

Newsletter

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Editor: Gail Gauvreau

McMaster University Faculty Association - May 2018



President's Report

Delivered at the Annual General Meeting

April 25, 2018

It is hard to believe, but we have arrived at the end of another academic year and my term as MUFA president is nearly done. With changes to the MUFA bylaws last year, the current executive will remain in place until the end of the summer. I would like to sincerely thank all members of the executive for their volunteer service this year. Our biweekly meetings have been filled with interesting and thoughtful discussion. It is inspiring to work with great colleagues who have the best interests of our members and the university in mind. I would also like to extend my thanks to the many faculty members serving on university committees. This work is vital to a well-functioning university, and often not sufficiently recognized or valued.

The executive has dealt with many issues over the past year, but there are a few recurring themes which I would like to touch on in this report.

Faculty Renewal

I sound like a broken record, but the growth in the student population at McMaster has not been matched with a growth in faculty. This has led to larger student-to-faculty ratios and increased workloads for current faculty. After a number of challenging years, particularly in some Faculties, it is possible that the tides are finally turning. At various times this year we have heard from senior university administrators about the healthy state of the university finances. Faculty budgets are all in much better shape and the projections looks positive for the next few years. Now is the time to invest in McMaster's future by investing in faculty. New faculty members bring new ideas and enthusiasm and are desperately needed to ensure a healthy university in the years to come.

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**We hope you
have a safe and
wonderful
summer!**

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Faculty Complement

It has been more than ten years since the category of teaching stream faculty was created at McMaster. Teaching stream positions were introduced in large part to create permanent positions for teaching-intensive faculty members to replace the practice of annual renewals of long-term Contractually Limited Appointments (CLAs). As the number of students has grown dramatically over the last ten years the maximum number of teaching stream appointments, as outlined in SPS A9, has been reached and there is a need for increasing the number of positions.

MUFA has long argued that we would be better served with a policy that outlines the appropriate proportions of teaching- and research-intensive faculty. In recent years MUFA has had numerous discussions with the administration, through the Joint Committee, in hopes of reaching an agreement that would allow for growth in the teaching stream. These conversations have repeatedly stalled over a lack of agreement on how

to consider the full faculty complement at McMaster, including tenure-stream, teaching-stream and contractually limited appointments. MUFA strongly supports an expansion of the teaching stream and believes that CLAs should be relied on only to fill short-term teaching needs. We remain concerned that any arrangement that does not consider the proportion of CLAs could lead to growth in precariously employed faculty. I had hoped that we would reach a resolution on this issue this year. While I am extremely disappointed to report that no solution has been found I remain hopeful that a solution which is acceptable to all is possible. There is an urgency to grow the teaching stream now. Departments are hiring CLAs for long-term teaching needs and these individuals have no job security or possibility of perma-

nence. We will continue to advocate for growth in the teaching stream and limits on the use of limited-term contract teaching.

Grievance Procedure

An ad hoc drafting committee has started their work on revising the Faculty General Grievance Procedure (FGGP). MUFA instigated this process over our concerns that the current policy is failing faculty. Our current procedure has a limited scope and many possible reasons for grievance are explicitly excluded. We would like to see the FGGP updated to be more in line with our peer institutions in Ontario. A well-crafted grievance procedure could also serve as an appeal mechanism for other policies. With any grievance it is always preferable to try and reach a satisfactory informal resolution, but on rare occasions grievances proceed to a hearing. MUFA has suggested that the drafting committee consider the installation of an external hearing chair with legal expertise so that any remedies imposed are consistent with Canadian legal precedent and there is a greater level of impartiality. It is vital that a revised policy contain strong recordkeeping requirements to ensure that trends in grievances can be tracked over time.

Pensions

Over the last few years there has been extensive work on the possible creation of a sector-wide pension plan. As reported earlier this year, these negotiations ceased in 2017, but three universities (UofT, Guelph and Queen's) have developed a university pension plan (UPP) that will cover employees at those universities. There are many complexities, both regulatory and at the university level, and this new plan is not expected to launch until 2020. In the future it will be possible for other universities to join the UPP (voluntarily!), but the full details on how this will work are not yet known. MUFA continues to monitor the UPP developments

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“There is an urgency to grow the teaching stream now.”

so that we are well informed when and if the UPP is ever proposed to McMaster employees. If you would like to learn more about the UPP, please see the recently launched website at <http://www.universitypension.ca>.

