

## Appendix I

# Principles for Negotiation of Faculty Remuneration

### Introduction

In recognition that the negotiation of faculty remuneration at McMaster should be conducted within a collegial rather than confrontational framework, the Joint Committee agrees that it is desirable to establish commonly held principles within which such negotiations would take place. We hope that by doing so we can reach an agreement of mutual benefit by applying these principles rather than by hammering away at opposing positions until there is either enough “giving in” to reach an agreement or a stalemate forcing use of the final offer selection process. The following principles are presented for this purpose.

### General Statement

Both the Faculty Association and the Administration recognize that McMaster University has a complement of highly qualified faculty members who are committed to the mission and objectives of the University and who work diligently to further those objectives. As a consequence, it is the desire of both parties that remuneration be at a level which adequately compensates faculty members for their contributions to the University. It is also the desire of both parties that the working conditions of McMaster faculty members be adequate, including both those matters which have a direct impact (e.g. class sizes) and an indirect impact (e.g. services and environment provided through the University infrastructure). In order to achieve these goals, it is important that other expenditures (e.g. for personnel services, fund-raising) be made judiciously. In the Joint Committee we are attempting to find an appropriate balance between these considerations in reaching an agreement on remuneration.

### Principles Concerning Individual Compensation

1. Faculty salary and benefits should compare favourable to those in comparable jurisdictions, including specifically other excellent universities.

Maintaining a competitive salary position with other universities is important both for the morale of faculty members and for McMaster’s competitive position, i.e. being able to recruit and retain highly qualified faculty members.

2. Faculty salaries and benefits should be protected from inflation.

Erosion of salaries relative to inflation, which has occurred in a number of years due to underfunding of the universities, is bad for morale and makes the prospects of an academic career less attractive to graduate students and young PhDs.

3. Differing degrees of contribution to the University depending upon experience and individual talents should be recognized through application of the CP/M Scheme, with sufficient par units to enable the rewarding of the many excellent faculty members without penalizing other competent faculty members.
4. Faculty should be protected from catastrophic expenses, such as those arising from ill health.
5. Consideration should be given to the tax effects of the form of remuneration.
6. Faculty should look forward to a good pension upon completion of their academic careers.

## Principles Concerning Working Conditions

7. Faculty members should be able to teach in an instructional environment which is conducive to the educational process.

A conducive instructional environment includes: students of high quality, class sizes which are not too large and access to instructional assistance, e.g. teaching assistants.

8. The University's operating budget should enable the appointment of new faculty, both to replace those who have retired (or resigned) and to compensate for an increased number of students.

Working conditions will be seriously undermined if the University is unable to replace retiring professors, since the remaining faculty complement will need to provide additional instruction to compensate for their loss. Similarly, additional faculty members are needed to handle the increased number of students which have enrolled at McMaster in recent years. In allocating these appointments, consideration should be given to shifting teaching and research needs across the University.

9. The University should seek to redress the erosion of working conditions which has occurred during the past few years.

The increased number of students, without a compensating increase in faculty appointments has resulted in a significant increase in student/faculty ratio during the past ten years. This has been accompanied by increased pressure on space (lecture rooms, offices and lounge space) and by fewer dollars available for instructional supplies and expenses.

10. Faculty should be provided with resources to do their jobs effectively.

Such resources include: office and laboratory supplies, access to support staff (e.g. for typing correspondence or assisting in the development of laboratory experiments), library, computing facilities and instructional assistance.

11. The University should assist faculty members to enhance their research and scholarship effectiveness.

Such assistance includes: research grants (through the Research Boards), funds for travel to conferences, funds for purchase of books and journals, and research leaves.

*Approved by the Joint Committee — January 30, 1990  
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