

# Newsletter

Volume 47.5  
Editor: Elkafi Hassini

McMaster University Faculty Association - May 2021



*Stay safe,  
be well,  
and enjoy  
your summer!*

## President's Report

Delivered at the Annual General Meeting

April 28, 2021

It is not an understatement to say that we have been through an exceptional year. We are living in unprecedented times where most of us have spent a whole year working remotely on an emergency basis. The University relies on faculty dedication and this past year you have demonstrated an outstanding job in facing the pandemic crisis and switching to remote teaching on short notice. I have been fortunate to serve on the President Awards for Outstanding Service this year and I must say I could not have been so proud of the impressive achievements of so many – in particular, many joint faculty, staff and student teams have come together to solve problems in three months that would have otherwise taken three years. Congratulations to you all and thank you.

No doubt, it has also been a special year for MUFA: For the first time in 69 years, MUFA conducted virtually (pan intended) all its business online. We have held all our annual general and biweekly executive meetings online. The only in-person activity we had to do is the signing of cheques and paperwork—all done while distancing and wearing masks on the sidewalk. For this, I would like to thank Mara Giannotti for diligently taking care of all MUFA paperwork and making sure that all our financial operations continued seamlessly despite the challenges of the lockdown. I would also like to thank Jessica Weyman who together with Mara ensure that MUFA is running like a well-oiled machine. Mara and Jessica, I am constantly impressed with your performance and your extraordinary attention to detail, thank you for your hard work on behalf of all MUFA members.

Before I talk about the issues that MUFA was involved in this past year, I would also like to express my sincere thanks to my colleagues in the MUFA Executive Committee. Everything that we do is truly a product of teamwork. The dedication and exceptional commitment to the University of the Executive have provided me with outstanding support and help that

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allowed me to carry my job. Their valuable advice, selfless support and creative solutions have provided me with tools and renewable energy to survive during this unique year. More than once, I have felt more optimistic and full of energy after an executive meeting than when I started it. I am so proud of the work you have done. In particular, I would like to mention the effort of Nicholas Kevlahan, our Vice-President, and Catherine Anderson, our Remuneration Chair, and both members of the Joint Committee. In addition to their contribution to the biweekly meetings, they have been very supportive in helping me deal with challenges and developing strategies for communicating with the Administration as well as members. Their knowledge of policies and the grievance process has been instrumental in providing support to members. A big thank you to Ana Campos and Kirsten Culver who serve as our Special Enquiries & Grievance Officers. This has been a particularly challenging year for them given the relatively larger number of investigations and grievances. Despite her administrative responsibility, Ana has several times worked after-hours to support individual members, often with challenging and complex issues. Their dedication and outstanding service have been applauded by several members.

## A Year in Review

This being a pandemic year, it naturally has been dominated by policies that have been put in place to accommodate faculty during the COVID-19 pandemic. Led by my predecessor, Alison Sills, special considerations have been put in place for [Career and Progress/Merit assessment in 2020](#) that 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 consider historical performance (up to the last three years). A [Virtual Learning Task \(VLT\) force](#) has recommended extending this measure to 2021. The Joint Committee also released a [Statement on the 2020 Student Evaluation of Teaching \(SET\)](#) mandating that the 2020 SET data should not be used as an assessment tool for faculty performance by chairs and directors. MUFA and the MacPherson Institute are partnering to develop evidence-based ways to prioritize teaching development, while also identifying ways of assessing student experience in cours-

es. The Joint Committee is currently considering a proposal to extend these previous two measures to 2021. Another COVID-19 measure is the [automatic extension](#) (SPS B13) for renewal and tenure cycles by one year. This temporary measure has been reviewed and extended 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. Finally, as was the case this winter term, future start of winter terms will also be delayed based on positive feedback from faculty members.

Emergency remote teaching came with its challenges. We have noticed an increase in demand for Student Accessibility Services and a tendency to download responsibilities to faculty members. Several Faculties, as well as the MacPherson Institute, have invested in hiring teaching development staff to support faculty. Another challenge is maintaining academic integrity in a state of emergency remote teaching. Faculty experience with Respondus has been mixed and students have publicly complained about privacy and mental health impact issues.

