



# Newsletter

McMaster University Faculty Association

April/May 2008 — Volume 34.5 — Ian Bruce, Editor

## Executive Committee for 2008/09

Here are the members of the Executive Committee of the McMaster University Faculty Association for 2008/09. Their terms of office began on May 14, 2008.

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# President's Report

(delivered at the May 7, 2008 Annual General Meeting)

It was exactly four months ago, on January 7, that I gave a report on activities of the MUFA Executive. Accordingly this update will be relatively brief, especially since our main focus in the intervening period was bringing to a successful conclusion the compensation negotiation for faculty and librarians. I must say that that experience had its somewhat unnerving elements. While the negotiations themselves were generally collegial and respectful, probably too few meetings were scheduled. As a consequence we only arrived at an agreement at effectively the “eleventh hour” — 3 pm on Friday March 14, the day before both sides would otherwise have been obliged to prepare briefs for a Final Offer Selector. Until March 14 the Administration had been pressing for some way to reduce the mounting costs (to the University's operating budget) of non-pension post-retirement benefits. As you are all aware, MUFA insists upon the principle that a member carries into retirement those benefits that were in place just before retirement. (There are some minor exceptions, the PDA being the most obvious, and as well there is a cap on foreign travel insurance.) In any event, the Administration decided to put off this matter until future negotiations, and we were then quickly able to agree on a three-year deal that I believe all of us can be satisfied with. In the context of the negotiations I want to acknowledge the valuable role of the Remuneration Committee (RC). The three of us who negotiate on behalf of MUFA — Herb Schellhorn, Richard Stubbs, and me — consult with the RC before and after every negotiation session. Their feedback is crucial, they keep us from getting “tunnel vision”, and they remind us of our core values. So thanks, to Brian Garrett, Barbara McDonald, Joanna Pierazzo, and Wayne Lewchuk.

One final outcome of the March 14 negotiations settlement was the agreement of the Joint Committee (JC) to set up two subcommittees: one to look at faculty workload, broadly interpreted, and the other to

look at potential modifications to our pension plan. Regarding the latter, in the coming years an increasing fraction of faculty will likely retire above what used to be called the “DNR max” (currently approximately \$124,000 although this will be indexed to the CPI). That is, for many pensions will not be proportional to their final full salaries. Many institutions — including, I believe the federal civil service — have implemented some form of supplementary pension plan to cover at least part of the excess above the “DNR max”.

The JC will soon be establishing terms of reference, and identifying members, for both committees but Richard, Herb, and I are particularly interested in any suggestions for items the workload committee should consider. Briefly, beyond the “obvious” matter of how many course units are appropriate within each Faculty or department or discipline, we have already noted:

- Research supervision of graduate and undergraduate students
- Recognition of the special demands of large classes
- Recognition of responsibilities for managing TAs
- Need for reasonable continuity of teaching assignments and courses
- Time needed for preparation of new courses (or new materials) and/or curriculum integration and reform
- Mentoring junior faculty including CLAs and Sessionals
- Increasing demands on permanent faculty for letters of reference

There are a number of items that the MUFA Executive has kept “watching briefs” on this past term. I will mention a few, partly to spur any and all of you to suggest other things concerning life on campus that we should reflect on. So in no particular order:

- Grad Studies: We have taken a keen interest in the potential restructuring of the graduate school

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and the duties of its next dean. On the one hand, the dean's current pan-university role with respect to tenure and promotion is widely valued. On the other hand, it is clear that service on all six Faculty T&P committees is onerous and can detract from the dean's time for strategic planning. Given the dean's prominent and explicit role in the "yellow document", any proposed changes *must* come to MUFA Executive and almost certainly a subcommittee (with members approved by both the Administration and MUFA Executive) will have to be struck to review and revise the relevant policies.

- On a somewhat related note, we have been concerned that in some Faculties the submission deadline for T&P dossiers is mid-summer, and this undermines the efficacy of the departmental review stage (in particular the solicitation and collection of letters from external referees), and it puts a burden on committee members who should otherwise be free to pursue their research interests.
- Many of the members of the Executive have become acutely aware of the low morale of members of The Management Group (TMG). These are among the hardest working people on campus (just check with your department's administrator!), and arguably have the least protection against the vicissitudes of the Administration.
- After much reflection the Executive recently passed a Resolution on Freedom of Speech which was forwarded to Senate and the Administration for consideration. Next fall we will likely sponsor a public forum on Limits of Academic Freedom, with guest speaker Jim Turk, the Executive Director for CAUT.
- We have watched, sometimes with anxiety and sometimes with laughter, the implementation of MacVIP and its bi-weekly payroll system. I suppose in the same spirit I might also include the run-up to the WorkWell Audit.

