



McMaster University Faculty Association

1280 Main Street West, HH103A, Hamilton, ON L8S 4K1

(905) 525-9140 Ext. 24682/20297

mufa@mcmaster.ca

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

ANNUAL GENERAL MEETING

Wednesday, April 28th, 2021

10:30 a.m.

Join Zoom Meeting

<https://mcmaster.zoom.us/j/92006826611?pwd=VWIKL2ZrQ1gxNnJiVXFQZ05oRllYUT09>

Meeting ID: 920 0682 6611

Passcode: 128326

AGENDA

1. **Minutes** of the General Meeting held December 10th, 2020 (attached)
2. **Business Arising**
3. **Committee Reports**
 - a. Association Standing Committees (attached)
 - b. University Committees and Boards (attached)
4. **Returning Officer's Report: M. Grasselli** (attached)
Election of the 2021/2022 Executive Committee
5. **Treasurer's Report: Aadil Juma**
 - a. Statement of Cash Receipts and Expenditures as of March 31, 2021 and Preliminary Budget for 2021/2022 (attached)
 - b. Appointment of Auditor for 2021/2022: Les Lucyk Professional Corporation
6. **President's Report: E. Hassini**
7. **Announcement of CAUT Dedicated Service Award: E. Hassini**
8. **Other Business**
9. **Announcement of MUFA Service Award: A. Sills**
10. **ORDER OF THE DAY: 11:30 a.m.**
CAUT President: Brenda Austin-Smith – National Challenges and efforts to address them.



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MINUTES of the GENERAL MEETING

Thursday, December 10th, 2020

11:00 a.m.

Meeting was held virtually via Zoom

Present: Approximately 39 members, Elkafi Hassini (Chair)

- 1. MINUTES** of the Annual General Meeting of May 5th, 2020.

MOTION

That the minutes of the Annual General Meeting held on May 5th, 2020 be approved as circulated.

**A. Campos/M. Grignon
Approved with 1 abstention**

- 2. BUSINESS ARISING**

There was no business arising from the minutes of the May 5th, 2020 Annual General Meeting.

- 3. President's Report – E. Hassini**

Yesterday was the end of classes to a unique term in the history of not only our University, but the whole of humanity. Thank you to all our faculty members, students and staff for helping us get through this term despite the challenges brought by these unprecedented pandemic conditions.

I would like to start my address with some positive notes. The new appointments of the President, Provost and Vice-President Research have created a much-needed stability in the administration that is helping us in managing the changes and new uncertainties brought by the pandemic. The surprise bump in students' enrolment has also provided some financial stability that made it easier to invest in initiatives and resources to support remote learning. With about nine months of remote teaching, the University has demonstrated an impressive resilience and we proved that collectively we can sail safely through the COVID-19 storm. We are all looking forward to the post-COVID-19 era to continue to work with the Administration on the great initiatives around campus for teaching, research, and creating and serving a more inclusive community. Speaking of inclusive community, it is great to see progress on diversity and inclusion initiatives within our University, despite the immense disruptions that were created by

the pandemic. These include the targeted hiring of up to 12 Black scholars across all six faculties and addressing systemic anti-Black racism within Athletics and Recreation.

Several measures have been put in place to accommodate faculty during the COVID-19 pandemic. Special considerations have been put in place for [Career and Progress/Merit assessment in 2020](#) that will recognize the impact of COVID-19 on teaching, research and service through modifications to Sections 1.5, 2.5 and 3.5 in the [Annual Activity Report](#). To dampen the impact of the pandemic, performance assessment will take into account historical performance (up to the last three years). The recent Virtual Learning Task (VLT) force has recommended extending this measure to 2021. The Joint Committee will consider this recommendation during 2021 after the conclusion of the 2020 assessment cycle so that a revision will be informed by what we learn during that cycle. Another measure is the [automatic extension](#) (SPS B13) for renewal and tenure cycles by one year. This temporary measure is currently being reviewed to consider extending it to faculty that have been hired after July 1, 2020. To cope with working from home expenses, the [pandemic working from home expenses' reimbursement](#) line is available for faculty. Speaking of reimbursement for working from home expenses, the Federal Government had recently announced that they will allow employees to claim a Home Office Deduction of up to \$400 in the 2020 tax year, without the need to track detailed expenses or the employee to provide a signed form (T2020). To improve your home working conditions you may request Human Resources to do a [virtual ergonomic assessments](#) for your home office. The way we are managing through these pandemic challenges are indeed some bright achievements on which we can build our "Brighter World."