Given that most of us were teaching remotely and developing online instructional material, some have been approached by the Administration to sign a licensing agreement for instructional materials. If you are facing such a request, please make sure that the agreement is compliant with our current policy on [Copyright Ownership and a Policy Framework for Licensing Instructional Material](#). MUFA has made available an [IP Template agreement](#) that was adapted from one used by the Faculty of Humanities. Faculty members with specific questions or concerns may want to consult an IP lawyer. MUFA is working on a framework for providing legal support to faculty members in the future that will cover IP and copyright. I will say more about this later.

Apart from pandemic-related policies, the MUFA executive has also been busy looking at revisions and the creation of several policies. The Faculty General Grievance Procedure final draft has been completed by the University Secretariat and is now being reviewed by the drafting committee. We expect that it will be approved in the coming months. The main change in the new policy is the

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introduction of an external reviewer, who in addition will be used in four other policies: Tenure & Promotion, Discrimination and Harassment, Sexual Violence, and Research Integrity. One possible future change is to add the possibility for MUFA to mount grievances. This will provide MUFA the ability to be more proactive in supporting our members during investigations. With the current policies, we only support members who are undergoing an investigation after they contact us and ask for support. MUFA only gets second-hand information and often reacts with a lag and its reaction is limited by the confidentiality clauses of our policies. This is a reminder to all our members that it is important you get in touch with MUFA should you be involved in an investigation process and provide the Grievance Committee with the necessary information and consent to support you.

We have heard about major concerns with our investigation processes, both from a complainant and respondent perspectives, and how our policies are implemented. We are in discussions with the Administration to work on engaging an external reviewer to conduct an impartial review of our policies that involve investigations. Some of these policies need to be reviewed in 2022 and this external review will be a valuable input to that process.

A minor revision to the Policy on Joint Appointments and Associate Membership (SPS A5) is in the approval stages now. It has been approved by the MUFA Executive and Joint Committee and recently went to the Senate Committee on Appointments. The revision includes a statement that requires chairs of the joint appointee to issue a letter outlining the terms for the annual assessment to avoid ambiguity, especially in cases where the joint appointment is across departments that have different assessment criteria. We have also proposed to the Administration to improve the terms of SPS C6 (Faculty Reduced Workload Policy—Phase-in to Retirement). The changes would aid in providing more clarity to administrators to plan for faculty renewal and make the retirement plans incentives more transparent and equitable. The Administration argued that this is part of negotiation and may be addressed in the upcoming bargaining.

We are also looking at making changes to the contractual-limited appointment (CLA) terms in the T&P Policy

(Yellow Document). We have met with CLAs and heard that they have concerns with Section II, Clause 12.d that stipulates that the maximum period for a CLA appointment is six years. While this was meant to ensure that CLAs have been hired "to fill a special instructional need, especially when there is no reasonable assurance of a long-term need in the area concerned," (Section II, Clause 10), are not hired on a contractually limited term for life, it has in some cases led to a worse outcome: a CLA who has been hired for six years will be terminated and offered to come back to teach the same courses at a lower salary and with no benefits. This is unfair, inequitable and is inconsistent with the text and spirit of the policy. The changes to the yellow document in 2007 were meant to avoid such situations. That is why the transition period 2007-2013 (Section VIII, Clause 3) stipulated that all CLA positions that lasted more than six years (at the time) must be converted to full-time positions (without an open search). While the intent of the CLA policies (including the six-year limit) is to provide qualified individuals (many of whom may be our graduates) with more stable academic jobs, it is unfortunate to see that one of the unintended consequences is seeing them end up doing precarious academic jobs. We are looking into incorporating terms that would see the automatic creation of a full-time teaching stream position under certain conditions. In addition, we will also consider accounting for seniority in the permanence of the teaching stream who have previously served as CLAs.

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 have developed a draft of a new policy, after consulting with CAUT and other Associations on the best way to offer legal support to our members. We have considered several options such as hiring a lawyer, hiring a paralegal officer, or retaining a law firm. We have chosen the latter option as it is the one with the least risk and disruption to our current operations (where we essentially provide no legal support to members). We have therefore signed a retainer agreement with Goldblatt law firm. They are currently supporting us in finalizing our legal policy. They will provide support with labour and IP issues as well as advice on policy revisions and

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training of our staff and Grievance Officers. To help with providing legal support to members we have also enlarged the membership of the Special Enquiries and Grievance Committee to include four members, two of whom will receive teaching release. In the new Terms of Reference one member of the committee will be responsible for handling legal screening and files. In the long term it is recommended that we hire a paralegal officer perhaps with training in alternative conflict resolution. It is expected that this new service will considerably increase our operating costs and the MUFA executive will prepare a proposal to increase membership fees for the December 2021 General Meeting. Our current mil rate is the lowest among all associations in Canada. Given the policy development process may take time, the Executive has recently voted to set up an Ad Hoc committee to trial the legal screening process.

