

MUFA Newsletter

December 2011/January 2012 — Volume 38.3 — Catherine Connelly, Editor

President's Report

delivered at the General Meeting on December 6, 2011

Thanks to the **SPS Drafting Committee**. When I reviewed the agendas for the MUFA Executive meetings of the last six months or so, the one item that appeared most frequently was our discussion of the proposed revisions to the Supplementary Policy Statements — those statements that comprise the main appendix to the “yellow document” that governs appointments, tenure, promotion, and permanence. The time we spent on the SPSs pales in comparison with the enormous effort made by the Committee in updating, revising, removing inconsistencies, and, in general, bringing uniformity to the 30-odd supplementary policies. So at this time I wish to publicly express our debt of gratitude, and indeed the gratitude of the University, to the Committee, chaired so ably by Lorraine Allan from Psychology, Neuroscience & Behaviour, Katherine Cuff from Economics, Del Harnish from the BHSc Program and advisor to the Provost, and David Wright, formerly Associate Dean of Humanities but now at McGill. The Committee received valuable assistance from Helen Ayre of the University Secretariat, and Barbara Campbell from the Provost's office. One might argue that for some of the individuals I just named this onerous committee work was just part of their day jobs, or represented their share (actually much more than their share) of the service or citizenship component of any academic's life. But neither explanation describes the contribution of Lorraine Allan, for she is a professor emerita, and takes on such an unrewarded task primarily out of a sense of loyalty and commitment to the University. It also helped that Lorraine is, and has been for years, the foremost expert on campus in the area of academic policy. So thank you Katherine, Del, David, Helen, Barb, and especially Lorraine.



Moving **Forward with Integrity**. The President's intention to transform McMaster's undergraduate programs, through a process underpinned by a deep integrity, have excited in many of us a cautious optimism about what we might aspire to and achieve. I have little new to add here, so I will briefly adopt my usual “the glass is half empty” perspective and make two remarks. First, while many assert that little can be done without new resources, I can't imagine that any will be forthcoming in any substantial measure in the next few years. Sure, the new budget model will lead to some changes, but largely in a zero-sum game, and even in that context changes as large as 5% will be disruptive. Secondly, it is highly unlikely that over the years we have drifted into the “best of all possible worlds” when it comes to undergraduate education. We owe it to our students, and to our own sense of self-worth and satisfaction, to rethink what we are doing and how we are engaging the students.

The new budget model. Three weeks ago the report of the second task force on the actual implementation of a new budget model was released and feedback was invited. In that spirit, I offer the following comments. You will from time-to-time undoubtedly

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detect the biases of a former Dean of Science. At the highest level, there is much to like in the new budget model, something that has been overdue for years if not decades. It is founded on transparency, on the clear identification of sources and amounts of income, and the attribution of costs. This will provide incentives for moving forward as things change, as inevitably they will. It will provide an environment in which we question how and why we do just about everything.

The main deficiency of the report is its lack of numbers, so it is difficult to assess the impact of the many principles it elaborates upon for the interpretation of income streams and the attribution of costs. That will all become clearer in the next 16 months when the current budget framework is shadowed by the new one. But here are my concerns, naturally enough about research and teaching. I will use numbers that represent my best understanding of things, but there may be some errors (minor I hope).

The two main income streams are the government grant and tuition. Let me focus on how the report (Budget Model Task Force 2, or BMTF2) would deal with domestic undergraduate income. There are government-set rules for how many Basic Income Units (BIUs) are associated with each program (BA, BComm, BEng, BHSc, BSc, etc.), and the government has also put limits on how tuition has increased over the years. The upshot is that the approximate annual incomes based on a full-time domestic student averaged across the four years of each program are: BA — \$10,500; BSc — \$12,000; BComm — \$12,500; and BEng — \$16,000.

The new budget model, which is activity-based, is to be applauded for recognizing that research is an activity! That may sound ironical, but note that the provincial government has never made an explicit linkage between how it and the students fund universities, and the twin objectives of teaching and research. The allocation in BMTF2 of the effective cost of research is uneven and probably inadequate, because it affiliates the research activity with just 50% of the BIU funding. Not surprisingly, it does not affiliate research with the tuition we charge students, despite our claim that research and teaching are inextricably linked. Here are my estimates of the average annual BIU income per full-time domestic undergraduate: BA — \$4,600; BSc — \$6,500; BComm — \$5,300; and BEng — \$7,600. If the activity of research is 40% of our time, the 50% of the BIU amounts falls short of 40% of the total per

student income. The other 50% of the BIU income is retained within each Faculty to support teaching and student services. Up to a point, that makes sense since the government clearly believes it is paying for education. To be fair, the occupancy and infrastructure costs of doing research (or at least those not covered by grants) will have to come out of the income and these are lower on the arts side of campus. However, it seems inevitable that the BIU revenue stream will drive inequities in the student-faculty ratio across Faculties.