While the above measures helped address some concerns for faculty members, there are still several outstanding challenges, especially concerning emergency remote teaching. We have noticed an alarming trend of downloading responsibilities to faculty members. One example in teaching is Student Accessibility Services (SAS) and the challenges around test/exam invigilation as well as providing support to students synchronously while the instructor is running a learning activity online. An example in research is the implementation of the thesis plagiarism checking policy through the software Erkund (later named Ouriginal) where supervisors are expected to run the plagiarism checking themselves as opposed to graduate students, as stated in the policy. Solutions and support initiatives for these issues and others are being developed in collaboration with all concerned parties. It is important that faculty members are involved in the solution process as they are dealing with the issues on the ground. A good example is the VLT ad hoc committee that involved many stakeholders from across Faculties and units on campus. Their report included several recommendations that will help address many of the concerns that we heard from instructors.

During this term, the MUFA executive has also been busy looking at revisions to several policies. The Faculty General Grievance Procedure is in its final drafting stages with the University Secretariat. We are also considering a revision to Policy on Joint Appointments and Associate Membership (SPS A5). The University has put interdisciplinary programs as one of our institutional strength/focus in [SMA3](#). While we pioneered many innovative interdisciplinary programs, more can be done when it comes to supporting faculty members who do teaching, research and service activities that cross-faculty boundaries. There is a need for a clear framework for assessment and expectations for such positions. Another policy that is being considered for revision is SPS C6 (Faculty Reduced Workload Policy—Phase-in to Retirement). The average age of faculty members at McMaster is 51.8 years in 2020. The average age of

Faculty at the full professor rank ranges from 56.6 (Engineering) to 62.3 (Business). Based on 2018 Statistics Canada data, it is estimated that at least 36% of faculty are above 55 years old. The prohibition of mandatory retirement and the aging of faculty have introduced uncertainties that made faculty renewal planning challenging at the Faculty level. We are considering revisions to SPS C6 to provide more visibility for planning for faculty renewal and to make the process more transparent and equitable to all faculty members.

The Executive is also looking at reviewing MUFA's legal support policies. Our old policies were linked to CAUT legal support which no longer applies. We have therefore revoked those policies and are working on a new policy. We are consulting with CAUT and other Associations to find the best way to offer legal support to our members. We are considering both in-house and retainer legal counsel services options.

Beyond the campus, MUFA works with OCUFA and CAUT to improve the quality and accessibility of post-secondary education at the province and federal levels. The provincial government has released [SMA3 agreements for all Ontario institutions](#). The province has delayed the activation of the performance-based funding for two years. However, Universities will still collect data on metrics during these two years. OCUFA is participating in an Ontario Federation of Labour (OFL) coordinated constitutional challenge to Bill 124 – which limits compensation increases to one percent per year for three years, among other things. The court case is currently at the stage of collecting affidavits and materials in support of the challenge. At the federal level, the government made some commitments to address the disproportionate impact of the economic fall out from the pandemic with investments in programs to support labour market access for students and youth, persons with disabilities, Indigenous people, newcomers, racialized, and women workers. They have waived interest payments on Canada Student or Apprenticeship Loans. The Canada Revenue Agency is allowing employees working from home to claim a Home Office Expense Deduction of up to \$400 in the 2020 tax year, without the need to track detailed expenses or the need for their employer to provide a signed form (T2200).