Another major change that was done this year is the signing of an agreement with the Provost to extend the teaching release agreement to teaching stream faculty. This will address an equity concern and make it easier for the teaching stream to serve on more demanding executive positions such as President, Vice President, Remuneration Chair, and Grievance Officer.

We have also worked on engaging the MUFA Council, which has representatives from every Area and Department. We met to discuss COVID-19 conditions and remote teaching in the Fall term and the return to campus planning in the Winter term. These meetings were very useful to the Executive to gauge the different issues and impact of the pandemic across faculties.

During our contract negotiations in 2019, we agreed to strike a committee to look at two possible changes to aspects of our pension plan: integration with the newly enhanced Canada Pension Plan, and full indexation to inflation. Nicholas and I were MUFA's representatives on the Pension sub-committee, and Dee Henne and Wanda McKenna are the administration representatives. A report has been shared with you that included detailed analysis for different scenarios. It will be a valuable resource for our negotiation next year. The post-retirement plans committee started its work this year. Catherine Anderson and Laura Parker represent MUFA, and Dee Henne and Wanda

McKenna are the administration representatives. They are considering looking at different scenarios and are expected to report back during this summer.

Some other developments include pay equity analysis. We have exchanged information with the Office of Institutional Research and Analysis (IRS) and found that there is some discrepancy between MUFA and their salary analysis. It turned out that the MUFA data has some inaccuracies when it comes to recording faculty time in rank or job data. We have communicated these concerns to Human Resources so that future data exchanges are more reliable. IRA is also embarking on a project to extend the salary equity analysis beyond gender to include other minorities. They plan to use the equity census survey. During the last round MUFA members' response was in the 75-80% range. We encourage all our members to take the next version of the survey to make sure that we have enough data to carry a meaningful analysis. MUFA has also run a general equity and COVID-19 survey and a report will be forthcoming.

I would also like to update you on our Long-Term Disability plan. Due to an expected closure of several open cases, we were reimbursed a healthy surplus that was deposited in reserves, as was mentioned in the treasurer report. Since last July we have moved to a non-refund accounting plan. This implies that we will no longer worry about deficits. We will be consulted yearly on ongoing plan rates.

Finally, as you know we have welcomed our new Provost Susan Tighe last July. While it is expected that it will take a complete cycle for Susan to experience all the University processes in her portfolio, we are very encouraged by her commitment to work in a collegial model. Despite the hindrance from the pandemic and an unusually high number of investigations, we think that we have achieved a lot together and look forward to continuing to work on the outstanding proposals as well as the incoming negotiations.

### Beyond our Campus

As a first for a University, Laurentian has applied for insolvency protection and was granted it on February 1 under

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the federal Companies' Creditors Arrangement Act (CCAA). Although there were signs for years of administrative mismanagement, including lack of transparency and breaches of shared governance, it has been a painful experience for our colleagues in Laurentian. The last two weeks have been very difficult for LUFA members. Lay-off notices were issued to at least 80 tenured and contract academic staff members and more than 60 programs are being cut. They have also decided to sever ties with the federated institutions endangering its unique tricultural and bilingual mandate and its place as a northern centre of research and education excellence. Last week, the government unilaterally decided to sever the Northern Ontario School of Medicine relationship with Laurentian and Lakehead and enact legislation to make it an independent degree-granting institution. The impact of these decisions extends beyond the individual faculty members to their families and the community around Laurentian.

While it is not clear yet what impact this will have beyond Laurentian, there are several actions that we can take now: 1) please consider showing your support to our colleagues in Laurentian. A recent email was sent to all members with several links for support letters and social media campaigns. 2) Encourage your Faculty Senators and Board of Governors Members to demand more transparency and access to financial reporting on relevant financial risk measures. 3) Engage with your community and show that the University's impact extends well beyond the boundaries of our campus.

In other developments, 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).