- We have been very pleased by the increase in g-mufagab activity, and as I noted in January this has been largely due to the thoughtful postings of John Berlinsky, MUFA's incoming Vice-President who will then serve as President for 2009/2010.

I have not dwelt on the paramount issues that concern us all: faculty renewal and the structural distortions in the University's operating budget. In the coming months we can expect a report on these matters from the Budget Advisory Committee, MUFA's newest standing committee that was approved last fall. And we are all aware of the task forces set in motion by the Provost. I personally eagerly await the report from the one that is examining alternative budget models. I believe our new Provost has the right set of priorities, but I cannot entirely suppress my concern that we may have already "painted ourselves into a corner" with all the new construction, much of which seems to be inadequately funded.

In drawing this report to a close, there are a number of individuals I want to single out for special thanks. First among these is Herb Schellhorn, our Remuneration officer. Herb was effectively MUFA's lead in the negotiations, and he certainly left no data source unmined! He was always forceful and articulate in expressing and defending the interests of faculty and librarians. In the same spirit I want to thank Richard Stubbs, for he has been relentless and passionate in his pursuit of faculty renewal and the need for the Administration to rebalance the budget in favour of providing the students what they deserve — more high-quality instruction from individuals steeped in scholarship. I next want to thank someone who has arguably worked harder than anyone else on MUFA Executive — David Hitchcock. He has been both our Special Enquiries & Grievances officer and our Tenure officer. Both responsibilities have used up all of his spare hours, and then some. Most recently David developed the materials for a pair of very successful workshops for department chairs and administrators on the policies that govern academic appointments, tenure, and promotion. There is another dimension to

*continued on page 7*

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# MUFA Service Awards

Following MUFA's Annual General Meeting, a special reception was held in honour of the recipients of the MUFA Faculty/Librarian Award for Outstanding Service. The award was presented to Betty Ann Levy and Penny Salvatori in recognition of their outstanding contributions to the University. The selection committee, chaired by Past President Ian Hambleton, included student Erica Roebbelen, librarian Olga Perkovic and faculty member Martin Dooley. Dr. Hambleton read the following citations on behalf of the selection committee.

☆

**BETTY ANN LEVY** has served the McMaster community tirelessly throughout her career. While still an untenured assistant professor she was given the

task of overhauling all psychology undergraduate programs in Science and Social Sciences. She has been a member of the Theme School Coordinating Committee, the Undergraduate Working Group for Refining Directions, the Advisory Committee preparing for the double cohort, the Animal Research Ethics Board, and selection committees for Deans and Provosts. She chaired the President's Committee on Ethics in Human Research. She was elected to Senate and is currently serving her second three-year term on the Board of Governors. Betty Ann has been a member of the Faculty Association Executive and was President in 2005/06.

Betty Ann was Department Chair from 1996-2002 and was appointed for another five-year term in 2006. Under her leadership, the Department of Psychology

## Photograph of Betty Ann Levy and Penny Salvatori

go to <http://www.mcmaster.ca/mufa/Award2008.html>

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Neuroscience & Behaviour continues to have an international reputation as one of the best places for research and teaching in the fields of psychology and neuroscience. Betty Ann fosters collegiality and recognizes the importance of engaging and empowering junior members of the Department to become the next generation of academic leaders. She treats all with respect and compassion; you will find as many admirers of Betty Ann among support staff as among academic colleagues.

In spite of the time and energy Betty Ann has committed to McMaster, she has been able to maintain an active research career and has made her mark as a scholar of international reputation. Her peer-reviewed work on literacy has been continuously funded by NSERC, OMHF and SSHRC, she has served on editorial boards of leading journals, and has supervised many MSc and PhD students. She has served on the Ministry of Education and Training Committee to examine research findings focused on prevention and early intervention programs for at-risk children. She was a member of the Hamilton Family Literacy Network, a consultant to the Hamilton School Board's Literacy Guidelines Committee, and worked with the Board's Evidence-Based Education and Service Team.