It has been a pleasure to work on the issues above and many others throughout the year with my executive colleagues. I would particularly like to thank Elkafi Hassini and Michel Grignon for their service on the Joint Committee. The best part of serving on the MUFA executive for me has been to meet so many amazing and conscientious colleagues from all Faculties on campus. I would particularly like to thank Nicholas Kevlahan for his service in the critically important role of grievance and special enquiries and Elkafi Hassini and Michel Grignon for their service on the Joint Committee. The best part of serving on the MUFA executive for me has been to meet so many amazing and conscientious colleagues from all Faculties on campus. I would also like to thank my predecessors Rafael Kleiman, Michelle Dion, and Martin Horn from whom I have learned so much. Their leadership has enhanced the role that MUFA plays in decision making on campus. Finally, I would like to sincerely thank Mara Giannotti and Jessica Weyman. MUFA is extremely well served by our fantastic staff-- not only are they the first point of contact to faculty members with enquiries, but they are also our repository of institutional knowledge and ensure continuity as faculty members cycle on and off the executive. The role of MUFA President would be impossible without their constant support.

Turning towards the future, we are currently in the middle of a two-year remuneration contract, and next year will be a negotiating year. Our joint committee representatives (Elkafi Hassini, Michel Grignon and Alison Sills) will negotiate our salary and benefits with the administration joint committee representatives starting in January 2019. In the fall a remuneration survey will be circulated. This is an excellent opportunity to provide feedback on concerns around salary and benefits, but also any other faculty-related concerns.

There is still work to be done over the next few months, but I will finish my term knowing that MUFA is in excellent hands.

Laura Parker
MUFA President
 2017-2018

Gender Pay Equity Update

In 2015, a study of compensations for the years 2012-13 and 2013-14, conducted jointly by MUFA and the University, found that women faculty on average earned \$3,515 (full-time equivalent) less than men in the same Faculty, at the same rank (assistant, associate, full, or lecturer), appointment stream, and with the same experience in rank. As a result, full time salaries of women faculty members were raised \$3,515 starting July 1, 2015, to compensate for that gap. A follow-up analysis, using the same methodology and specification as that used in 2015 based on salaries for the academic year 2016-17, finds that the gap has essentially disappeared, falling to \$389 ± 1,835 (still for a full time full year equivalent). It is important to note that this study measures gender inequities in pay within defined categories (rank, appointment stream, experience, and Faculty), but leaves open the question, and inequity, linked to gender imbalances across ranks and Faculty.

Passages

Margaret Black
Nursing

February 15, 2018

Louis Greenspan
Religious Studies

May 10, 2018

Richard Tomlinson
Chemistry

January 28, 2018

MUFA Service Award

Following the Annual General Meeting, a special reception was held in honour of the recipient of the **MUFA Award for Outstanding Service**. The award was presented to Michelle Dion in recognition of her outstanding contributions to the University. The selection committee, chaired by the Past-President Martin Horn, included Lori Burrows (Professor, Department of Biochemistry and Biomedical Sciences), Andrea Thyret-Kidd (TMG), David Kemper (MUA-LA), Ryan Deshpande (VP Education, MSU) and Emily Heikoop (Unifor). Martin Horn read the following citation on behalf of the selection committee.

Michelle Dion is this year's recipient of the MUFA Award for Outstanding Service. Reviewing her dossier, the Selection Committee was unanimous in its endorsement. Michelle, an Associate Professor in the Department of Political Science, has established a sterling reputation for engagement with in and without McMaster.