As you may know the vaccination has been extended to people of younger ages. While in Canada we are having issues with the capacity and distribution of vaccines, we are still much better than most other countries. One statistic shows that  $\frac{1}{3}$  of vaccines are used by only 10 countries. Some countries are yet to start their vaccination campaigns. While 45 in 100 have vaccinated in North America only 1.3 per 100 vaccinated in Africa. We hope that there will be a more equitable distribution of vaccinations around the world as it is true that 'No one is safe until we're all safe.' I say this to invite you to do your bit whether it is through your research or non-profit outreach. I do not need to remind you that despite the hardships that many of us are going through, we need to remember that many in our communities have lost their jobs and they need our support at these hard times.

## The Year Ahead

I would not be surprised if the most urgent question you have is when will we be able to go back to our offices and classrooms? Unfortunately, I do not yet have an answer to that question. As you know a multi-faceted committee has been struck by the Provost to look at scenarios for going back to campus in Fall 2021. While the committee was expected to report to the community in mid-April, it got derailed with the recent declaration of the state of emergency and the uncertainty around the availability of vaccines. What we know so far is that there will be some in-person activity for programs that require it and possibly for a select number of classes based on priorities that will be set by Faculties in consultation with instructors. As to the return to offices, it is expected that there will be some flexibility including accommodation for those of us who may not find it safe to go back to campus or those who

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found that online teaching resulted in a better learning experience for their students.

No question that we are overworked and exhausted. It is also probably true that most of us are in the mode of work now and grieve later. That can have a mental toll on us. It is not surprising that COVID-19 led to an increase in mental health cases. What is surprising is that it is affecting youth disproportionately. A US Centres for Disease Control survey found that “62.9 percent of 18- to 24-year-olds reported an anxiety or depressive disorder, a quarter said they were using more drugs and alcohol to cope with pandemic-related stress, and a quarter said they had “seriously considered suicide” in the previous 30 days.” These should be alarming statistics to universities as that age interval covers much of our student population. The pandemic has also affected faculty disproportionately depending on factors such as their career stage and other family responsibilities. [A recent survey of faculty across Canada](#) has found that the COVID-19 pandemic is slowing down the career progress for women and racialized faculty. We hope that some of the pandemic-related policies will dampen this impact, but we know that we may not be able to eliminate these concerns for every faculty member. Please discuss possible accommodations with your chair and dean, such as research leaves, and make use of the mental health and compassionate leave benefits when needed.

Some of you may still be busy with exams and others may be preparing to embark on a new spring or summer term, but I hope you will manage to get some rest and renew your energy.

*Elkafi Hassini  
MUFA President*

## Passages

**Walter Smyrniew**  
Modern Languages  
*February 15, 2021*

## Spring 2021 virtual convocation

Convocation is an important part of the university experience but due to the COVID-19 pandemic and the need for physical distancing, all convocation ceremonies at McMaster will need to be different. With physical distancing limitations still in place in Ontario, McMaster’s spring convocation will continue being held online.

The online ceremonies will take place as follows:

- Monday, June 14, 2021 @ 10 am – Faculty of Humanities and School of Arts & Science
- Monday, June 14, 2021 @ 12 pm – School of Nursing
- Tuesday, June 15, 2021 @ 10 am – Faculty of Business
- Wednesday, June 16, 2021 @ 10 am – Faculty of Social Sciences
- Thursday, June 17, 2021 @ 10 am – Faculty of Science (including Medical Radiation Sciences)
- Thursday, June 17, 2021 @ 12 pm – Faculty of Health Sciences (excluding Nursing)
- Friday, June 18, 2021 @ 10 am – Faculty of Engineering

Online celebrations can be accessed from our main Graduation page: <https://registrar.mcmaster.ca/grad/details/> closer to the date. No registration is required. The virtual ceremonies will be live-streamed on the dates and times listed above. All videos will remain accessible for viewing on our convocation website.

More details were emailed directly to graduating students beginning in April, and updates will be posted on the RO’s website and on @macstudentservices Instagram.

For more information on Spring 2021 convocation, please visit: <https://registrar.mcmaster.ca/grad/details/>



## MUFA Executive Committee 2021/2022

Below are the members of the Executive Committee of the McMaster University Faculty Association for 2021/2022.  
Their terms of office will begin on **September 1, 2021**.

