

# MUFA Newsletter

April/May 2011 — Volume 37.5 — John Berlinsky, Editor

## Executive Committee — 2011/2012

Here are the members of the Executive Committee of the McMaster University Faculty Association for 2011/2012. Their terms of office began on May 5, 2011.

### President

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### Vice-President

**Martin Dooley**  
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### Past-President

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### Nancy Bouchier

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<http://www.mcmaster.ca/mufa>

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# President's Report

(delivered at the April 28, 2011 Annual General Meeting)

2010/11 was a momentous year at McMaster, as all outgoing MUFA Presidents will tell you about their own term. We began the year with a new president, and with a Board of Governors determined to hold the line on finances. I began the year as a novice and end it not much wiser, but reassured about what your organization can do for you. This year, that involved restoring the boundaries of dialogue with the Administration, negotiating a new agreement in a very tough environment, and keeping an eye on provincial and federal discussions about pensions and the future of Ontario universities.

President Deane has spent most of the first year acquainting himself with McMaster's academic culture. He has repeatedly stated that he admires and fully intends to continue the tradition of faculty/administration negotiations as set out in the **Terms of Reference of the Joint Committee**. He has been equally forthright about the crucial role of the Senate in academic governance. As observer at both Senate and the Board of Governors, I have seen more transparency and frank exchanges than in previous years, and hope that will continue. Such relationships are built on trust and common understanding of our academic mission. Your MUFA officers have a unique responsibility in that regard because of our frequent contact with the Administration.

But it has not been an easy transition for the new President, as those of you in the Faculty of Business are perfectly aware. In December, the **PACDSB report** (President's Advisory Committee on the DeGroote School of Business) was distributed to the entire community. Since that time, the Dean of the Faculty has stepped aside, and the human rights tribunal has been established to resolve some of the divisive environmental problems of the Faculty. MUFA vigilance concerning the process has been constant and I wish to commend Graeme Luke, Martin Dooley, Peter Sutherland and John Weaver for the hours they have devoted to assisting our faculty colleagues.

Another problem spot has been Mills Library. Last year, the MUFA librarians, fearful for their jobs, voted

to certify and left MUFA. They (MUALA — McMaster University Academic Librarians Association) negotiated a contract this fall that includes a buy-out package for five out of the twenty-three members of the union. We did our best to prevent this from happening, and still bargain for five librarians who were left out of the union. I view this as a personal failure, having spent fourteen years of my life as an academic librarian, and an administrative failure to curb an over-zealous Chief Librarian, whose intention appears to be to make a mark in the field of "virtual" libraries, i.e., libraries that are no longer research centres but museums. (the debate over the future of academic librarianship is called McMastergate on the web:

**[http://scienceblogs.com/confessions/2011/04/mcmastergate\\_in\\_chronological.php](http://scienceblogs.com/confessions/2011/04/mcmastergate_in_chronological.php)**

As you well know, the Remuneration Committee, with Herb Schellhorn as Chair, Peter Sutherland, myself, Mike Veall, Nancy Carter and Qiyin Fang as members, has spent the last four months negotiating from briefs as widely divided as they ever have been in recent years. One of the things I learned this year is how much our system is admired across the province, by union reps and arbitrators alike. We think it worked again this year, although I cannot tell you the final tally until tomorrow's official count of the ratification votes [ed. see p. 3]. In return for reasonable compensation in a year when the Administration was determined to keep us at an ATB of 0%, we have given the University an opportunity to reposition itself regarding pension solvency and long-term post-retirement benefit liabilities. I confess this is where I had to learn the most, and I could not have done it without the deep knowledge and experience of my fellow committee members (**Faculty Negotiations on MUFA website**). I want also to thank Phyllis DeRosa-Koetting and Kelly McCaughey for their total commitment to your welfare and my sanity during negotiations. MUFA is as good as it is because of Phyllis's incredible memory.