No issue demonstrates this more clearly than gender pay equity. When the issue was first raised in 2013 by MUFA with the university administration, the study commissioned by the Provost, delivered in 2014, claimed that there was no statistically significant gender pay divide. It was Michelle who corrected this mistaken conclusion, demonstrating through rigorous statistical analysis that a meaningful pay differential existed that was attributable to gender. It was Michelle whose tireless work convinced the university administration that remedial action was necessary, leading in 2015 to an across the board pay increase for female faculty. This outcome was beneficial to the university at large, conveying McMaster's willingness to embrace a basic gender equity principle. From the CBC to the Globe & Mail, to Inside Higher Education, to the Ministry of Labour, the University of Toronto Faculty Council, and the Canadian Association of University Teachers, there was understanding that McMaster had taken a welcome, if overdue, step. Recognition that this feat was due chiefly to Michelle came in the form of OCUFA's decision in 2016 to bestow upon her the Status of Women Award of Distinction.

Michelle has also been involved in other noteworthy projects, two of which should be mentioned. The first concerns her role at the Centre for Research and Empirical Social Science (CRESS), where she serves as the Acting Director. CRESS is designed to help faculty and graduate students improve their research methodology, through training workshops, promoting networks of understanding provincially, and aiding in the development of a rigorous, effective, research culture in the academy. The second is her involvement in Visions in Methodology (VIM), aimed at assisting women in the field of political methodology. Through conferences and an on-line portal funded by SSHRC, Michelle has bolstered the diffusion of resources to foster improvement in the teaching of research methods in the university and in secondary schools. These initiatives, have, like pay equity, boosted the reputation and stature of McMaster.

No consideration of Michelle's work would be complete without an acknowledgement of her years of dedicated service on behalf of MUFA. To her successive responsibilities on the Executive, from Grievances & Special Enquiries, to Vice-President, President, and then Past President, Michelle brought tenacity, purpose, and an overriding desire to make the university a better place. In this aim she succeeded, enriching the faculty experience across the campus.



MUFA Executive Committee 2018/2019

Here are the members of the Executive Committee of the McMaster University Faculty Association for 2018/2019. Their terms of office will begin on **September 1, 2018**.

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Faculty Association Council

In order to maintain close contact with faculty members at the department level, the MUFA Executive established the Faculty Association Council made up of representatives from every academic department. These representatives serve as liaisons between the Association's Executive Committee and the members of the Association.

MUFA wishes to thank all of our Faculty Association Council members for their continued service.

The responsibilities of the members of the Council are important, but not onerous. In addition to serving as liaisons, the departmental representatives might be contacted to suggest candidates to run for the Executive or to represent the Association on various University committees. The main task, however, is passing on information to your colleagues in your department about specific projects in which the Association is involved – in reality there is not much to do, but we do need a representative from each department.

There are many departments with vacancies. If you are willing to represent your department on the Faculty Association Council, please contact mufa@mcmaster.ca.

Welcome New Member

Chris Verschoor

Health Research Methods,
Evidence and Impact

Convocation

SAVE THE DATES!

Tuesday, May 22, 2018, 8:00 pm
McMaster Divinity College

**Wednesday, May 23, 2018, 2:30 pm*
School of Nursing

Thursday, May 24, 2018, 2:30 pm
Faculty of Health Sciences (excluding Nursing)

Monday, June 11, 2018, 2:30 pm
Faculty of Humanities, Arts & Science Program

**Tuesday, June 12, 2018, 9:30 am and 2:30 pm*
Faculty of Business/DeGroote School of Business

Wednesday, June 13, 2018, 9:30 am and 2:30 pm
Faculty of Social Sciences

**Thursday, June 14, 2018, 9:30 am and 2:30 pm*
Faculty of Science (**including Medical Radiation Sciences Program**)

Friday, June 15, 2018, 9:30 am and 2:30 pm
Faculty of Engineering

***New this year!** The Nursing convocation ceremony will take place in May; there will be 2 ceremonies (morning and afternoon) for the School of Business, and the Medical Radiation Sciences grads will convocate along with the Faculty of Science grads.

McMaster faculty are invited to participate in the Academic Procession. A future communication will be shared once online registration opens.

Event Volunteers are welcomed! For all those interested in volunteering at the convocation ceremonies, please contact convo@mcmaster.ca.

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.