**President**  
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## Members-at-Large

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## MUFA Awards for Outstanding Service

The MUFA Award for Outstanding Service provides annual recognition for faculty and professional librarians who have made an outstanding contribution to the mission of the University through the provision of exceptional service to faculty, librarians, staff and/or students.

The 2021 awards winners are Anas Abdallah, Audrey Hicks, and Judy Sheldon. A reception honouring this year's award winners will take place as soon as possible.

The selection committee, chaired by the Past-President **Alison Sills (Professor, Physics and Astronomy)**, **Lori Letts (Professor, School of Rehabilitation Science)**, **Rafael Kleiman (Professor, Engineering Physics)**, **Lynn Giordano (TMG)**, **Abeer Siddiqui (MUALA)**, **Ryan Tse (VP Education, MSU)**, **Wei Zhao (GSA, VP Services)**, and **Beth Couchman (Unifor)**.

Alison Sills read the following citations at the MUFA Annual General Meeting on behalf of the selection committee.



**Anas Abdallah** is a 2021 recipient of the MUFA Award for Outstanding Service.

Dr Abdallah has gone well beyond expectations in his role as the coordinator of the Actuarial and Financial Math undergraduate program since his arrival at McMaster in January 2019. In his short time here, Anas has made a significant impact on campus and beyond. He has redesigned the AFM program curriculum to bring it to the forefront of the profession, as well as being a tireless one-stop-shop for student support and advising.

In addition, Anas has made and strengthened connections with professional bodies, such as establishing mentorship programs with the Canadian Institute of Actuaries and the International Association of Black Actuaries, and designing an annual problem-solving workshop with the Co-operators Insurance Company where student tackle real-life problems with real data and the support of experts. His efforts were recognized in 2020 when McMaster became only the second Canadian university to win the Casualty Actuarial Society University Award.

Collectively, these activities demonstrate that Anas enriches the McMaster community, and exemplifies the contributions the MUFA Outstanding Service Award is intended to recognize. On behalf of the 2021 MUFA Service Award Committee, it is a great honour to present this award to Dr Anas Abdallah in recognition of his distinguished record of service to the University.



### **Audrey Hicks** is a 2021 recipient of the MUFA Award for Outstanding Service.

Dr Hicks is an expert on exercise rehabilitation, particularly for patients with spinal cord injuries and multiple sclerosis. She has leveraged that expertise to help create the Canadian Physical Activity Guidelines for adults in both groups. She also practices what she preaches by creating the community programs MacWheeler and Mac-MSFitt, which offer inclusive, accessible, and evidence-based exercise programs for people living with disabilities in the community. She then completes the circle by creating experiential learning placements for undergraduates within the programs, providing them with real-world experience in rehabilitation; and by developing a strong program of community-engaged research with graduate students, using these programs to bridge theory and practice.

Audrey has served as both Undergraduate and Graduate Associate Chairs within the Department of Kinesiology, and has spearheaded many initiatives to enable and enhance student success. She is described as a strong mentor to students of all levels and from many different backgrounds, and is also a mentor and leader to her peers within the department. Her leadership is also demonstrated through her many activities with the Canadian Society of Exercise Physiology (CSEP), including its second female President, and the first woman to both be named a CSEP Fellow and receive the CSEP Honour Award. Her nominator writes “She is an inspiration to all”, and a letter of support notes “Her guidance has been instrumental in the success of so many undergraduate and graduate trainees.”

Collectively, these activities demonstrate that Audrey enriches the McMaster community, and exemplifies the contributions the MUFA Outstanding Service Award is intended to recognize. On behalf of the 2021 MUFA Service Award Committee, it is a great honour to present this award to Dr Audrey Hicks in recognition of her distinguished record of service to the University.



### **Judith Sheldon** is a 2021 recipient of the MUFA Award for Outstanding Service.



Dr Judy Sheldon is a Professor and the Associate Chair (Graduate) in the Department of Psychology, Neuroscience, and Behaviour. As Graduate Chair, she oversees over 100 graduate students in both a core experimental stream and a newly-accredited Research and Clinical Training stream. The clinical stream is a partnership between the McMaster Science, Health Sciences, and St Joseph's Health Care Hamilton. Judy herself is not a clinician, but her collegiality and practicality were instrumental in crafting the successful accreditation application. The students also value her compassion and support, and elected her the Graduate Student Ombudsman for the department. The number and quality of supports that Judy has provided for the students as they have navigated a very chaotic year is truly outstanding.