Finally, I remind you that we are connected to the larger world of Ontario universities through the

provincial organization OCUFA (Ontario Confederation of University Faculty Associations). They are very important advocates for all of us with the provincial government. In January, they, along with the Canadian Federation of Students released a study called "[The 2011 OCUFA/CFS Study on Post-Secondary Education](#)," which includes statistics on the public perception of Ontario universities, which, as you might imagine, is a conflicted one. "Johnny" must go to school, but those schools cost too much and are out of touch with reality. While we are repeatedly warned that education does not really "resonate" as an election issue either federally or provincially, the fact is that parents want more, better and cheaper, which translates into "growth, differentiation, credentialism and corporatization." MUFA has spent years resisting the creation and marketing of the McMaster "brand," but the real challenge to our understanding of what a "university" is still lies ahead.

I leave you with the call to service: each of us should participate at some level in the public debates, in an effort to protect the distinctive aspects of our University. That does not require us to become public intellectuals as much as engaged citizens of an academic community. MUFA needs you!

*Virginia Aksan*

Nominated by the MUFA Executive,

**LORRAINE ALLAN**

(Psychology, Nueroscience & Behaviour)

**HENRY JACEK**

(Political Science)

**LES ROBB**

(Economics)

have received the **CAUT Dedicated Service Award** in recognition of their exceptional service to the Faculty Association. They deserve the thanks of the MUFA membership for their efforts on your behalf.

## Welcome New Members

**Lawrence Grierson**

**Robby Nieuwlaat**

**Leyla Soleymani**

Family Medicine

CE&B

Engineering Physics

## Joint Committee Agreement — Ratified

We hereby confirm the ballot to the question:

I hereby approve the Remuneration Agreement for the period July 1, 2011 to June 30, 2013 reached in the Joint Administration/ Faculty Association Committee on April 6, 2011.

Yes	328
No	19
Spoiled Ballots	1
<b>TOTAL BALLOTS</b>	<b>348</b>

Richard A. Hoecht, CA  
Licensed Public Accountant  
HOECHT GALVIN KAI

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# Management Style

Organizations, like people, follow wildly different trajectories. Some correspond to evolution and progress, while others appear as wrong turns or interludes of collective lunacy. The impact of modern management theory on organizations has exhibited all of these traits. Great companies such as Hewlett-Packard and GM, built on sound principles, have grown up, thrived, stumbled and revived, while others such as Enron and the internet bubble corporations were illusions which shone brightly for a short time and then promptly blew up. In spite of the great diversity of outcomes, there can be no doubt that modern methods of management, largely pioneered in the 20<sup>th</sup> century and now studied and propagated in business schools around the globe, have profoundly affected the world in which we live.

Universities, although often seen as ivory towers, have not missed out on the cultural and practical influences of modern management, particularly in that most crucial area, the management of human resources. Our human resources are incredibly diverse, encompassing well educated faculty and high-level administrators, competent professional staff, skilled trades and dedicated service providers throughout the University. It is a challenge to the leadership of the University to manage these resources wisely, to chart a sensible course, to attract and inspire great people, to reward their accomplishments, and to create an environment conducive to success.

In this regard universities have a great advantage. People are attracted to working at McMaster because they value education and research. Whether these individuals are directly involved in the classroom or in the laboratory or they support these activities indirectly by providing essential services, they understand the importance of what McMaster does and appreciate the opportunity to be part of a university. This is an important advantage that should not be squandered.

In recent years McMaster has not managed its human resources wisely, and this has been evident in two ways, one being the sense of entitlement in the senior administration which rewarded itself excessively and proliferated beyond reason. Fortunately this tendency seems to have been

interrupted by the appointment of the new president, whose commitment to transparency is evident in the publication of his own contract. The second is in the harsh treatment of both individual employees and employee groups by the University's management.

We have written in the past about the disgraceful treatment of McMaster employees whose positions were terminated through no fault of their own. Two years ago the firing of two highly respected librarians sent shockwaves through the national and international library communities and quickly led to the unionization of McMaster Librarians. Unfortunately, modern management techniques being what they are, unionization provides little protection for employee groups. This has been evident in recent settlements where, for example, McMaster food services employees have lost the right to paid sick leave for the first three days of an illness, while another led to the possibility of McMaster employees being paid at the poverty level.