Post-Retirement Benefit Program for Members of MUFA:

If you are eligible for post-retirement benefits, please review your corresponding Retiree Benefit Booklet to become familiar with your retiree benefit plans. Active employee benefit plans cease upon retirement. To be eligible for post-retirement benefits, the MUFA member must have been enrolled in the extended health and dental benefit plans as an active employee on their last day of work, and must meet the eligibility requirements as defined in the applicable Sun Life MUFA Faculty/Librarian Retiree Benefit Plan Booklet. If eligible for Post-Retirement Benefits, the Post-Retirement Benefit Co-Pay Program applies to all MUFA members (faculty and librarians) who retired after July 1, 2012. Eligibility for post-retirement benefits and the applicable percentage of the cost that a MUFA member is responsible for paying is based on cumulative years of service as at the date of retirement.

For additional information, please review the following:

- [MUFA Faculty/Librarian Post-Retirement Benefit Co-Pay Program](#)
- [Retiree Benefit Booklets](#)
- [Employee Life Changes](#)
- [Retiree Out of Province Coverage Summary](#)

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 65, however, the policy will be reduced to the Paid Up policy of \$5,000.

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 [Athletics & Recreation Complex]. 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. The application form may be downloaded by going to <http://www.caut.ca/docs/default-source/member-services/en-retired-pamphlet-2016-webversion.pdf?sfvrsn=2>.

For more details regarding How to Prepare for Retirement visit the [Working at McMaster website](#).

Are you planning to travel or go on Research Leave abroad? Emergency Out-of-Country Travel Coverage

Coverage Details

The Emergency Out-of-Country benefit provides significant protection in the event of a medical emergency while travelling outside of Ontario. With the move to Sun Life Financial as our new provider, there are a few differences in coverage of which you should be aware. The main changes are summarized below:

- ◆ Emergency services are subject to a lifetime maximum of \$3,000,000 per person;
- ◆ The costs of casts, crutches, canes and other medical appliances when required as a result of sickness or accident are no longer covered by the Emergency Out-of-Country plan but will be eligible under the regular Extended Health Plan provided by Sun Life.
- ◆ Emergency dental services will no longer be covered by the Emergency Out-of-Country plan but will be eligible under Sun Life's Extended Health Plan (if resulting from an accident) or the Dental Plan.
- ◆ Paramedical services will no longer be covered by the Emergency Out-of-Country plan but will be eligible under the Extended Health Plan provided by Sun Life.

Additional details about your benefit can be found in the [Travel Benefit and Medi-Passport](#) brochure.

Important Contact Information

Sun Life Financial partners with Allianz Global Assistance (Allianz Assistance) to provide you with 24 hour a day emergency medical travel assistance. In an emergency it is important that you contact Allianz Assistance immediately. Contacting Allianz Assistance is

a requirement of your plan, Physician and hospitals can call to confirm benefits and arrange direct payment.

Allianz Assistance's call centre in the USA is open 24 hours a day.

- ◆ In the USA and Canada, call: 1-800-511-4610
- ◆ Elsewhere, call: 1-519-514-0351 (call collect if available)
- ◆ Fax: 1-519-514-0374

Convenient Travel Documents

Sun Life Financial offers a variety of ways to access information about your travel benefit including a printable travel card, a downloadable card for your Apple Wallet, My Sun Life Mobile app and www.mysunlife.ca.

Find out more about [Sun Life's](#) electronic resources.

Extension of Coverage for Faculty Research Leaves

Faculty members who are planning travel outside of the province for Research or University Business purposes and wish to apply to have their Sun Life Emergency Out-of-Country coverage extended beyond 120 days should complete the following form and submit to Human Resources Services at CSB-202 no later than 30 days prior to your departure date.

[Application for Extension of Emergency Out-of-Country Coverage Form](#)

AP-01 Revised Guidelines

Effective May 1, 2018 the Guidelines for Reimbursements to Individuals For University Business (AP-01) has been revised. Thanks to feedback received from the McMaster community earlier this year and input from the AP01 Working Group after their review of the Council of Ontario Financial Officers travel expense survey, the Per Diem Allowance for Meals will be increased. The per diem change will move McMaster to the first quartile for per diems in Ontario and matches the Canada Revenue Agency (CRA) rates. Individuals who use the Per Diem do not need to submit individual receipts for each meal. An excerpt from the revised guidelines is included below.