It gets worse when it comes to attributing “service” teaching costs to the income based on students. BMTF2 recommends that for cross-Faculty teaching, the Faculty of registration keeps 50% and the Faculty that actually delivers the “service” teaching gets the other 50%, but at the so-called “average” tuition rate. None of the 50% of the BIU funding that is ascribed to teaching is accessible for service teaching. Thus the professional Faculties have higher per-student incomes, do little to no service teaching, and yet get to pay for service teaching by others at a discounted rate. I can only hope that over the 16 months of shadowing the old budget model with the new, the consequences and incentives (of which many are negative) of these decisions will be identified and moderated. There are other inconsistencies as well. There are programs that cross Faculties: the BAs in psychology and geography where Science provides the resources, but the students are registered in Social Sciences; the BSc in biochemistry where the resources come from Health Sciences and the students are registered in Science; and any number of programs between Humanities and Social Sciences where the resources are shared, but the bulk of the income is not shared but instead goes to one Faculty or the other — clearly a disincentive to cooperation. A more sophisticated allocation of teaching costs must be developed. Going from the more expensive downwards: (a) program teaching; (b) service teaching (with allowance for labs); and (c) teaching of electives.

I make the above points partly to vent, and partly to provoke all faculty to read the BMTF2 report and provide feedback as they see fit. Write to: BMTF2@mcmaster.ca. The nominal deadline is December 10 but I have been assured by the Provost that all submissions before the New Year will be considered. The MUFA Executive will devote its meeting next week to BMTF2 and may file its own analysis.

Information Technology (IT) Systems Renewal, or Enterprise Resource Planning (ERP). The University is entering the vendor selection phase that will lead to a massive, costly, but long overdue renewal of all our IT systems, from student administration (admission, registration, scheduling), to financial services and reporting, to research grants administration and reporting, and to human resources. The full IT renewal will take 5-6 years, and cost upwards of \$25 million. The good news is that an annual allocation of \$5 million has been incorporated into budget plans. The two preferred vendors are Banner and PeopleSoft, and there are ongoing presentations by PeopleSoft all this week and Banner next week. All members of the McMaster community are invited. More information may be found at <http://www.mcmaster.ca/uts/systemsrenewal/welcome.html>.

Travel expenses. This is one of those topics we just love to hate. The provincial government has decided, in the spirit of transparency and accountability, that all employees in the “broader public sector” will in future (after May 1?) have to provide receipts for *all* expenses, and that *per diem* rates for food etc. will no longer be acceptable. McMaster will accordingly revise its policy and we can look forward to details and possibly information sessions in the New Year.

Peter Sutherland

Welcome New Members

Jeffrey Dickhout

Medicine

This Newsletter is published monthly between September and May by the Faculty Association at McMaster University. The Association's Executive for 2011/12 is composed of the following members:

President	Peter Sutherland
Vice-President	Martin Dooley
Past-President	Virginia Aksan
Academic Affairs	Nancy Bouchier
Human Rights	Michelle Dion
Membership	Michelle MacDonald
OCUFA Director	Martin Dooley
Pension	Nancy Carter
Public Relations	Catherine Connelly
Special Enquiries & Grievances	Graeme Luke
Tenure	Martin Horn & Virginia Aksan
Treasurer	Rafael Kleiman
Without Portfolio	Mike Veall

Executive Director	Phyllis DeRosa-Koetting
Administrative Assistant	Kelly McCaughey
Returning Officer	Matheus Grasselli

Opinions expressed in this Newsletter are those of the authors and do not represent the views of the Association or of its Executive unless so specified. Anyone wishing to contribute to the MUFA Newsletter is invited to send submissions to the Faculty Association Office (HH-103A, e-mail: mufa@mcmaster.ca, ext. 24682). Deadlines are the 15th of each month. All submissions will be published at the discretion of the Editor.

Current and past issues of the MUFA Newsletter are posted on the MUFA website (www.mcmaster.ca/mufa).

Many thanks to **Gillian Goward** (Chemistry) for agreeing to represent MUFA on McMaster Children's Centre Board and to **David Shore** for representing Psychology, Neuroscience & Behaviour on the MUFA Council.

Passages

Andrew Brink, English, November 25, 2011

Erwin Regoeczi, Pathology, December 16, 2011

Les Shemilt, Chemical Engineering, December 20, 2011

Call for Nominations

The MUFA Faculty/Librarian Awards for Outstanding Service

PURPOSE

The purpose of these awards is to provide an annual recognition for faculty and professional librarians who have made an outstanding contribution to the University through the provision of exceptional service to faculty, librarians, staff, students or alumni.

THE AWARDS

Each year there will be a maximum of three awards in the amount of \$1,500.

ELIGIBILITY

The awards are open to all members of the McMaster University Faculty Association (MUFA).

PROCEDURES

1. The MUFA Executive has appointed a chair and committee drawn from amongst the categories of faculty, professional librarians, staff, students, and alumni. The Secretariat to the committee is the MUFA Executive Director.
2. The period of the award is a calendar year.
3. Nominations
 - a. Nominations must be e-mailed (mufa@mcmaster.ca) or mailed to MUFA (Hamilton Hall 103A) no later than

March 15, 2012

- b. The nominator must attach a supporting narrative of not more than 750 words.

- c. Each nomination must be supported by a minimum of 2, and not more than 4 reference letters. These reference letters must be e-mailed or mailed, either through the nominator or independently. Reference letters should not exceed 500 words.