A key group of McMaster employees, The Management Group (TMG), which is not unionized, has no say in the determination of their compensation. Ironically, this group was held up by the Administration as having set an example of restraint in compensation and benefits, in spite of the fact that they had no choice in this decision. A low level of job security has undercut the morale and effectiveness of experienced members of TMG, whose positions are constantly under threat. Indeed TMG have fared poorly in the financial crisis and have borne a significant part of the brunt of cutbacks.

McMaster's employee morale problems are not new. They precipitated the unionization of the staff and the six week MUSA strike in 2001. Whatever the initial grievances of the staff might have been, the University's aggressive HR strategy has only succeeded in making matters worse by progressively alienating and demoralizing every employee group on the campus.

In addition to being less aggressive, the culture of McMaster's HR department should be better attuned to that of a University. Working at McMaster is different from working at a big box store like Home Depot, or a bank or even a hospital. Particularly at the highest levels, a deep understanding of what

universities do and stand for is important for human resource management to be effective.

Management's approach to controlling costs should be more constructive. Instead of using divide and conquer techniques, pitting different groups, such as faculty, staff, and TMG or new employees and old employees against each other, the focus should be on creative solutions.

TMG would likely not benefit from unionization, even if it were possible, but their interests should be better protected, possibly through some form of association

and/or a linkage with agreements negotiated by MUFA and CAW.

Finally, with regard to its lowest-paid workers, McMaster should pay more attention to its social responsibility. These employees, who may be the least skilled and who are certainly the least costly, have their own issues, including poorer health and living conditions. McMaster should protect these employees and not exploit them.

*John Berlinsky*

*[Please note that the opinions expressed in this article are those of the author and do not necessarily represent the position of MUFA or of its Executive.]*

## Be Prepared for Retirement

**Electronic Mail Accounts:** *(Re-endorsed by Joint Committee — May 29, 2001)* 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.

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.

**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 administered by Sun Life.

**Life Insurance:** At retirement 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 69, however, the policy will be reduced to the Paid Up policy of \$5,000.

**Parking** *(Approved by Joint Committee — Dec 3, 1991):*

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. Those who have already reached 65 and are parking on West Campus should receive a Central Campus transponder immediately.

3. Faculty and staff who retire after June 30, 1992 may obtain a transponder 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 transponder for Central Campus.

**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 hour blocks of parking for retirees holding restricted retiree transponders 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 transponders are available for purchase at the Parking Office at the regular fee.

Retiree transponders 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** (*Approved by Joint Committee — June 21, 1999*): 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.

**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 \$30. 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) or CAUT at <http://www.caut.ca/uploads/RetiredAssociate.pdf>

## Courseware Made Easy

The MSU, as a whole, strives constantly to improve student life on campus in many different ways; we use our businesses and services as those main touch points for the students. I'd like to take this opportunity to highlight one service in particular that is doing amazing things to save students money and improve the quality of their education. The Underground Media + Design is an interesting service of the MSU; it is the design and print shop of the MSU, but it offers so much more than that. The Underground offers an outstanding courseware product to the professors of all different Faculties. The opportunities for customization are completely unlimited, and we've seen positive responses to our products for years now. Furthermore, we're licenced under Access Copyright independently of the University.

Recently we've had the opportunity to provide courseware printing for many of the kinesiology courses on campus, as well as first-year Psychology and first-year Engineering. Our growing support should indicate to you that we take our courseware business very seriously and we strive constantly to impress both the professors and students with our quality and cost. I would like to personally encourage you to contact the MSU Underground in order to see what they can offer you and your students. We won't disappoint you, and will give you a new perspective on your Student's Union.