The initiatives that I talked about today were led by the MUFA executive committee, a team of volunteers representing all Faculties and are informed from feedback from the MUFA Council, which has a representative from all departments, as well as our members at large. The Executive meets every two weeks to discuss concerns of faculty members from across Faculties that are then brought forward to the Joint Committee in its bi-weekly meetings as well as my meetings with the President and Provost. I invite you to consider getting involved in MUFA through its executive committee or Council. If you have any comments about what I mentioned today or any other concerns or questions, or would like to serve with MUFA next year, please do not hesitate to contact us at mufa@mcmaster.ca or mufapres@mcmaster.ca

I would like to take this opportunity to thank all the MUFA executive and Council members for their hard work and excellent support during these challenging times. I would like to give a shout-out to our immediate past president Alison Sills. I have been fortunate to work with Alison through our last negotiation, her time as president and now as past president. To describe her performance during these last three years as unmatched, selfless and beyond duty is an understatement. A big thank you to Alison. I would also like to thank Mara Giannotti and Jessica Weyman for their excellent support and impressive knowledge of MUFA and the University.

I think we all welcome the end of 2020 and look forward to a happy and healthy 2021. I know that most of us are still busy with exams and will soon start preparing for remote teaching for Winter 2021, but I hope you will manage to get some rest and renew your energy.

The following questions were addressed:

1) Does the extension for Tenure & Promotion apply to individuals who hold CAWAR.

E. Hassini explained that the extension by one year applied to CAWAR, but there is no automatic extension to their funding. That is, for Teaching-track and Tenure-track, the extension comes with salary; for CAWAR the salary extension depends on the funding source.

2) Is there a pandemic accommodation for Research Leaves that is similar to T&P?

There is no agreement in place to have sabbaticals extended however, as per the Research leave policy, faculty are encouraged to have a conversation with their individual Chair/Director and/or Dean if the circumstance should arise to make alternate arrangements and receive approval.

3) Is there any update on the revision of the FGGP policy?

Currently there is general agreement on the revised FGGP policy at the higher level. However, the progress has been slow but progressive and now it just needs some final revisions and the proper approvals.

4. Other Business

There was no other business.

Meeting adjourned at 11:33 a.m.

COMMITTEE REPORTS

Faculty Association Standing Committees

ACADEMIC AFFAIRS

Representative: Katherine Cuff

The Academic Affairs representative activities involved participation in (1) bi-monthly meetings organized by the Ontario Council of University Faculty Association committee on Contract Faculty-Faculty Complement (CFFC) which focused its activities on organizing a social media day of action and on supporting faculty at Laurentian, (2) an OCUFA sponsored webinar by representatives from Goldblatt Partners (Emma Phillips and Chris Donovan) discussing current issue regarding potential re-entry to in-class teaching for the fall on March 8, 2021 and (3) a meeting on April 19, 2021 with CLA faculty at McMaster to discuss challenges with current policies and suggestions for improvements. The CFFC committee is planning to hold its social media day of action on April 21st, 2021 with the theme "Addressing the elephant in the room: the underfunding of postsecondary education." The objective is to raise awareness about how faculty, students and communities have all experienced the ongoing effects of underfunding of the postsecondary sector and how these experiences intersect with the COVID-19 pandemic.

MEMBERSHIP

Representative: Gail Gauvreau

I am pleased to report that as of April 1, 2021, MUFA had 960 dues-paying members. Since April 2020, we have added 59 members and lost 36 members, over half of which were retirements. Of the 960 members, there are 11 voluntary members who are not on the CP/M scheme but have chosen to become members of MUFA.

OCUFA

Director: Nicholas Kevlahan

OCUFA's priorities for 2020-2021 are good jobs, sustainable funding (see Laurentian University below) and capacity building. They are particular concerned about fairness for contract faculty, workload, and health and safety during the COVID pandemic. In 2017 Equity was promoted from a "priority" to a "meta priority" that should inform everything OCUFA does, and OCUFA continues to reorganize and expand its activities in this area to support this mandate.

