

# MEA-MFTtoday

A publication for members of MEA-MFT

## 'We believe in democracy'

Carroll College faculty seek to join the MEA-MFT family

Despite right-wing efforts to weaken the union movement, unions like MEA-MFT are here to stay. That's because unions are needed now as much as ever and will be needed so long as working people care about respect and having a voice at work.

Take the professors at Carroll College in Helena, for example. They want to form a union. Over the past several months, they have been working with MEA-MFT to organize a union and join the MEA-MFT family.

"We want to have a voice in what's best for the school," said Steve Harper, who has taught computer science at Carroll for 27 years.

"Every few years, the college starts new committees to talk about priorities for the school, and we all get excited," he said. "But very few of our recommendations ever get implemented. A union gives you some muscle to make a real difference."

The overwhelming majority of Carroll professors agree. "We simply want to make Carroll a better place for everyone," they wrote in a letter to Carroll President Tom Evans, who opposes a faculty union.



Several of the Carroll College professors who are working to organize a union gather outside St. Charles Hall recently. Faculty voted overwhelmingly to form a union and join the MEA-MFT family. Despite a speed bump, they're not giving up.

"We cannot regard ourselves as partners when so many of the important decisions at the college, including those that materially affect us personally and professionally, are simply handed down to us."

This past fall, 72 percent of full-time Carroll professors signed cards in support of a union. MEA-MFT filed a petition with the National Labor Relations Board (NLRB), seeking authorization for them to unionize.

This isn't Carroll faculty's first effort to form a union. "We brought  
Continued on p. 8

## Victory at MHS

How many supervisors does it take to run a small state agency? How about 22 supervisors for 36 employees?

It didn't make sense to MEA-MFT members at the Montana Historical Society (MHS), but that has been their situation. So they took the issue to the bargaining table. This January, local union leaders and management signed an agreement to review some supervisory positions, see if  
Continued on p. 4

# Our Point of View

BY ERIC FEAVER  
MEA-MFT PRESIDENT



## Worrisome... but not the end of days

### Worrisome

Hard to think good thoughts about today's events.

Various presidential campaigns manufacture blatantly dangerous and undoable promises of what they will do on day one of a new presidency. A cynical, snarky national media gleefully provokes and promotes it all as one big cage fight.

Not many adults in this room.

Closer to home, a millionaire entrepreneur and theocrat who played high school football with sticks, believes our ancestors hunted dinosaurs, and promises to privatize public education and "right-to-work" public and private sector labor unions is running for governor!

Scary.

Then how about that retired teacher/legislator now running for superintendent of public instruction who has repeatedly turned her back on public school students, schools, and teachers?!

Unqualified.

And come June, we hear the U.S. Supreme Court will "Scott Walker" MEA-MFT and public employee unions everywhere. This despite repeated failed attempts to do the same in the Montana state legislature.

Talk about an activist court!

Meanwhile we struggle to make sense of the absurd privatization of the Montana Developmental Center (SB 411) and the mischievous and unconstitutional first-ever legislative step toward privatization of our excellent public schools (SB 410).

The two worst bills to pass the last legislature. Bar none.

Yeah, definitely hard to think good thoughts today.

### Not the end of days

But thank God, there actually are good things to remember and things to which we can yet aspire.

First to remember: MEA-MFT membership is growing. We are organizing new public and private sector local affiliates.

In the last three years we have saved public employee and teacher defined benefit retirement plans for all current and future retirees.

We helped kill a voter-suppress-

ing legislative referendum that would have repealed election-day registration.

We helped elect an excellent state supreme court justice, Mike Wheat, defeating his dark-money, right-wing, stealth opponent.

Two legislative sessions in a row, we significantly enhanced public school funding and passed state employee pay plans close to what we bargained with the governor.

We killed each and every anti-board of public education/common core legislative proposal.

We killed all public school privatization bills except one.

We killed each and every scheme to weaponize pre-k through higher education.

We are working better than ever in common cause with other public school advocates including Montana School Boards Association, Montana Rural Education Association, and School Administrators of Montana.

And our foundation, the Montana Professional Teaching Foundation, has never been more proactive in teacher advocacy, professional development, and quality classroom instruction.

We are at the top of our game... getting better every day.

As for our immediate aspirations: We will help re-elect and elect our endorsed political candidate allies and friends: Steve Bullock, Melissa Romano, Denise Juneau; Jesse Laslovich, Tim Fox, Monica Lindeen, Mike McGrath, Jim Shea, and Dirk Sandefur.