In all of these roles, her input, counsel and actions have been guided by careful consideration and respect for the views of others. The Selection Committee is pleased to recognize Betty Ann Levy for Outstanding Service to McMaster.



**PENNY SALVATORI** was instrumental in planning the new School of Rehabilitation Science at McMaster, while coordinating the closure of the diploma program at Mohawk College. Over the past three decades, she has quietly but effectively transformed the knowledge and practice of Occupational Therapy education in Canada. As the first OT Program Chair at McMaster,

Penny was the architect of the first problem-based learning (PBL) program in OT in the world and steered the program to international renown. The McMaster Program has since served as a model for the development of many problem-based learning programs in Canada and abroad.

Penny Salvatori has also made significant scholarly contributions to research on educational development, through numerous peer-reviewed articles, talks and invited presentations. In the Faculty of Health Sciences at McMaster she has been involved in multiple leadership roles through her service as Acting Associate Dean of the School of Rehabilitation Science, Chair of the Admissions Committee of the School of Rehabilitation Science, and Chair of the Inquiry and Integration Coordinators group.

Some of Penny's most innovative contributions have been in interprofessional education (IPE). She successfully developed and coordinated a novel educational project in which health sciences students from different backgrounds, who were undertaking clinical placements in northwestern Ontario, participated together in problem-based learning tutorials. She then led a working group to develop an interprofessional education curriculum for all health professional students in the Faculty of Health Sciences. Her educational accomplishments also include systematic evaluation of the admissions process in the Occupational Therapy program; development and evaluation of an interprofessional HIV/AIDS tutorial course; and development and evaluation of an interprofessional skills lab.

Penny's career clearly represents a sustained record of collaboration, innovation and service. Her scholarship and innovation have enhanced McMaster's reputation nationally and internationally while ensuring productive collegiality internally. The Selection Committee is pleased to recognize Penny Salvatori for Outstanding Service to McMaster.

# Project Status Reports

(as of May 7, 2007)

Project Name	Estimated Completion Date	Approved or Anticipated Budget	Status
<b>Project &amp; Budget Approved</b>			
Faculty of Engineering School of Engineering Practice & Graduate Studies	February 2009	\$38,000,000 original project scope \$8.6 million Dec 2005	Concrete infrastructure complete. Tower crane has been removed. Mechanical and electrical rough-ins 15% complete. Curtain Wall installation to commence in May 2008.
Burke Science Building Phases 1, 2a, and 2b  General Science Building - Air quality and health & safety upgrades - Phase 3	Spring 2008 (Phase 2b)	\$41,000,000 original project scope \$30 million Jan 2004	Phase 1 (BSB south wing) - All floors completed Phase 2a (BSB east wing) - All floors completed Phase 2b (BSB north wing) - Work on 2 <sup>nd</sup> & 3 <sup>rd</sup> floors 99% complete. Work on 1 <sup>st</sup> floor 90% complete. Work in basement 75% complete. Phase 3 (GSB) - Work completed
McMaster Front Entrance Improvements - Phase 2	Summer 2009	\$5,000,000	Design work complete. First stage of landscaping to be implemented when new Engineering building is completed in 2009.
MUMC Biosafety Lab 3 (FHS)	Spring 2008	\$2,500,000	Engineering design work complete. Financing to be confirmed.
MUMC Life Safety Systems	Spring 2008	\$6,200,000 (McMaster share)	Project is approximately 93% complete. Fire alarm work and sprinkler work completed on 4 levels. Building control work 95% complete.
Ronald V. Joyce Stadium / Underground Parking Garage	February 2008	\$33,500,000 original budget \$23.5 million Jan 2006	Garage is complete and being occupied.  Stadium participant section work 95% complete. Stadium seating 96% complete. Turf subbase work completed. Turf installation has commenced.
MDCL 2 <sup>nd</sup> Floor Fitup	Summer 2009	\$26,000,000	Working drawings complete. RFP for construction manager has closed. Developing detailed cost estimate and schedule with Construction Manager.
Thode Library Learning Commons	Phase 1 Fall 2008	\$850,000	Phase 1 (ground floor renovation) is in design stage and work to commence this May.
<b>Not Approved &amp; Budget Pending</b>			
Main Entrance Building Complex for the Faculties of Engineering, Science, & Health Sciences (Phase 2)			