In November OCUFA commissioned a survey of faculty and students on the effects of COVID related changes in the Universities. The main result is that everyone has been "struggling" (isolation, stress, lack of institutional support) and that online education will not be "enthusiastically adopted" after the pandemic emergency ends.

OCUFA opposes the use of the creditors act to address Laurentian University's financial problems (it is designed for private sector companies). Many decisions are being made in secret, in apparent violation of the universities act. OCUFA is trying to support LUFA (Laurentian University Faculty Association) and has attended the court proceedings. Laurentian is claiming insolvency, and has argued that since they receive only about 30% of their funding from the provincial government they should be treated as a private company for the purposes of the creditors act. The provincial government is refusing to say whether they would be willing to provide more funding, which is central to the question of whether Laurentian is actually insolvent.

Another OCUFA focus has been monitoring and critiquing the Provincial government's push for universities to develop microcredentials. The government has invested \$60M over three years in microcredentials, which is the only new funding for higher education. Microcredentials are popular since they are relatively cheap and easy to introduce, but there is not much in the way of details so far. There is not even a clear definition of what a microcredential is or which institutions would offer them (colleges, universities, private organizations, companies?). Nevertheless, the ministry of education has highlighted microcredentials as a key component of their post-covid economic recovery strategy. The Council of Ontario Universities has also officially expressed support of microcredentials.

SPECIAL ENQUIRIES & GRIEVANCES

Representatives: Ana Campos and Kirsten Culver

MUFA grievance officers supported our members in 26 inquiries. Between July 2020 and April 2021, we were in contact with 6 colleagues from Health Sciences, 3 from Science including one group grievance totalling 8 members from this Faculty, 4 from Business, 2 from Engineering, 5 from Social Sciences, 1 from Humanities. This represents a slight increase from previous year but is within the typical range. For those cases where we supported members in an investigation, MUFA members were mostly respondents. Where grievances were filed from the inquiries that came to us, MUFA members were grievors in the process. In 16 of the 26 cases the inquiries arose from interactions with students while the remainder were issues with either colleagues or departmental chairs. While the COVID pandemic clearly negatively impacts on the wellbeing and resilience of MUFA members, we were not able to directly link any of the cases that came to our attention to the current challenge posed by COVID related restrictions

Of great concern, were multiple reports from MUFA members from different faculties, of inconsistent and delayed progress of investigative processes coupled with lack of support and acknowledgement of the trauma incurred by respondents and complainants alike. Members expressed a great deal of frustration and the view that the structure currently in place is deficient at many levels. Several MUFA members reported increased and debilitating levels of stress consequent to interactions with the administration required to address grievances and undergo investigations. In this context, we welcome the creation of the Sexual Violence Prevention & Response Task force with wide campus representation and under the guidance of Dr. Arig Al Shaibah (Associate VP Equity and Inclusion). This task force has,

amongst other goals, the assessment of the effectiveness of programs and services aimed at preventing and responding to campus sexual violence.

We would like to remind the membership that MUFA is not a union implying that we do not have an arbitration service and that there is no obligation for the Administration to communicate with MUFA and report on investigations on or grievances filed by or against MUFA members. Consequently, MUFA's involvement in members' individual investigations or grievances happens only with their consent and upon their direct communication with MUFA. What is reported here reflects only what we learned from MUFA members that reached out to the association.

The Faculty General Grievance Procedure is in the drafting stage. The revised policy will ensure that faculty have more options to put some checks and balances on the hearing procedures and outcomes. The drafting process is taking longer than expected as it requires revisions and realignment with four other policies that involve hearings. To simplify the process it is also likely that a separate policy will be written for involving external reviewers.