Please contact Sandro Giordano at [sgiordan@msu.mcmaster.ca](mailto:sgiordan@msu.mcmaster.ca), Ext. 27557

## McMASTER FACULTY SALARY STATISTICS 2010/11

	BUSINESS	ENGINEERING	HUMANITIES	SCIENCE	SOCIAL SCIENCES	OTHER	ARTS, SCIENCE ENGINEERING TOTAL	HEALTH SCIENCES NON-CLINICAL	UNIVERSITY TOTAL
<b>Full Professor</b>									
No. in Rank	24	65	34	109	45		277	79	356
Avg Age	58.2	54.2	59.5	54.4	57.6		55.8	57.8	56.3
Avg Yrs in Univ.	22.2	15.8	23.4	19.0	21.3		19.4	21.6	19.9
Avg Salary	167,576	157,326	153,993	152,395	155,022		155,491	161,158	156,748
10 <sup>th</sup> Percentile	155,496	139,268	132,623	130,000	139,623		133,340	137,892	133,921
Median	165,381	154,820	150,211	147,842	150,730		153,185	152,600	153,066
90 <sup>th</sup> Percentile	190,398	189,305	174,180	182,511	178,835		180,865	209,444	183,371
<b>Associate Professor</b>									
No. in Rank	22	56	54	67	39	1	239	56	295
Avg Age	45.3	43.4	50.1	44.8	47.8	-	46.2	52.4	47.4
Avg Yrs in Univ.	10.2	8.8	14.4	10.8	10.8	-	11.1	12.6	11.4
Avg Salary	146,415	130,667	116,589	122,603	121,073	-	125,081	134,896	126,944
10 <sup>th</sup> Percentile	134,854	116,063	94,774	108,410	98,354	-	103,956	95,743	103,575
Median	147,356	131,106	113,337	121,067	120,060	-	124,102	130,947	126,423
90 <sup>th</sup> Percentile	159,890	146,511	143,280	133,179	147,411	-	147,804	168,835	148,824
<b>Assistant Professor</b>									
No. in Rank	15	21	43	35	33		147	73	220
Avg Age	44.9	40.5	38.8	40.3	43.4		41.1	45.3	42.5
Avg Yrs in Univ.	7.4	3.2	3.0	4.2	4.5		4.1	5.9	4.7
Avg Salary	138,069	101,106	73,309	95,206	87,921		92,382	99,851	94,860
10 <sup>th</sup> Percentile	122,561	76,319	64,070	79,984	73,221		65,994	71,063	68,771
Median	137,323	107,496	70,738	96,349	87,381		87,500	100,746	90,390
90 <sup>th</sup> Percentile	-	119,595	83,014	110,148	106,767		120,898	127,814	126,734
<b>Lecturer</b>									
No. in Rank	5	1	3	4	4	1	18	2	20
Avg Age	51.8	-	-	-	-	-	46.6	-	46.2
Avg Yrs in Univ.	9.0	-	-	-	-	-	4.9	-	4.9
Avg Salary	124,058	-	-	-	-	-	88,472	-	87,432
10 <sup>th</sup> Percentile	115,103	-	-	-	-	-	55,669	-	56,327
Median	120,062	-	-	-	-	-	80,571	-	80,571
90 <sup>th</sup> Percentile	-	-	-	-	-	-	-	-	123,015
<b>TOTAL FACULTY</b>									
No. in Rank	66	143	134	215	121	2	681	210	891
Avg Age	50.4	48.0	48.9	48.8	50.3	-	49.0	51.9	49.7
Avg Yrs in Univ.	13.8	11.1	12.7	13.7	12.8	-	12.8	13.6	13.0
Avg Salary	150,519	138,373	110,939	132,261	123,385	-	129,424	132,052	130,043
10 <sup>th</sup> Percentile	127,120	109,934	64,893	96,349	81,004	-	82,468	80,312	82,209
Median	151,604	139,268	109,326	131,398	123,450	-	132,970	131,823	132,915
90 <sup>th</sup> Percentile	174,071	169,994	153,598	169,190	160,078	-	165,505	172,363	166,821

**NOTE 1:** 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. **NOTE 2:** Excludes CAWAR and Special appointments; **NOTE 3:** Other includes Indigenous Studies; **NOTE 4:** As reported to Statistics Canada, October 2010.