And we will engage and re-engage our members and local affiliates to focus on what really matters: We are a union dedicated to and advocating for our members, the communities we serve, and the people of Montana. 🗣️





Delegates at MEA-MFT's Representative Assembly get fired up.

## Get ready for Rep. Assembly!

### April 1-2, Helena

MEA-MFT's annual Representative Assembly (RA) takes place April 1-2, 2016, at the Radisson Colonial Hotel in Helena.

Make sure your local sends its share of delegates to RA! Every local MEA-MFT affiliate is entitled to send at least one delegate. Delegates are selected at the local level. MEA-MFT covers the cost of travel and meals.

If you have questions about the process, contact Becky Thomas: [bthomas@mea-mft.org](mailto:bthomas@mea-mft.org), 800.398.0826 or 406.442.4250.

#### RA delegates will:

- Debate and vote on dues, new business items, amendments to the MEA-MFT constitution, MEA-MFT legislative program, MEA-MFT statewide officers, and more.
- Get important updates on state and national issues that affect us as union members.

- Hear from candidates for Montana statewide office, including Governor Steve Bullock, Superintendent of Public Instruction candidate Melissa Romano, and others.

#### MEA-MFT Members of the

**Year:** Delegates will also gather to celebrate this year's Education Support Professional of the Year, Public Employees of the Year, and Faculty Member of the Year.

**Important links:** You'll find the RA agenda and proposals in the MEA-MFT website Members Only section. Go to [mea-mft.org](http://mea-mft.org), click on Members Only Information (left side of the home page) and follow directions from there.

If you're a first-time user of the Members Only section, you'll need your Member ID number from your MEA-MFT membership card to sign in. Any problems logging in, contact Susan Willkins at MEA-MFT: [swilkins@mea-mft.org](mailto:swilkins@mea-mft.org).

#### Little Representative Assemblies:

Every year, MEA-MFT members gather for "Little RAs" in their local regions prior to Representative

Assembly to get a preview of issues to be addressed by the full RA. MEA-MFT members are encouraged to attend the Little RA closest to you.

Here's the Little RA schedule:

- Butte: Carpenters Union Hall, 156 W. Granite, 6 p.m., Mar. 7
- Helena: MEA-MFT, 5 p.m., Mar. 15
- Havre: MSU Northern SUB (Crowley Rm.) 6 p.m., Mar. 22
- Missoula: Missoula EA Office, 5:30 p.m., Mar. 2
- Great Falls: Great Falls EA Office, 10 a.m., Mar. 5
- Wolf Point: Elks Dining Room, 6 p.m., Mar. 23
- Billings: Billings EA Office, 10 a.m., Mar. 19
- Bozeman: Johnny Carino's Restaurant, 5:15 p.m., Mar. 24
- Miles City: Rib & Chop House, 5 p.m., Mar. 19
- Kalispell: Labor Temple, 7 p.m., Mar. 10

## Important tax notice

You can deduct your MEA-MFT dues from your taxes, but only if you itemize deductions, and only if your dues plus other miscellaneous deductions add up to at least 2 percent of your adjusted gross income.

The portion of your MEA-MFT dues that goes toward our legislative activity is not deductible. For 2015, the deductible amount equals 90.6 percent of your MEA-MFT dues, all of your local dues, and all of your national dues.

## MEA-MFT TODAY

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Montana Federation of Historical Society Workers members at the museum (above) and State Historic Preservation Office (below) celebrate their new contract. Spoiler alert: the whole local has been named MEA-MFT Public Employee Members of the Year for 2016.

**MHS victory** from p. 1  
they really are supervisory, and come to some agreement.

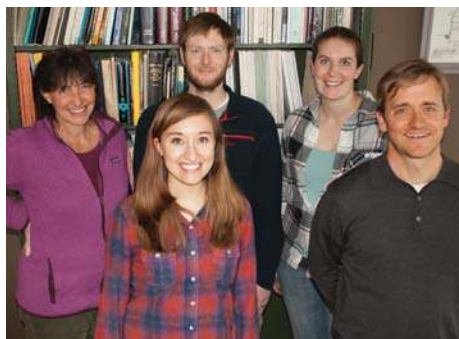
"It was a big victory," said Christy Eckerle, vice president of the Montana Federation of Historical Society Workers and an editor at MHS.