As in last year's report, we would like to point out that under the extraordinary circumstances that have arisen due to the Covid-19 pandemic, the conditions of faculty members' work have changed substantially. If you have concerns about how these temporary (but indefinitely long-term) changes are affecting your teaching, research and service, please reach out to us. This is important for more than one reason: first, we have the broad context from across the university and across Ontario to support or advise you in your particular situation; and second, we would like to be aware of how these changes play out in practice across faculties and departments. All inquiries are of course confidential.

TENURE/PERMANENCE

Representative: Gail Krantzberg

A Tenure, Promotion and Permanence workshop for approximately 28 faculty members was held on March 28, 2021.

Questions the panelists responded to:

- How can the departments ensure that all relevant information pertaining to COVID challenges (e.g. lag in research (funding) and demand in teaching (SPS B1), added or lost personal/family situations) are included in T&P dossiers?
- Have you implemented any changes in the process and/or criteria used for evaluation of dossiers by the T&P committees in light of COVID-19?
- How do the T&P committees adjust the way they assess candidates fairly in light of the above issues?
- How can candidates get credit for the additional service work (e.g. consultancy with colleagues, teaching & learning experts) required when teaching online courses?

- What critical advice would you give to chairs/directors to ensure their faculty members' T/P dossiers demonstrate continuous improvement and lead to the successful promotion of tenure or permanence?

High Level Messages:

- Anticipate effects of COVID-19 to become more apparent this year, effects on research publications, for example can reflect changes in 2020 productivity in subsequent years.
- Communication early and often
- Transparency on metrics to evaluate research, teaching and service
- Equity in treatment
- Flexibility in metrics used for assessment: for example, expectation on research productivity vary by department, faculty, discipline
- Mentorship, peer guidance
- Reflections documents should be updated regularly
- Challenges to teaching evaluation given remote learning and difficulties with peer to peer evaluations
- The Panel presentations and subsequent discussions were recorded for the Zoom meeting and will be made available through Jill Axisa, Director, Faculty Leadership & Development, Office of Associate Vice President

University Committees and Boards

PENSION TRUST

Representatives: Sherman Cheung, Claude Eilers, and Thomas Hurd

Given the global economic environment caused by the pandemic, the 10.3 percent return last year was exceptional and is unlikely to repeat. Canadian stocks represented by the S&P/TSX registered a gain of 4.3 percent in 2020. The US S&P 500 gained 16.3 percent (in Cdn \$). The US stock market has been a significant contributor to the performance of the plan in 2020. The Non-North American markets represented by the MSCI EAFE Index (in Cdn \$) experienced a gain of 5.9 percent. The Canadian bonds represented by the FTSE Canada Universe Bond gained 8.7 percent in 2020. Most of our US and international managers have outperformed their respective benchmarks. As a result, the pension has delivered a performance of 10.3 percent in 2020 before fees. The benchmark return based on a proper mix of the asset classes and indices would result in a return of 9.4 percent in 2020. Our pension has outperformed the benchmark on a before fee basis by 0.9 percent in 2020. The fund also has outperformed from a longer-term perspective of 5 or 10 years on a before fee basis.

	Annual Returns as of December 31, 2020 (%)					
	1 Year	2 Years	3 Years	4 Years	5 Years	10 Years
Total Fund	10.3	14.3	7.7	8.9	8.5	8.9
Benchmark	9.4	13.7	7.7	8.5	8.3	8.3

Other Issues

The asset/liability study undertaken in 2018 by the Pension Trust Committee (PTC) results in increasing our allocation to real estate and infrastructure from the initial 1 percent to 25 percent over a 10-year period, with a corresponding decreased allocation to equities. The Committee has spent a great deal of time in implementing the portfolio restructuring in the past years. This is an on-going process with PTC and will continue in 2021 and beyond.

The PTC continued to monitor the performance of its existing equity managers. In fact, it is part of our normal duty to monitor the performance of all our managers and make replacement decisions, if necessary.