- Reasonable Cost:** A per diem meal allowance may be claimed in lieu of actual costs **\$85.35/day** (\$19.10/breakfast, \$18.90/lunch, \$47.35/dinner) in Canadian dollars for travel in Canada, or, U.S. dollars for travel outside Canada.
- Required Support:** Not required to support the per diem meal allowance.
- Note:** Only meal costs incurred while on University business or during travel for University business may be claimed. The per diem allowance will not apply where meals are included as part of another reimbursable item (for example: conference, transportation). The per diem claim should be reduced accordingly. The meal allowance includes gratuities and taxes. The per diem meal allowance can be used when receipts for meals are missing. This update applies to expenses incurred from May 1, 2018 onwards.

Please be aware of these changes if you process expenses for your department or have upcoming travel for University Business.

In future, Financial Affairs will include a per diem review, along with per kilometre reimbursement rates, each January when updated CRA reimbursement rates become available.

The full policy and guidelines are available at https://www.mcmaster.ca/bms/policy/accounts_payable/ap01-rem_univ_bus.pdf.

To read about other recent changes to the AP01 Policy, click [here](#).

Email and In-Person Help:

Send your questions to aphelp@mcmaster.ca. Be sure to include your expense report ID reference #. You can also request an in-person meeting with an expenses expert.



Nature at McMaster

BRIGHTER WORLD

McMaster
University

Visit the Nature at McMaster website (nature.mcmaster.ca) to learn more about the many beautiful natural areas in and around McMaster University.

Nature at McMaster is a resource available for the McMaster University community to discover and experience the many natural lands and parks in this region. Getting out in nature provides many benefits for individuals of all interests, abilities, and passions; including, healthy active living, stress relief, valuable social time and education, to name a few. This web resource is also beneficial for campus visitors and potential students or faculty to learn more about our campus and area.

Nature at McMaster is an initiative of the President's Advisory Committee on Natural Lands. If you have questions or comments, please contact Wayne Terryberry at terryber@mcmaster.ca or ext. 26384.

nature.mcmaster.ca

Retiree Parking Permit Reminder

Retiree parking permits are issued on a 12-month basis and must be renewed annually. Renew prior to your expiry date, online at McMaster Parking Services "[Retiree Parking](#)" web page, or in person at the Parking Office (E.T. Clarke or Campus Store). Your transponder number is on the back of your transponder.

Parking Services will send email reminders each month to those who have a permit expiring within the next 30 days. To receive an email reminder, ensure that Parking Services has your current email address on file.

If you have questions or have not made note of your expiry date, please contact McMaster Parking Services by email at parking@mcmaster.ca or at (905) 525-9140 ext. 24232.

Expanded McMaster Employee Discount Program

Human Resources is excited to announce a significant expansion of McMaster's employee discount program! The new program is called WorkPerks and it will give McMaster employees and their family members and retirees instant access to over 1,700 discounts for brand name stores, local shops, tickets, restaurants and more. These discounts are wrapped up — nicely organized, and easy to access — to help you save money in support of your financial wellness. Whether going out for dinner, meeting with friends or shopping at the mall, employee discounts will be available anytime, anywhere.

Please visit the website to learn more about the program and create an account using your McMaster email address!



Need a furnished home near McMaster for a short term stay?

Book a three bedroom or four bedroom cozy home with everything you need for a group or a family for one week or multiple months. Everything is included and homes are close to bus lines. Less than 30 minute walk to campus. Perfect for visiting professors, medical residents or business travelers.

www.kingscourtrentalhome.com or www.vrbo.com houses #717471 and #916864.