- d. Position and contact information for the nominator and all references must be clearly indicated.

4. The Committee will review the nominations. Among the factors considered by the Committee will be:

- enhancement of the reputation of McMaster University
- provision of excellent service
- demonstrated innovation
- breadth and depth of impact
- strength of support in nominations

5. The faculty/librarians selected to receive the awards will be invited to attend a special reception following the Annual General Meeting in the spring and will be presented with their awards at that time. Pictures of the individual recipients and a brief summary of the rationale for their award will be published in the MUFA *Newsletter* and on the MUFA Web page.

6. Each faculty/librarian who is nominated for an award will receive a letter of commendation from the MUFA President.

Navigating the Academy: Lessons and Strategies for More Equitable Universities

Agenda

A practical all-day session, grounded in real experiences, sponsored by the OCUFA Status of Women Committee

Friday, May 4, 2012 at the OBA Conference Centre, 20 Toronto Street, Toronto (8:45-4:00)

Keynote address to be given by Professor Carla Fehr, Wolfe Chair in Science and Technology Studies, University of Waterloo and co-Principal Investigator for ISE ADVANCE, a \$3.3 million US National Science Foundation grant testing strategies for promotion and retention of women and minorities in science, technology, engineering and mathematics. Professor Fehr has provided leadership to many academic and research communities to promote hiring and retention strategies that build diversity in those communities. She has a research background in both Biology and the Philosophy of Science and works in the philosophy of biology, feminist philosophy, and feminist science studies, among other research interests.

Workshop topics will cover tenure, promotion, race and gender; how academic excellence is defined and what it takes to excel in the academy; workplace bullying and how to deal with it; and saying yes to the right things as you build your academic career.

The workshop is for OCUFA faculty association members. Please specify any accommodations needed at registration. Space is limited so register now at www.ocufa.on.ca and follow the links. Registration fee is \$75.

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| 8:45 am | Registration and coffee |
| 9:30 | Welcome: Professor Helene Cummins, SWC Chair |
| 9:45 | Keynote: Professor Carla Fehr, Wolfe Chair in Science and Technology Studies and Chair in Science and Technology Literacy, University of Waterloo |
| 10:45 | Break |
| 11:00 | Tenure and Promotion: Intersections of Gender, Race and Class
<i>Professor Michelle Webber, Brock University and Professor Gerald deMontigny, Carleton University</i> |
| 12:00 | Lunch (provided) |
| 1:00 | How Academic Excellence is Defined and What It Takes to Excel
<i>Professor Helene Cummins, Brescia University College and TBC</i> |
| 2:00 | Workplace Bullying and How to Deal With It
<i>Professor Patrizia Gentile, Carleton University and TBC</i> |
| 3:00 | Break |
| 3:15 | Saying Yes to the Right Things: Managing Your Academic Career
<i>Professor Shannon Dea, University of Waterloo</i> |

2012/13 Executive

If you are interested in serving on the Faculty Association Executive or know of someone who would make an excellent candidate, please complete the form below and mail to the Nominating Committee, Faculty Association, Hamilton Hall 103A. If you prefer, give us a call (ext. 24682) or drop us an e-mail note (mufa@mcmaster.ca). DEADLINE — FEBRUARY 15, 2012

CANDIDATE _____

FACULTY _____

RANK _____

PORTFOLIO PREFERENCE _____
(E.G., academic affairs, grievances, human rights, library, membership, OCUFA, pension, public relations, remuneration, tenure)

DEPARTMENT _____ CAMPUS ADDRESS _____

EXTENSION _____ E-MAIL _____



A voluntary organization such as MUFA can succeed in serving the interests of its membership only to the extent that the members participate in formulating and executing policy. At any given time, approximately two dozen individuals carry the burden for all of the

members and after a few years most of them are exhausted by the tasks which they have voluntarily borne. Their valuable experience and wisdom is then lost to us. The best way to lessen this attrition of talent is for more of the membership to give some time and effort to the Association. If you are not interested in putting your name forward for the Executive Committee, please use the form below to let us know if you would like to participate in MUFA's efforts by serving on one of the following committees.

Yes, I am interested in working more closely with the Faculty Association. My interests are:

- | | | | | | |
|------------------|--------------------------|------------------|--------------------------|--------------------------|--------------------------|
| MUFA Council | <input type="checkbox"/> | Membership | <input type="checkbox"/> | Grievances | <input type="checkbox"/> |
| Academic Affairs | <input type="checkbox"/> | Pension | <input type="checkbox"/> | Tenure | <input type="checkbox"/> |
| Human Rights | <input type="checkbox"/> | Public Relations | <input type="checkbox"/> | <i>Ad Hoc</i> Committees | <input type="checkbox"/> |
| Library | <input type="checkbox"/> | Remunerations | <input type="checkbox"/> | Special Assignment | <input type="checkbox"/> |

Are there other areas where the Faculty Association might be useful to its members? _____

NAME _____ EXTENSION _____

DEPARTMENT _____ E-MAIL _____

Return form to McMaster University Faculty Association, HH 103A