Environmental, Social, and Governance (ESG) issues have been an on-going preoccupation of the PTC. Discussions will continue and the administration may incorporate certain aspects of ESG into our investment process.

RUDY HEINZL AWARD OF EXCELLENCE COMMITTEE

Representative: Peter Vilks

I was the MUFA representative on the Rudy Heinzl Student Awards committee. We reviewed seven nominations prior to selecting one recipient during our Zoom meeting on March 17.



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MEMORANDUM

TO: MUFA Members

RE: Executive Election

Date: April 28th, 2021

As Returning Officer for the election of an Executive Committee for 2021-2022, I hereby report that the Nominating Committee's slate is declared elected.

The 2021-2022 Executive is as follows:

PRESIDENT	Nicholas Kevlahan	Professor	Science
VICE-PRESIDENT	Katherine Cuff	Professor	Social Sciences
PAST-PRESIDENT	Elkafi Hassini	Professor	Business

MEMBERS-AT-LARGE

Catherine Anderson	Associate	Humanities
Ana Campos	Professor	Science
Kirsten Culver	Assistant	Health Sciences
Claude Eilers	Associate	Humanities
Aadil S. Merali Juma	Assistant	Business
Lydia Kapiriri	Associate	Social Sciences
Gail Krantzberg	Professor	Engineering
Zoe Li	Assistant	Engineering
Liss Platt	Professor	Humanities
Spencer Pope	Associate	Humanities
Deborah Sloboda	Professor	Health Sciences

Notice of these results will be circulated in the next *Newsletter*.

A handwritten signature in black ink that reads 'Matheus R Grasselli'.

Matheus Grasselli, Returning Officer

April 1, 2021 Statement of Cash Receipts and Expenditures for the year ended March 31, 2021