Contact owner Bettie Kloet at bkloet@sympatico.ca



MCMASTER UNIVERSITY FACULTY ASSOCIATION

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Email: mufa@mcmaster.ca
<http://www.macfaculty.ca>

McMaster Faculty Salary Statistics 2017/2018*

	Business	Engineering	Humanities	Science	Social Sciences	Non-Health Sciences Total	Health Sciences	University Total
Full Professor								
No. in Rank	35	87	34	131	37	324	68	392
Avg Age	61.1	56	60.9	56.3	58.2	57.5	58.9	57.7
Avg Yrs in Univ.	21.1	18.5	23.9	20.4	20.1	20.3	21	20.4
Avg Salary	\$213,261	\$190,595	\$186,606	\$185,237	\$186,567	\$189,998	\$196,214	\$191,077
10th Percentile	\$184,279	\$168,311	\$158,890	\$164,556	\$159,853	\$165,548	\$164,482	\$165,407
Median	\$202,394	\$182,174	\$180,487	\$178,948	\$184,731	\$183,529	\$185,616	\$183,801
90th Percentile	\$260,570	\$222,182	\$216,908	\$214,937	\$211,250	\$218,778	\$246,261	\$220,000
Associate Professor								
No. in Rank	23	42	61	44	52	222	74	296
Avg Age	54	49	52.8	49.6	51.1	51.2	52.1	51.4
Avg Yrs in Univ.	14.8	12.1	14.2	13.5	12.3	13.3	13.9	13.4
Avg Salary	\$182,107	\$158,753	\$144,906	\$150,330	\$150,332	\$153,726	\$156,499	\$154,419
10th Percentile	\$170,197	\$132,556	\$113,331	\$131,919	\$122,156	\$122,814	\$130,879	\$124,770
Median	\$179,956	\$158,110	\$144,648	\$149,166	\$149,967	\$153,004	\$158,704	\$155,119
90th Percentile	\$199,086	\$180,632	\$177,250	\$163,663	\$175,656	\$183,121	\$176,534	\$180,456
Assistant Professor								
No. in Rank	19	46	21	19	38	143	68	211
Avg Age	44.5	41.3	42.9	41.7	44.4	42.8	45.3	43.6
Avg Yrs in Univ.	7.3	5.7	6.3	7.5	5.8	6.3	9.3	7.2
Avg Salary	\$151,977	\$114,506	\$99,572	\$115,337	\$114,167	\$117,312	\$117,776	\$117,461
10th Percentile	\$124,618	\$96,650	\$75,997	\$95,633	\$97,905	\$91,000	\$84,000	\$89,412
Median	\$150,000	\$111,715	\$94,003	\$115,605	\$111,209	\$115,000	\$115,866	\$115,266
90th Percentile	\$186,105	\$135,602	\$126,190	\$136,794	\$142,944	\$145,000	\$163,768	\$149,796
Lecturer								
No. in Rank	1	3	-	1	3	8	-	8
Avg Age	-	-	-	-	-	45.6	-	45.6
Avg Yrs in Univ.	-	-	-	-	-	8.3	-	8.3
Avg Salary	-	-	-	-	-	\$116,590	-	\$116,590
10th Percentile	-	-	-	-	-	\$77,327	-	\$77,327
Median	-	-	-	-	-	\$105,597	-	\$105,597
90th Percentile	-	-	-	-	-	\$203,352	-	\$203,352
Total Faculty								
No. in Rank	78	178	116	195	130	697	210	907
Avg Age	54.8	50.4	53.4	53.3	51	52.3	52.1	52.3
Avg Yrs in Univ.	15.7	13.6	15.6	17.6	12.4	15.1	14.8	15
Avg Salary	\$188,091	\$162,599	\$148,921	\$170,080	\$148,775	\$162,690	\$156,820	\$161,331
10th Percentile	\$138,878	\$107,854	\$99,750	\$127,916	\$102,027	\$109,555	\$99,495	\$108,576
Median	\$184,984	\$170,215	\$148,134	\$171,907	\$146,697	\$167,878	\$160,226	\$165,072
90th Percentile	\$231,808	\$202,951	\$196,023	\$207,863	\$188,968	\$203,363	\$201,226	\$202,955

*Includes CAWAR and Special Appointments and excludes all Clinicians. Excludes administrative stipends. No statistics are reported for groups of less than 5 persons; the 90th percentile is not reported for any group with less than 20 persons.

Data as of October 1, 2017- Updated: May 15, 2018

SOURCE: HR Database; Prepared by Office of Institutional Research and Analysis