Rich Aarstad, president of the local and senior archivist at MHS, said the top-heavy 22 to 36 ratio happened over several years due to the lack of a career ladder at MHS.

MEA-MFT members at MHS have contended for years that employees who acquire extra knowledge and skills should get rewarded financially. It would help MHS recruit and keep quality employees, for one thing.

"Management recognizes those advancements should be rewarded," said Aarstad. But lacking a career ladder, management promoted people to supervisory positions instead, thus removing them from the local bargaining unit.

Under the new agreement, "we



will look at more wholesome ways of advancing careers at the Historical Society without arbitrarily plucking people from the bargaining unit and giving them supervisory authority," Aarstad said.

At least one person thus plucked was confused when she wasn't in the bargaining unit anymore, he said. She only supervises one person.

"We stressed to management that we don't want to do any harm to these people, no loss of salary if they go back to the bargaining unit," Aarstad said.

"We don't want to force anyone back into the bargaining unit against

their will. We want active, engaged members. We'll move very deliberately and carefully and get this right."

In the meantime, the MHS labor-management committee will look into developing a career ladder.

Aarstad gave a shout-out to MHS Director Bruce Whittenberg for his progressive management and support of the agreement. "We had a deal in less than two hours," Aarstad said.

All told, it's an example of how union members offer solutions that are good for everyone.

In the case of MHS, it's all good for Montana's history and the citizens who cherish it. 🗣️

## Butte nurses bargain major pay raise

After several months of negotiations, MEA-MFT members in the Butte-Silver Bow Federation of LPNs recently agreed to a new three-year contract with the Butte Care Center that includes significant raises.

Sandi Stover, president of the local union, acknowledged that skilled health care workers are in high demand, so employers want to be able to recruit and retain them. The new contract will help.

Depending on experience, pay increases will range from 12 percent for new hires to 23 percent for LPNs with 10 years of experience. This is a net gain of 15 to 27 percent over the term of the contract.

MEA-MFT Field Consultant J.C. Weingartner applauded both sides for the agreement. "Because of the increasing demands to care for Montana's aging population, those who shoulder most of this burden should be appreciated and adequately compensated," he said. "That's what this contract does." 🗣️



# The sad story of George & the MT Developmental Center

## The perils of privatization

George sat in his Missoula jail cell for days, crying uncontrollably. The young man with developmental disabilities, a child in an adult body, has trouble controlling his emotions.

When George got upset with his group home staff person because the movie they had just watched made her sad, he hit her with a frying pan.

When police arrived, he was out of control, threatening to kill the staff member. He bit a police officer and was taken to jail.

Everyone knew he didn't belong there, but there were no options. No group setting would take him.

The Montana Developmental Center (MDC) in Boulder provides stabilization, assessment and treatment for people in crisis like George. But it is slated to be closed and can't take new clients.

George's story is one of several

tragic, true stories told to Montana's MDC Transition Committee by private group home providers. They are concerned about what will happen if the State of Montana no longer has a provider of last resort for people with disabilities and mental illness.

MDC is currently the provider of last resort. Now the legislature has ordered it be closed under SB 411, passed in the 2015 legislative session. If it closes, where will clients like George go?

Another private provider told the transition committee of a different client in crisis. Montana facilities, public and private, would not take this client. MDC was not allowed to take him. The provider's solution: renting a hotel room for the client and observing the client from a distance, hoping nothing would go wrong, that the client would not hurt himself or others.

MDC is a state facility for people with serious developmental disabilities plus mental illness or behavioral problems that cause them to be a danger to themselves or others. It currently serves more than 50 clients.

Senate Bill 411 (Caferro), the bill to close MDC, required that the MDC Transition Committee be appointed to oversee the transition of MDC patients to private facilities.

MEA-MFT Executive Director Erik Burke serves on the 15-member committee. The committee has been meeting since June, 2015 and will be disbanded by June 30, 2017. Committee members include legislators, state agency representatives, parents of disabled people, county commissioners, and advocates.

**Painful process:** "It has been very painful to hear the stories of people who need these intensive services and to learn the hardships they will

Continued on p. 7

The Montana Developmental Center in happier times, celebrating completion of the facility's new walking trail, part of MDC's extensive mental and physical treatment options for clients. Eliza Wiley photo, Independent Record





New law offers the chance to bring  
back the joy of teaching & learning.  
Our unions made it happen.