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Judy is also the driving force behind the National Brain Bee. This is a contest for high school students on all areas related to neuroscience (a topic not taught at the high school level). The Brain Bee has grown from a small local event with 9 contestants to a CIHR-funded, cross country event with 15 local sites and a national-level competition to determine who will represent Canada at the International Brain Bee. This year Judy created and organized the first ever virtual Hamilton, National, and International Brain Bees. These events serve to share the work that scientists do in the lab with the wider community, and to encourage young people to consider careers in neuroscience specifically and in science more broadly.

Collectively, these activities demonstrate that Judy enriches the McMaster community, and exemplifies the contributions the MUFA Outstanding Service Award is intended to recognize. On behalf of the 2021 MUFA Service Award Committee, it is a great honour to present this award to Dr Judy Shedd in recognition of her distinguished record of service to the University.

## Ownership of Course Materials

The current policy on [Copyright Ownership and a Policy Framework for Licensing Instructional Material](#) governs issues such as authorship of the materials, ownership of intellectual property and the potential future use of the materials and revenue sharing. The Policy further "affirms the principle that Instructors are normally the first owners of copyright in the Instructional Materials that they produce, whether analog or digital, and whether offline or online". The policy is meant to apply in "the normal conditions of employment" where an instructor may also access expertise and assistance from the University's Non-Teaching Staff. In some rare situations the Instructional Materials may be created outside of the normal conditions of employment where the faculty member would be acting as an Independent Contractor.

If you are approached by the Administration to sign a licensing agreement for instructional materials make sure that it is compliant with our policy. If in doubt or you find that the agreement is not in compliance with our policy, please contact MUFA. [Here](#) you can access an IP template agreement that was adapted from one used by the Faculty of Humanities. Faculty members with specific questions or concerns, may want to consult an IP lawyer. MUFA is working on a framework for providing legal support to faculty members in the future that will cover IP and copyright.

## Welcome New Members

### Anita Acai

Psychiatry and Behavioural Neurosciences

### Laura Jane Duncan

Psychiatry and Behavioural Neurosciences

## BENEFIT YEAR END REMINDER

Please note the benefit year end is June 30th. Please ensure all claims dated from July 1, 2020 to June 30, 2021 are submitted to Sun Life **prior to**  
September 30, 2021.

**Late claim submissions will not be reimbursed.**

# Adoption Deadline for the Fall 2021 Term is June 1st\*, 2021

Please submit course adoptions by following the instructions found here:  
<https://campusstore.mcmaster.ca/faculty-staff/>

\*Adoptions will not be refused after this date; however, we encourage you to submit your adoptions as soon as possible to ensure we have adequate time to source and order the materials for your course.

Like the rest of our community, we are following the direction of the University's Crisis Management Team. Currently, the Campus Store remains closed for in-store shopping, but our Webstore is open with both pick-up and shipping options available. As fall plans for the Campus Store are developed, we will share an update regarding our operation with the community.

## Here is what we can do to help:

- **Digital Concierge** - We work in partnership with instructors to source the digital materials they need for students to be successful in their class. We continue to maximize our digital platform Campus EBookstore Inc (CEI) – with access to over 302,000 digital resources from e-texts to access code. Campus EBookstore is a Canadian based platform that is operated by independent bookstores. Leveraging CEI, we can facilitate the distribution of content (whether free or paid) safely and securely through the Campus Store website, protecting the financial and personal information of our students. <https://campusebookstore.com>
- **Providing options for students** - It's our standard practice to provide course materials in all formats, whenever possible – print, digital, packages, loose-leaf etc., so that students can choose the option that best suits their learning style and budget.
- **Facilitating Access & Alternative resources** – The Campus Store has various ways to help facilitate access to both traditional and non-traditional course materials. Over the past year, we've seen a lot of innovation across many courses that required an alternative means to deliver course resources. **We can help!**

## Here are some of the things we can help with:

- Department purchase of resources on behalf of students - simulations, software, business cases, e-books, and physical books too!
- Required supplies kits – lab kits, field kits etc.

- Leveraging our relationships with publishers to make digital content available when it isn't available elsewhere.
- Assisting non-traditional publishers in making content available to McMaster students for purchase
- Inclusive access programs to reduce the cost of materials

## Custom Courseware:

Beginning with Spring term 2021, the University Library will become the initial point of contact for developing custom courseware - a compilation of course resources available in both a digital and physical format to better leverage existing licenses and e-reserves.

