being your president for the past year and I look forward to the remainder of my term.

Thank you.

Submitted October 24, 2008
Ron Houlihan, President



Regulator fired for leaking government plan

When an honest and dedicated food safety professional is fired for the sake of a communications plan, we should be wary of the direction our country is headed. The Canadian Food Inspection Agency (CFIA) fired Luc Pomerleau in July for releasing a government document that outlined a shift of food inspection responsibilities from government to food manufacturers and distributors.

Pomerleau was alarmed by the vision of the fox guarding the henhouse. He was one of a large team of government scientists and regulators assigned as watchdog for all food produced in or imported into Canada. After studying the document, he became concerned for the health of his own children and for all Canadians. He made the right choice, even if his boss didn't think so.

The privatization initiative means brokering federal laboratories and buildings and contracting out government services to the lowest bidder, including much of the information technology work and delegating the food inspection and product labelling to private industry, all at a huge cost to taxpayers.

Canadians have faced a number of health crises, such as SARS, mad cow disease, avian influenza and E. coli in produce. The adverse effects have been mitigated by quick and effective work done at the CFIA, Health Canada and other federal departments.

We purchase, eat and drink items from all over the world, trusting that professionals have ensured a high level of safety. We have faith the information on the labels is accurate because of CFIA's good reputation.

In this global economy, it is the wrong time for the government to withdraw from the inspection of animal feed mills, certification of commercial seed and mandatory label registration of meat and processed products. Implementing self-policing for the food industry will never be the right choice. We don't want the CFIA's involvement reduced to an oversight role, with industry implementing their own food safety control programs. What will happen in a crisis, after the government has sold off all the laboratories and dismissed all the regulators? By the time the managers in Ottawa find out, it will be very late in the process. Will the CFIA have the power and expertise to deal with the crisis and save lives?

The Australian privatization model created just such a problem. Australian public affairs experts noted that the system has economic efficiencies, but public health benefits are less apparent. The system and its decision-making processes are less transparent and accessible to consumers. The science has been separated from the core policy-making process, rendering the system more vulnerable to political agendas and processes.

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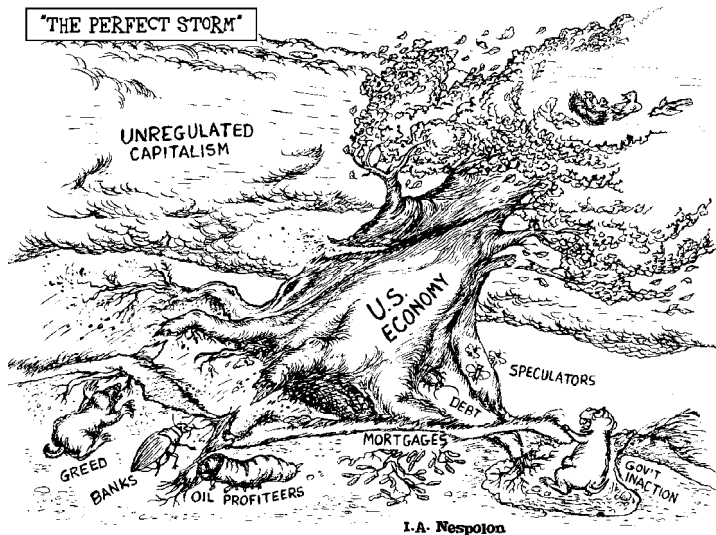
This summer, we Canadians didn't have to worry about having tomatoes on our burgers and in our salads. That was not the case south of the border—one example where our system of government regulators is superior to the U.S. model of industry self-regulation.

Canada employs scientists and regulators for a good reason—our health. Canadian public regulators are so well respected that they are invited by other countries to implement Canadian-style systems and educate new government regulators.

The Pomerleau case will have long-lasting repercussions for our health and welfare. An invisible gag order has blanketed the entire public service. Scientists, researchers, regulators and other government experts are now fearful of speaking up when dangerous situations arise.

When the regulated become the regulators, contaminated food will enter our food supply. Accidents will happen and we will be left wondering how our government could have let them happen.

by Michèle Demers/Public Values/StraightGoods
Michèle Demers is president of the Professional Institute of the Public Service of Canada.



CLC/CALM

BENEFIT CONTACT INFORMATION

If you have any questions regarding the benefits plan, please contact Anne Thomas athomas@canben.com, or Valerie Fraser vfraser@canben.com who are employed by Canadian Benefits Consulting Group (CBCG), our consulting group. Telephone numbers: 416-488-7755, Toll free: 800-268-0285, Fax: 416-488-7774. Mailing address: 2300 Yonge Street, Suite 3000, Toronto, ON M4P 1E4

UNION LIBRARY

The following items have been added to the library available to members in the Union Office:

Newsletters:

- AUFA Communicator, October 2008, Volume 16, No 1

CAUT Newsletters & Publications:

- Bargaining Advisory, March 2008, No. 27
- Renewal, Tenure and Promotion
- Bargaining Advisory, April 2008, No. 28
- Realizing Equity
- Bargaining Advisory, May 2008, No. 29
- Health and Safety
- Education Review, February 2008, Vol 10, No 1
- The Copyright Act and Academic Staff
- Equity Review, November 2007, No. 1
- A Partial Picture
- Equity Review, March 2008, No. 2
- Narrowing the Gender Gap
- Equity Review, March 2008, No. 3
- Women's University Enrolments
- Facts & Figures, April 2008, Vol. 10, No 1
- Facts & Figures, July 2008, Vol. 10, No. 2
- Facts & Figures, October 2008, Vol. 10, No. 3
- Intellectual Property, July 2008, No. 1
- Retaining Copyright in Journal Articles
- Intellectual Property, July 2008, No. 2
- Ownership & Authorship of Collaborative Academic Work

Publications:

- Free Speech in Fearful Times—James Turk & Allan Manson

On the web:

- Here is a link to a great little video about the accomplishments of the union movement (warning: a bit of foul language at the end).
http://www.youtube.com/watch?v=184NTV2CE_c

Labour Day 2008—Marching in the Parade



photo by Bob Cook

Seasons Greetings

from
The Saint Mary' University
Faculty Union Executive

Your Two Cents: Submissions and Suggestions

All SMUFU members are invited to contribute comments, news ideas and, yes, even written submissions for future issues of the Faculty Union News. Contact: Bob Cook, Editor – 420-5174 E-mail: robert.cook@smu.ca

SMUFU SCHOLARSHIP RECIPIENTS FOR 2008-2009

The SMUFU Scholarship committee consists of Rob Singer – Science, Janet Gregory – Commerce and Tanya Peckmann – Arts. The committee selected the following students to receive the SMUFU Scholarship award and \$1300.00 each:

Christine Baugil
Charlene Regan
Laura de Boer
Gina Roberts
Brittany Pothier
Chantel Burkitt
Natacha Thebeau
Lisa Gillich
Nicole Kading
Danielle Daigle
Adam Myles
Skylar Loder
Aaron Murphy
Katie Nizio
Asraa El-Darahali

SMUFU Executive 2008-2009

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