	2019-2020 TOTAL	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	2020-2021 TOTAL
CASH RECEIPTS														
Membership Dues	\$764,694.98	\$59,623.79	\$89,069.91	\$59,157.31	\$61,710.46	\$61,940.58	\$61,885.81	\$92,759.84	\$61,851.62	\$62,365.89	\$61,911.31	\$61,723.92	\$61,679.03	\$795,679.47
Interest	\$13,054.77	\$56.66	\$1,008.74	\$51.83	\$6,127.30	\$65.68	\$67.57	\$81.80	\$87.41	\$732.31	\$100.21	\$94.07	\$104.97	\$8,578.55
Miscellaneous	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
TOTAL RECEIPTS	\$777,749.75	\$59,680.45	\$90,078.65	\$59,209.14	\$67,837.76	\$62,006.26	\$61,953.38	\$92,841.64	\$61,939.03	\$63,098.20	\$62,011.52	\$61,817.99	\$61,784.00	\$804,258.02
EXPENSES														
Bank Charges	\$3.00	\$1.50	\$3.00	\$1.50	\$1.50	\$3.00	\$0.00	\$0.00	\$1.50	\$0.00	\$3.00	\$4.50	\$1.50	\$21.00
CAUT Fees	\$177,142.53	\$14,843.88	\$14,899.46	\$14,813.56	\$15,603.22	\$15,923.28	\$15,968.14	\$15,909.46	\$15,931.16	\$15,982.68	\$16,024.18	\$15,921.60	\$15,908.72	\$187,729.34
Contingency	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Donations	\$5,288.00	\$0.00	\$5,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$5,104.00	\$0.00	\$0.00	\$10,104.00
Employee Benefits	\$48,411.13	\$3,787.30	\$5,477.10	\$3,601.50	\$3,111.96	\$2,849.53	\$0.00	\$4,961.04	\$2,601.56	\$2,979.56	\$2,586.44	\$4,195.73	\$4,195.77	\$40,347.49
Employee Salaries	\$194,668.60	\$14,824.74	\$21,431.86	\$15,501.97	\$15,115.08	\$15,737.50	\$15,409.44	\$24,553.26	\$16,815.08	\$16,815.08	\$16,815.08	\$16,815.08	\$16,815.08	\$206,649.25
Equipment/Furniture	\$8,192.20	\$0.00	\$175.15	\$0.00	\$0.00	\$395.48	\$3,700.26	\$2,489.25	\$0.00	\$0.00	\$0.00	\$80.85	\$0.00	\$6,840.99
Insurance	\$4,202.28	\$2,160.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,229.12	\$0.00	\$0.00	\$4,389.12
Meetings/Events	\$9,213.58	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Miscellaneous	\$4,370.81	\$1,301.15	\$0.00	\$132.73	\$91.53	\$5,970.19	\$372.28	\$291.38	\$0.00	\$74.36	\$0.00	\$0.00	\$0.00	\$8,233.62
MUFA Awards/Gifts	\$3,351.64	\$0.00	\$7,500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$253.35	\$0.00	\$0.00	\$0.00	\$7,753.35
Office Supplies	\$319.92	\$0.00	\$0.00	\$0.00	\$0.00	\$95.79	\$0.00	\$98.62	\$0.00	\$0.00	\$0.00	\$0.00	\$196.78	\$391.19
OCUFA Fees	\$182,592.96	\$15,401.22	\$15,458.51	\$15,369.82	\$15,833.70	\$15,688.36	\$15,732.09	\$15,673.89	\$15,695.00	\$15,745.16	\$15,785.03	\$15,683.52	\$15,670.98	\$187,737.28
Postage	\$231.31	\$0.00	\$0.00	\$20.09	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$20.09
Printing	\$3,111.92	\$0.00	\$0.00	\$0.00	\$0.00	\$1,770.14	\$0.00	\$0.00	\$615.88	\$0.00	\$0.00	\$0.00	\$0.00	\$2,386.02
Prof. Fees (Legal)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Prof. Fees (Other)	\$8,881.50	\$0.00	\$0.00	\$2,881.50	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$6,000.00	\$6,000.00	\$14,881.50
Sun Life (LTD Payment)	\$200,000.00	\$0.00	\$0.00	\$87,309.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$87,309.00
Telephone	\$3,328.16	\$223.15	\$497.01	\$176.64	\$293.75	\$456.62	\$138.40	\$144.98	\$358.75	\$138.40	\$403.74	\$1,333.87	\$138.40	\$4,303.71
Travel	\$5,132.30	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
TOTAL EXPENSES	\$858,441.84	\$52,542.94	\$70,442.09	\$139,808.31	\$50,050.74	\$58,889.89	\$51,320.61	\$64,121.88	\$52,018.93	\$51,988.59	\$58,950.59	\$60,035.15	\$58,927.23	\$769,096.95
SURPLUS (DEFICIT)	-\$80,692.09	\$7,137.51	\$19,636.56	-\$80,599.17	\$17,787.02	\$3,116.37	\$10,632.77	\$28,719.76	\$9,920.10	\$11,109.61	\$3,060.93	\$1,782.84	\$2,856.77	\$35,161.07
MEMBERS EQUITY -- MARCH 31, 2021														\$861,134.31


Aadil Juma, Treasurer

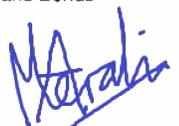
Statement of Cash Receipts and Expenditures for fiscal period ending at March 31, 2021