The Library and Campus Store are committed to a seamless transition, with students having continued access to these materials. Both print and digital courseware will still be available for purchase through the Campus Store. For more information, please visit our Faculty and Staff page <https://campusstore.mcmaster.ca/faculty-staff/faculty.html>

Submit required supplies request for your course:  
<https://campusstore.mcmaster.ca/required-supplies/>

## Questions?

If you have any additional questions, please do not hesitate to contact your Course Materials Team. We are working remotely and are available to assist in any way we can.

Campus Store Course Materials Team:  
[d-bktext@mcmaster.ca](mailto:d-bktext@mcmaster.ca)



## Mosaic HR eForms live May 17, 2021!

The current paper-based HR Event Form will be replaced with new Mosaic HR eForms to manage the submission, approval, and processing of HR events.

eForms automate form submission and approval steps. They also automatically update information in Mosaic so there is no need for duplicate data entry.

The first two eForms will be available on **May 17, 2021** to digitize two Position Management transactions:

**Request new position** and **Position Data Update** for users to request new positions and update the attributes of existing positions within their departments. The paper HR Event Form will no longer be accepted to complete these transactions

**Position Management eForms** can be accessed by logging into Mosaic, clicking on the HR eForms dropdown menu at the top of the page, and clicking on the Position Management tile.

### If you need to request a new position or update position data:

- Identify the individuals who can submit eForms for your department.
- Requests for new positions and position data updates must now be submitted with the new Position Management eForms in Mosaic.
- The paper HR Event forms are no longer required for Position Management transactions.
- Submitters are requested to eliminate saved versions of the HR Event form and to access the updated version effective **May 17**.

### What is changing for Department/Faculty Leaders?

Department/Faculty Leaders, Research Finance, FHS Finance, Principal Investigators will approve HR eForms in Mosaic.

- Approvers now receive approval requests through automated workflow for new positions and position data updates with budget impacts.
- Approvers receive auto-generated email when approval is required.
- Approval is provided within Mosaic, and approvers also have the option to deny, or 'recycle' the form to the form submitter if more information is required.
- Ad Hoc approvers can be inserted into the workflow, if required.
- Approvers can delegate the approval tasks to another user.

For more information and additional resources, visit the [HR eForms – Position Management Webpage](#).

For additional support with Mosaic HR eForms, email [hr.mcmaster@mcmaster.ca](mailto:hr.mcmaster@mcmaster.ca) or call 905-525-9140 x222HR(47).

## 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. Please note that you retire with the benefits that are in place at the time of your 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](#)
- [Planning for Retirement](#)
- [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](#).

## Mahmut Parlar Named Distinguished University Professor

The Distinguished University Professor title was created to recognize exceptional McMaster faculty who lead in all the areas that make up a well-rounded scholar. Not only do nominees need outstanding research with a global impact, but they also must demonstrate excellence in teaching, mentorship, and community service throughout their careers.

The title, which is restricted to no more than 2 per cent of all full-time faculty members, is the highest honour the University can bestow.

Parlar's research straddles both business and engineering, focusing on stochastic modelling, dynamic optimization and game theory applications. "I am proud that my work has set the path for applying game theory modelling in retail operations management and opened the door for later developments in supply chain coordination."

His research has appeared in 120 articles published in top business and engineering journals around the world—but his impact doesn't stop there. Since joining McMaster in 1986, he's taught 19 different courses, supervised 17 Ph.D. candidates and 3 post-doctoral fellows, and served in senior academic administrator roles for the past 14 years. His work has been recognized through both internal and external awards, such as the *Canadian Operational Research Society (CORS) Award of Merit*, the *DeGroote School of Business Faculty Research Excellence Award* and McMaster's *President's Award for Excellence in Graduate Supervision*.

*From the McMaster Daily News, April 23, 2021*



## Five MUFA Members Named 2021 University Scholars

This award that recognizes the achievements of mid-career researchers who are considered global leaders in a number of diverse research areas and academic disciplines.

Recipients have distinguished themselves as international scholars and have demonstrated a commitment to the discovery, communication and preservation of knowledge, excellence in education and pedagogy, and to serving local and global communities.