From left: Washington Education Assoc. President Kim Mead, MEA-MFT member Mary Jo Bremner from Browning, and NEA Government Relations Director Kim Anderson take part in the White House bill-signing ceremony, welcoming the end of NCLB and the beginning of ESSA.

## 'No Child' finally left behind

The failed shame-and-blame era of No Child Left Behind (NCLB) came to an end December 10, 2015. That's the day President Obama signed the Every Student Succeeds Act, the latest reauthorization of the federal education law.

The Every Student Succeeds Act (ESSA) marks the end of 15 years of punitive, heavy-handed NCLB policies that emphasized high stakes testing and punished struggling schools instead of helping them.

This represents a sea change in national education policy. It's a triumph for MEA-MFT members and our brothers and sisters across the nation, who waged an unprecedent-

ed mobilization campaign on behalf of America's students to turn the page on NCLB.

Our two national affiliates, AFT and NEA, led the charge to bring common sense back to federal education policy.

AFT and NEA members nationwide used face-to-face meetings with lawmakers, phone calls, petitions, e-mails, and social media to urge Congress to dump NCLB.

This grassroots pressure finally pushed Congress to pass NCLB's replacement in early December 2015. The new bill passed with overwhelming bipartisan support.

**Return to the joy of learning:** MEA-MFT member Mary Jo Bremner, a teacher at Browning High School, was invited to the White House signing ceremony along with

the presidents of NEA and AFT and other educators and students.

"My hope is we'll now get back to where teachers can actually teach and all students can receive the type of education that ignites their curiosity and desire to learn," Bremner said.

Bremner, a member of the Blackfeet Nation who grew up on the reservation where she has taught for 30 years, said she waited a long time for this. She said NCLB wreaked havoc on her students' self-esteem.

"I teach indigenous children. They struggle with confidence issues," said Bremner. "And then for them to be stuck in the roiling waters of testing, testing, and more testing, and being told that they are under-achieving and that their school is in

Continued on p. 7



## NCLB From p. 6

trouble – all of that did little to help their self-esteem.”

“ESSA is not perfect, but it is infinitely better than NCLB,” said MEA-MFT President Eric Feaver.

“The State of Montana must now put together a team to implement the law’s recommendations and create Montana’s plan. MEA-MFT will be involved in every step of that process.”

Feaver continued, “We must not forget that Denise Juneau, Montana’s Superintendent of Public Instruction and MEA-MFT member, has been heroic in fighting the worst aspects of NCLB over the years. She really helped pave the way for these positive changes.”

### **What ESSA does:**

- Allows states to determine their own accountability plans rather than follow top-down directives from Washington, D.C.

- Ends the punitive annual grading of schools called Adequate Yearly Progress.

- Ends the test-and-punish system. Keeps the requirement for annual testing in grades 3-8, plus once in high school, but reduces the amount of standardized testing.

- Gets the federal government out of teacher evaluation and ends efforts to tie teacher evaluation to student test scores.

- Emphasizes “well-rounded education,” including the arts, not just the “core” curriculum.

**How our delegates voted:** The U.S. House of Representatives voted 359-64 to replace NCLB with ESSA. Montana’s sole representative, Rep. Ryan Zinke, voted in favor.

The U.S. Senate followed suit, voting 85-12 in favor of ESSA. Montana Senator John Tester voted yes; Senator Steve Daines was one of the few senators to vote no. 🗣️

## Montana Teacher of the Year 2017

Nominations are now open for Montana Teacher of the Year 2017. Being named Montana Teacher of the Year is the highest honor a Montana teacher can achieve.

A nominee must be a full-time classroom teacher or specialist with five years or more of experience. Anyone may nominate.

**To nominate:** Provide the nominee’s name, home address, school, phone number(s), e-mail address, and a brief paragraph or two about the nominee. Also provide name and phone number of the person nominating.

Mail nomination(s) to Montana Teacher of the Year, 1232 E. 6th, Helena, MT 59601 or e-mail nomination(s) to [dgraveley@mea-mft.org](mailto:dgraveley@mea-mft.org).

**Deadline:** April 30, 2016. 🗣️

## George & MDC

From p. 5

face because of SB 411,” Burke said.

“Frankly, it makes me angry to see this happening.”

When the transition committee toured MDC at the beginning of their deliberations, “we were impressed with the facility, the treatment, and the quality of the staff,” said Burke.