Burlington Campus	Fall 2009	\$35,000,000	Business plan and functional plan currently being developed. Alternate locations from the original downtown location are being considered.
<b>Under Consideration</b>			
Liberal Arts Building			Functional programme development to be completed in Spring 2008.
<b>For Future Consideration</b>			
Above Ground Parking Structure			On hold pending campus wide parking review
Sports Arena			Would be looked at offsite
Tennis Courts			

## Welcome New Members

Brett Beston	Psychology, Neuro & Beh
Lisa Dolovich	Family Medicine
David Koff	Radiology
Anne Malott	Midwifery
Shirya Rashid	Medicine
Brian Timmons	Pediatrics
Andrew Willems	Biochemistry & Bio Sci

### Thank You, MUFA Volunteers

Many thanks to all members who have actively participated on MUFA Committees or represented MUFA on University committees and boards. The Association has benefitted from your participation during 2007/08 and looks forward to working with many of you again in 2008/09.

## President's Report *(continued from p. 3)*

David that many of you may not be aware of — he is a meticulous writer, reader, and policy interpreter. As a case in point, the recent Resolution on Freedom of Speech that we forwarded to Senate was largely the handiwork of David. The last people on my list to thank are also those first in my heart: Kelly McCaughey and Phyllis DeRosa Koetting of the MUFA office. Many of you may have benefited in the past, and many more will in the future, from their inevitably sound and helpful advice on all matters academic. Those of us on the Executive, and we three on the JC in particular, get so much more: very professional management of schedules and documentation, lists of tasks (followed by gentle nagging), and the most comprehensive institutional memory and wisdom available on campus. All of this is delivered with a fine (and occasionally ribald) sense of humour. I suspect, though, that if you loosen their tongues with a glass of wine you will find out that Richard, Herb and I were at least occasionally almost too great a burden to bear. Thank you Phyllis and Kelly.

Onwards and upwards, Richard and John!

*Peter Sutherland*

### Passages

M. BRIAN IVES, Professor Emeritus, Material Science & Engineering, April 16, 2008  
 SHELLEY SAUNDERS, Professor, Anthropology, May 14, 2008

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# Be Prepared for Retirement

**Electronic Mail Accounts:** It is agreed that provision of e-mail computer accounts for retired faculty members is to be treated similarly to the provision of mail boxes or library cards. All retired faculty should have access to an e-mail account on the same terms as active faculty. Like the mail box or library card, the e-mail account is to be used for University or academic business. The account may be accessed from University computers or by modem. In the latter case, if the retired faculty member wishes a fee modem account, this is also available and can be arranged (for example, through the purchase of vouchers at the Bookstore or by provision of a research account number).

Given past experience with illegitimate use of computer accounts by "hackers", it is recognized that for management purposes it might be necessary to require retired faculty to renew the e-mail computer account from time to time, or for CIS to remove accounts that are inactive over a long period of time.

This policy shall be reviewed no later than five years after its implementation.

*Re-endorsed by Joint Committee  
May 29, 2001*

**Termination Option:** During the fall of 1996, the Joint Committee recommended and the President agreed that those faculty who at the time of retirement elect the Pension Plan's Termination Option, should continue to qualify for the normal retirement benefits.

## **Major Medical & Dental Benefits:**

Continuation of benefits which were in effect prior to retirement (some exceptions apply), for retiree, spouse and eligible children. **Out-of-Province/Out-of-Country-Coverage** is reduced to \$10,000/ lifetime. It is recommended that you obtain extra travel insurance every time you travel out of Ontario or Canada. You will be receiving a booklet from Human Resources which explains the benefits which are supplied by Sun Life.

**Life Insurance:** At normal retirement age (65 years) you will be provided with a paid up policy of \$5,000. If you wish to convert your insurance to a private insurance plan, you must apply within one month of your retirement date. Please contact Human Resources for more information.

If you take early retirement, you are able to keep your current coverage (Grandfathered Plan) or the basic plan of 175% of salary (maximum salary \$100,000) by paying the full premium which is based on age factors, gender and smoking vs non-smoking. At age 65, however, the policy will be reduced to the Paid Up policy of \$5,000.