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/2022 PRELIMINARY
CASH RECEIPTS:								
Membership Dues	\$606,614	\$630,333	\$698,755	\$666,092	\$684,346	\$764,695	\$795,679	\$827,507 ¹
Interest Received	\$11,908	\$7,319	\$2,960	\$6,805	\$7,972	\$13,055	\$8,579	\$10,592 ²
Miscellaneous	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CASH RECEIPTS	\$618,522	\$637,651	\$701,715	\$672,897	\$692,318	\$777,750	\$804,258	\$838,099
EXPENSES:								
Bank Charges	\$187	\$77	\$205	\$0	\$0	\$3	\$21	\$30
CAUT Fees	\$157,821	\$162,800	\$163,972	\$168,746	\$172,121	\$177,143	\$187,729	\$193,361
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000 ³
Donations	\$11,119	\$5,119	\$5,119	\$4,788	\$5,288	\$5,288	\$10,104	\$5,104
Employee Benefits	\$96,758	\$71,654	\$61,012	\$71,960	\$65,883	\$48,411	\$40,347	\$56,803 ⁴
Employee Salaries	\$147,066	\$144,598	\$160,425	\$173,236	\$181,900	\$194,669	\$206,649	\$226,352
Equipment/Furniture	\$5,334	\$28,078	\$3,042	\$4,663	\$4,274	\$8,192	\$6,841	\$2,500
Insurance	\$2,160	\$3,807	\$3,903	\$3,966	\$4,033	\$4,202	\$4,389	\$5,100
Meetings/Events	\$7,076	\$7,346	\$8,165	\$7,526	\$7,594	\$9,214	\$0	\$8,000 ⁵
Miscellaneous	\$7,720	\$8,044	\$2,032	\$3,774	\$3,422	\$4,371	\$8,234	\$6,500 ⁶
MUFA Awards/Gifts	\$6,698	\$1,744	\$4,950	\$1,657	\$1,750	\$3,352	\$7,753	\$8,000
Office Supplies	\$1,668	\$2,119	\$657	\$1,018	\$458	\$320	\$391	\$600
OCUFA Fees	\$151,688	\$158,689	\$161,616	\$167,654	\$173,163	\$182,593	\$187,737	\$193,369
Postage	\$653	\$859	\$729	\$220	\$224	\$231	\$20	\$150
Printing/Photocopier	\$385	\$1,608	\$250	\$187	\$127	\$3,112	\$2,386	\$4,000
Professional Fees-Legal	\$0	\$3,258	\$1,708	\$0	\$0	\$0	\$0	\$60,000 ⁷
Professional Fees-Other	\$12,215	\$8,458	\$22,712	\$8,599	\$20,712	\$8,882	\$14,882	\$52,000 ⁸
Sun Life (LTD Payment)	\$0	\$0	\$0	\$0	\$0	\$200,000	\$87,309	\$0
Telephone	\$1,706	\$2,405	\$2,830	\$3,996	\$3,287	\$3,328	\$4,304	\$7,000
Travel	\$9,341	\$10,232	\$9,969	\$2,132	\$2,022	\$5,132	\$0	\$2,500
TOTAL EXPENSES	\$619,595	\$620,895	\$613,295	\$624,122	\$646,257	\$858,442	\$769,097	\$931,370
SURPLUS (DEFICIT)	-\$1,073	\$16,756	\$88,420	\$48,775	\$46,061	-\$80,692	\$35,161	-\$93,271

Statement of Financial Position as of March 31, 2021

ASSETS

Cash in Bank	\$240,391
GIC and Bonds	\$861,134
	<u>\$1,101,526</u>



Aadil Juma, Treasurer

LIABILITIES

EQUITY

Long-Term Reserves	\$861,134
Current Reserves (Cash in Bank)	\$240,391
	<u>\$1,101,526</u>

NOTES:

- Income is based on a 5.0 mill rate.
- Interest is automatically reinvested in our reserve savings. Approximately \$1142 will be available for spending.
- Includes funds for expenses such as legal fees, release time and hiring of part-time employee.
- Includes payment for 2019-2020 Health and Dental Premiums (approximately \$500).
- Estimated costs for Retiree Luncheon, MUFA Events, New Faculty Luncheons, Goodies for Executive Meetings (in-person).
- RHPCS Annual Fee for support and server hosting, Survey Monkey, Media Productions (Annual Website Fee), Facility Services.
- Estimated costs for commencement of providing legal support to MUFA members.