“MDC is a community. It’s too bad legislators didn’t go to MDC before they voted to close this facility. If they had, they would have taken an informed vote. Instead, they based their votes on bad information and scare tactics. Shameful.”

MEA-MFT and other advocates worked tirelessly in the 2015 session

to convince legislators not to close MDC. The closure bill, sponsored by Senator Mary Caferro and pushed through the House by Rep. Art Wittich, passed despite a massive effort by people opposed to the closure.

**“What happens to our children?”** Parents and guardians of MDC patients continue to speak out against the closure. Carol Dailey, a member of the transition committee and parent of a child at MDC, said, “What happens when our children fail in private group homes? Is there any choice other than prison? Or will they be shipped out of state? Montana needs a facility of last resort, and we will lose that if MDC closes.”

**Sold on false premises:** According to Jefferson County Commissioner  
Continued on p. 9



MEA-MFT worked relentlessly against SB 411, the Caferro-Wittich bill to close MDC and privatize its services. We’re not done yet. We continue working with parents of MDC clients and others to make sure these clients are cared for and safe.



## Carroll from p. 1

up the idea of unionizing about 20 years ago," said Kay Satre, a 25-year English professor at Carroll.

But their efforts then were stymied by previous court decisions saying tenure-line faculty at private religious colleges like Carroll could not unionize because 1) they basically were managers, and 2) it could conflict with the religious mission of such a college.

**Last year, however,** the NLRB opened the door to try again when it allowed faculty at Pacific Lutheran University to form a union.

"In short, the NLRB said colleges and universities couldn't block faculty unions just because they were religious in nature...[they] had to prove their missions conflicted with collective bargaining," reported Inside Higher Education (1/21/16).

"And colleges and universities couldn't just say tenure-line faculty members were managers...they had to show it."

Carroll faculty are the first to test these new guidelines, so they were in the national spotlight as they had their hearing with the NLRB in December and awaited the decision.

This January, the regional NLRB director sided with Carroll's administration, saying the NLRB does not have jurisdiction over Carroll because it's a religious institution and faculty are managerial employees.

But that's just round one.

**What's next:** "We have decided to appeal the decision," said Satre.

"A huge percentage of faculty voted to appeal – more than 95 percent," added Harper.

The appeal was sent to the NLRB this February, explaining again that

Carroll professors are not managers and not bound by religious doctrine.

The ruling on the appeal could take many months, Satre said.

"In the meantime, we've gotten some momentum going; we've pulled together as a faculty," she said. "We need to keep the momentum alive to improve academics and the college while awaiting the NLRB's decision."

**"We believe in democracy,"** said Harper. "Professors and staff have good perspectives that the president and board don't have. The president and board are doing a good job, but there are always other people out

there with different views on how to solve problems and make things better."

Harper noted that the Catholic Church has long supported unions. "The pope and bishops have always said people have a right to organize," he said. "We believed them, so we thought we'd form a union."

When they succeed, MEA-MFT will be proud to welcome nearly 90 Carroll professors into the family.

"These folks see the value of being union," said MEA-MFT President Eric Feaver. "And MEA-MFT is happy to help them. We're growing, moving forward." 🗨️



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Member Benefits



## George & MDC

From p. 7

and transition committee member Bob Mullen, "Legislators were sold on the closure bill based on three premises: ... it is less expensive to provide services in the private sector, it is difficult to get good staff in Boulder, and there is pervasive abuse at MDC. All three premises have been proven false."

The committee has concluded that moving MDC patients to private group homes will cost the state more than keeping MDC open.

It learned that Montana private group homes have over 100 staff vacancies due to inadequate wages and salaries.

The committee also heard testimony that claims of abuse at MDC are severely overblown. While every claim of abuse should be investigated, throwing a teddy bear is one example of incidents included in Disability Rights Montana's information used to justify closing MDC.

Abuse incidents in private group homes occur to the same extent as at MDC, as in the case of George,

but they are held to a different standard of scrutiny: they are investigated by the group homes themselves. Just one private community provider, AWARE in Butte, had 18 incidences of substantiated abuse/aggression in the last year and two in the last month, with at least one resulting in felony charges against an AWARE staffer.

Regardless of the outcome of SB 411, MEA-MFT and parents and guardians of MDC clients will continue working together to make sure MDC clients are cared for and safe, no matter where they are placed. "We're in this for the long haul," said Burke. "This is wrong and we will continue to fight for appropriate services for these clients."