## **Parking:**

1. Faculty and Staff who have retired but have a post-retirement appointment for which they receive remuneration from the University shall pay for parking (effective July 1, 1992).
2. Faculty and staff who have retired on or before June 30, 1992 shall continue to receive free parking; in the case of those who are under 65 the free parking shall be provided on West Campus. Any who have already reached 65 and are parking on West Campus should receive a Central Campus sticker immediately.
3. Faculty and staff who retire after June 30, 1992 may obtain a permit which allows (i) free parking on West Campus at all times and (ii) free parking on Central Campus for the period May to August and after 12:30 p.m. on days when classes are held between September and April; alternatively such individuals may purchase, at the Central Campus rate for eight months, a permit for Central Campus.

*Approved by Joint Committee  
December 3, 1991*

## **Notice: to Retirees with Restricted Retiree Parking Permits**

### **(1) HOURLY PARKING**

We are pleased to inform you that the automation of the kiosks has given us an opportunity to set up 1, 2 and 3



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hour blocks of parking for retirees holding restricted retiree permits that become valid at 12:30 p.m. Retirees who wish to park on central campus prior to 12:30 p.m. may purchase parking for the duration of time prior to 12:30 p.m. only. The above issued permits must be displayed with a restricted retiree permit, which takes effect at 12:30 pm.

#### (2) CENTRAL CAMPUS PARKING

Eight month central campus parking permits are available for purchase at the Parking Office at the regular permit fee.

Retiree permits are for the sole use of the retiree and are not transferrable to family members.

Please contact the Parking & Transit Services office, CUC 102, at 24921 or e-mail: [parking@mcmaster.ca](mailto:parking@mcmaster.ca). For up-to-date information and rates, visit their web site at <http://parking.mcmaster.ca>.

**Recreational Facilities:** Anyone who retired prior to 1999 will continue to receive free membership at the Ivor Wynne Centre. Those who retired in 1999 may apply for membership at one-half price. All retirees after 1999 are eligible for membership in the Ivor Wynne Centre at a rate that will be prescribed annually and approved by the Board of Governors.

*Approved by Joint Committee  
June 21, 1999*

**CAUT Services:** Individuals who were eligible for membership in CAUT through MUFA before retirement are eligible for membership as CAUT retirees. Individual retired members may join CAUT as Retired Associate Members for an annual fee of \$25. For this fee they receive a subscription to the *CAUT Bulletin*, and may join a number of group plans offered for Life Insurance, Personal Accident Insurance, Family Life Insurance, Professional Property Insurance, Group Home Insurance, Travel Insurance, and other financial services. Retired members can also hold office and serve on CAUT committees. For more information, contact the MUFA Office ([mufa@mcmaster.ca](mailto:mufa@mcmaster.ca); Ext. 24682).

**House for Rent.** Heritage home, Crooks Hollow Road, Greensville. 10 minutes by car to McMaster. Four bedrooms 1860s house with fireplace, attic loft, study, pine floors, 1 acre garden. Two minutes walk across road to conservation area with river, trails and small lake. Parking on premises. Five appliances, unfurnished. Tenants pay heating, hydro, water. Rent \$1500/month.



Non-smokers only. Available September 1 for 12 months minimum. Phone 905-628-6758 or e-mail [petrieg@mcmaster.ca](mailto:petrieg@mcmaster.ca)

#### **Sabbatical Home for Rent.**

Westdale. Three-bedroom, two baths and recently finished basement. Could be partially furnished. Available from July 1, 2008 to June 30, 2009. Large, fenced backyard. Perfect for couple or family with children. Please call ext. 23827 or email [cuffk@mcmaster.ca](mailto:cuffk@mcmaster.ca) for more details.

**Apartments for Rent.** One and two-bedroom, furnished apartments close to McMaster. Heating, air conditioning, washer/dryer, cable TV and telephone connection included in rent. Short or long term. For more information, call Neryl at 905-529-2394.

#### **Healthy Workplace Group**

continues to strive for a more health conscious and active McMaster community by offering employees a variety of healthy options. Some upcoming events are: **Health Talk with the Occupational Health Doctor** — Do you suffer from headaches? If you, or someone you know suffers from headaches, join Dr. Rosenfeld as he explores this topic (Tuesday, May 27, 1:15-2:00 pm, MDCL 3024); **Naturopathic Approach to Mental Health** — job pressures, family & health concerns, financial pressures, and never having enough time are just a few of the stressors we face daily. Join Dr. Rita Patel to enjoy an hour of realization (Friday, June 13, 12-1 pm, MDCL 3022); **Who Cares? Maybe It's You!** — If you are a family caregiver or anticipate being one in the future, this interactive session will give you valuable tools to help yourself and your family (Tuesday, June 17, 12:30-1:30 pm, MUSC 318). Register for all of these sessions at [www.workingatmcmaster.ca/healthy-workplace](http://www.workingatmcmaster.ca/healthy-workplace)