Congratulations to:

- Netina Tan, Political Science
- Amber Dean, English and Cultural Studies
- Leyla Soleymani, Engineering Physics
- Graham Scott, Biology
- Andrea Gonzalez, Psychiatry and Behavioural Neurosciences

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## McMaster Faculty Salary Statistics 2020/2021\*

	Business	Engineering	Humanities	Science	Social Sciences	Non-Health Sciences Total	Health Sciences	University Total
<b>Full Professor</b>								
No. in Rank	31	85	37	128	39	320	70	390
Avg Age	62.7	57.6	60.8	58.2	59.3	58.9	58.7	58.9
Avg Yrs in Univ.	24.2	19.5	23.5	22.2	19.1	21.4	20.3	21.2
Avg Salary	\$230,795	\$207,302	\$199,344	\$201,978	\$202,238	\$205,911	\$213,326	\$207,242
10th Percentile	\$203,010	\$183,987	\$155,694	\$179,745	\$176,788	\$179,130	\$177,459	\$178,949
Median	\$216,490	\$200,081	\$195,994	\$197,116	\$198,839	\$199,905	\$198,426	\$199,785
90th Percentile	\$284,173	\$230,771	\$238,422	\$234,260	\$232,494	\$235,524	\$260,180	\$236,545
<b>Associate Professor</b>								
No. in Rank	25	38	55	44	52	214	72	286
Avg Age	54.2	49.7	53.2	50.8	50.3	51.5	50.4	51.2
Avg Yrs in Univ.	16	13.3	15.3	14.6	12	14.1	14.1	14.1
Avg Salary	\$200,904	\$174,101	\$160,431	\$165,100	\$159,227	\$168,254	\$159,518	\$166,054
10th Percentile	\$176,756	\$145,022	\$130,937	\$141,924	\$133,525	\$139,032	\$130,580	\$135,312
Median	\$200,029	\$177,887	\$154,850	\$166,750	\$160,484	\$166,570	\$160,565	\$165,954
90th Percentile	\$232,335	\$205,134	\$195,725	\$186,471	\$186,774	\$198,385	\$187,064	\$195,725
<b>Assistant Professor</b>								
No. in Rank	24	60	23	42	42	191	70	261
Avg Age	42.2	42	40.5	38.7	43.8	41.5	45.6	42.6
Avg Yrs in Univ.	6.1	7.6	5.3	4.3	6.3	6.1	7	6.4
Avg Salary	\$159,184	\$125,363	\$106,318	\$118,263	\$122,402	\$125,107	\$117,429	\$123,048
10th Percentile	\$126,901	\$105,000	\$88,637	\$105,000	\$95,000	\$98,137	\$91,382	\$96,086
Median	\$160,154	\$121,178	\$99,802	\$116,627	\$124,080	\$120,533	\$110,382	\$118,472
90th Percentile	\$182,249	\$150,067	\$130,251	\$135,074	\$150,255	\$157,058	\$155,549	\$157,058
<b>Lecturer</b>								
No. in Rank	2	1	1	-	3	7	-	7
Avg Age	-	-	-	-	-	44.1	-	44.1
Avg Yrs in Univ.	-	-	-	-	-	6	-	6
Avg Salary	-	-	-	-	-	\$119,089	-	\$119,089
10th Percentile	-	-	-	-	-	\$91,174	-	\$91,174
Median	-	-	-	-	-	\$108,162	-	\$108,162
90th Percentile	-	-	-	-	-	-	-	\$203,352
<b>Total Faculty</b>								
No. in Rank	82	184	116	214	136	732	212	944
Avg Age	53.7	50.9	53	52.8	50.6	52.1	51.6	51.9
Avg Yrs in Univ.	16	14.3	15.8	17.1	12.1	15.2	13.8	14.9
Avg Salary	\$197,838	\$173,705	\$161,524	\$177,966	\$158,979	\$172,988	\$163,387	\$170,832
10th Percentile	\$151,588	\$114,008	\$98,137	\$116,705	\$106,499	\$115,000	\$102,093	\$110,000
Median	\$200,172	\$184,243	\$159,300	\$186,534	\$159,792	\$178,667	\$164,593	\$175,627
90th Percentile	\$235,237	\$214,251	\$210,915	\$221,035	\$207,564	\$219,804	\$212,886	\$218,624

\*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, 2020 - Updated: April 15, 2021

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