**As for George**, when his story came to the attention of the state he was released from jail. He is in a Missoula apartment, with 24/7 staff supervision from the private provider.

That's much better than jail, but is he receiving appropriate treatment in the least restrictive environment? Or is he isolated with few services and little hope for improvement?

Contrast that with MDC, which

has highly trained professionals, quality physical and mental therapy, recreation opportunities, a chance to learn skills in a safe and secure environment, and a long history of success with people like George.

Sadly, George's story shows that Montana's most vulnerable patients are already suffering as Montana goes down the path of privatizing all of its services for people with developmental disabilities. 🗣️

**'What happens  
when our  
children fail in  
private group  
homes? Is there  
any choice other  
than prison?'**

CAROL DAILEY, MOTHER  
OF AN MDC CLIENT

At a 2015 meeting, several members of the MDC Transition Committee, including MEA-MFT Executive Director Erik Burke, discuss the troubling issue of where MDC patients will go if they don't make it in private group homes. Without MDC, there is nowhere to place them. Photo by Boulder Monitor





# MEA-MFT endorses candidates for statewide office

Affordable college for our kids.  
Fair wages and working conditions.  
Retiring in dignity. Public lands  
where we can hunt, fish, and hike.  
Made-in-Montana school policies. A  
voice for working families.

These are some major issues  
that are decided in Montana, not  
Washington D.C. Of course, the  
presidential election matters, but  
to MEA-MFT members and other  
working people, Montana elections  
are just as important.

That's why MEA-MFT engages in  
politics – to research candidates so  
we can recommend the candidates  
who are most likely to be on the  
side of MEA-MFT members and the  
issues our members care about.

**Who decides:** The endorsement  
process is painstaking, because the  
stakes are high. Members of the  
MEA-MFT Committee On Political  
Education (COPE), made up of  
the MEA-MFT Board of Directors,  
your elected representatives from

around the state, spend many hours  
interviewing statewide candidates  
for elected office. At the end of  
the lengthy process, we present  
candidate recommendations to our  
members for their consideration.

This is a hugely important election  
with inspiring candidates, rock solid  
people who share our values and  
are on our side.

These are people we can work  
with to make Montana a better place  
to work and thrive. 🗣️

The following candidates have been interviewed, and their records  
and public statements have been carefully reviewed. MEA-MFT COPE  
proudly presents the MEA-MFT endorsed statewide candidates:



Governor:  
Steve Bullock



Superintendent of  
Public Instruction:  
Melissa Romano



U.S. Congress:  
Denise Juneau



Attorney General:  
Tim Fox



State Auditor:  
Jesse Laslovich



Supreme Court  
Chief Justice: Mike  
McGrath



Supreme Court  
Justice:  
Dirk Sandefur



Supreme Court  
Justice: Jim Shea



Secretary of State:  
Monica Lindeen

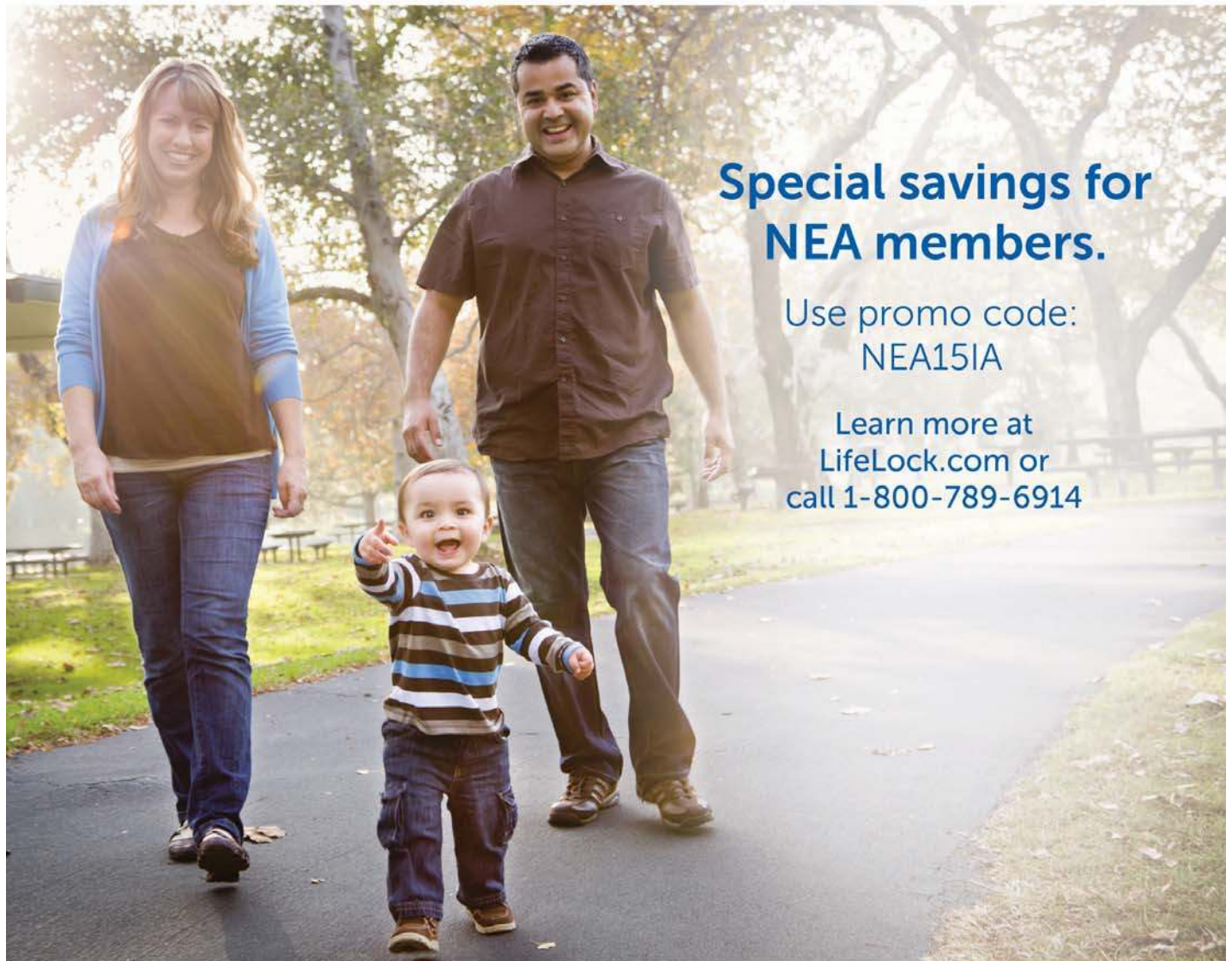
You'll find more  
information on  
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## Amazing Members

### Cracking the code of invasive weeds

If you hunt, fish, hike, farm, ranch, or just enjoy Montana's landscapes, chances are you've lost some sleep from time to time over invasive plants like spotted knapweed, leafy spurge, or cheatgrass.

These plants wreak havoc on our native plant and animal species. MEA-MFT member Ray Callaway is doing something about them.

Callaway is a professor at the University of Montana in Missoula. His research has led to key breakthroughs in understanding how exotic invasive plants work and how they compete with native plants.

His research has focused on spotted knapweed, a plant native to Eastern Europe that has invaded much of Montana and the Northwest.

Until recently, Callaway's time was split 50-50 between research and teaching at UM. Now he is the Montana director of EPSCoR, a major research program housed at UM and funded by the National Science Foundation.

Montana EPSCoR has become a national model for integrating economic development with university-based research and education.

We caught up with Callaway

recently for this interview:

**What I do on the job:** I'm a community ecologist, working on groups of organisms. My work on exotic invasions was actually generated by my graduate students about 20 years ago – they had a big influence on the research.

**Why it matters:** Lots of people are doing important things to control exotic weeds. But it also matters that we understand how these plants work. That's where people like me come in. Are these plants succeeding because our native plants don't compete well with them? Because they have escaped animals that eat them? Or because they encounter different soil microbes here than they find at home?

Knowing which of these factors are important and how they work together is crucial because it gives you some idea how to allocate resources and waste less time on things that aren't helpful.

**What I love about the job:** I get to work with great colleagues here at UM, at Montana State, and around the world. I enjoy my work a lot. I work long hours, but at the same time it doesn't always feel like work.



MEA-MFT member Ray Callaway's research is unlocking the secrets of exotic invasive plants like spotted knapweed.

I am a very lucky guy.

**What I do for fun:** Skiing, hiking, travel. I'm outdoors a lot. I'm an avid reader, tons of history and biography.

**Good book I've read lately:** I'm reading *An Army at Dawn*, by Rick Atkinson, about the beginning of World War II for the U.S. in Africa.

Thanks, Ray, for doing Work That Matters for Montana! 🗣️