## MCMaster Faculty Salary Statistics 2007/08\*

	BUSINESS	HUMANITIES	SOCIAL SCIENCES	ENGINEERING	SCIENCE	ARTS, SCIENCE ENGINEERING TOTAL	HEALTH SCIENCES NON-CLINICAL	UNIVERSITY TOTAL
<b>Full Professor</b>								
No. in Rank	21	32	46	53	90	242	55	297
Avg Age	58.0	58.0	56.0	55.0	54.0	55.0	57.0	56.0
Avg Yrs in Univ.	23.0	23.4	24.1	16.7	19.3	20.5	21.4	20.7
Avg 2007/08 Salary	144,012	132,766	132,538	138,306	133,202	135,074	137,373	135,500
10 <sup>th</sup> Percentile	134,415	112,710	117,512	117,717	113,048	114,705	117,047	115,808
Median	142,599	131,164	131,344	139,551	133,118	135,209	135,730	135,340
90 <sup>th</sup> Percentile	162,971	150,286	142,349	155,184	159,164	154,250	146,995	153,676
<b>Associate Professor</b>								
No. in Rank	14	52	52	51	50	219	61	280
Avg Age	46.0	50.0	48.0	44.0	44.0	46.0	50.0	47.0
Avg Yrs in Univ.	11.6	14.9	12.8	8.1	10.3	11.5	13.6	12.0
Avg 2007/08 Salary	128,115	101,841	105,513	115,027	105,100	108,207	113,981	109,465
10 <sup>th</sup> Percentile	114,561	79,357	83,307	100,566	95,333	87,833	99,871	89,370
Median	130,626	100,839	105,811	115,064	105,211	109,151	111,761	109,896
90 <sup>th</sup> Percentile	-	127,929	126,414	129,223	114,924	128,409	128,264	128,304
<b>Assistant Professor</b>								
No. in Rank	17	38	38	36	45	174	77	251
Avg Age	43.0	41.0	43.0	37.0	39.0	40.0	44.0	42.0
Avg Yrs in Univ.	4.4	4.5	4.2	4.3	4.5	4.4	6.1	4.9
Avg 2007/08 Salary	116,765	67,322	77,362	100,332	85,507	85,878	92,193	87,815
10 <sup>th</sup> Percentile	106,237	57,681	57,681	87,509	65,975	58,443	72,188	60,220
Median	118,107	63,179	75,005	99,750	86,890	85,641	93,087	88,531
90 <sup>th</sup> Percentile	-	77,004	99,495	113,272	99,179	113,227	108,345	112,682
<b>Lecturer</b>								
No. in Rank	8	1	13	1	2	25	3	28
Avg Age	48.0	-	40.0	-	-	42.0	-	43.0
Avg Yrs in Univ.	10.0	-	2.3	-	-	4.8	-	4.5
Avg 2007/08 Salary	108,032	-	53,796	-	-	72,162	-	72,818
10 <sup>th</sup> Percentile	93,957	-	44,409	-	-	44,409	-	44,409
Median	99,721	-	48,999	-	-	59,846	-	68,379
90 <sup>th</sup> Percentile	-	-	-	-	-	114,969	-	104,624
<b>TOTAL FACULTY</b>								
No. in Rank	60	123	149	141	187	660	196	856
Avg Age	50.0	49.0	49.0	46.0	47.0	48.0	50.0	48.0
Avg Yrs in Univ.	13.3	13.8	13.2	10.4	13.2	12.7	12.6	12.7
Avg 2007/08 Salary	127,785	98,764	102,165	119,853	113,344	110,806	111,439	110,951
10 <sup>th</sup> Percentile	101,985	58,832	58,687	95,381	82,362	70,656	82,891	74,565
Median	131,669	97,952	105,864	117,345	112,172	113,261	109,345	112,568
90 <sup>th</sup> Percentile	145,172	134,122	137,196	146,801	142,230	141,743	137,927	140,591

\*These include promotees in new rank and new staff, but exclude Chair's stipends, Deans, Assistant Deans and Associate Deans. No statistics are reported for groups of less than 5 persons; the 90<sup>th</sup> percentile is not reported for any groups with less than 20 persons.