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## **McMaster University Faculty Association (MUFA) Remuneration Brief December 15, 2016**

### **Opening Statement**

MUFA is a non-unionized faculty association that works with the McMaster University Administration to advance our shared interests of excellence in research, providing a superb learning environment for our students, while engaging the external community in our work. In the specific domain pertaining to faculty<sup>1</sup> issues, the primary forum for direct discussion is the Joint Committee (JC), which meets regularly under the terms of agreement set out in the Terms of Reference (TOR) of *The Joint Administration/Faculty Association Committee to consider University Financial Matters and to discuss and negotiate matters related to Terms and Conditions of Employment of Faculty*. Since faculty remuneration (defined as salaries and benefits) is a vital issue to our members and to the University, it takes precedence in the year prior to the expiry of a collective agreement. MUFA represents its members' interests through a well-defined process of negotiation as outlined in the JC TOR. The negotiation process begins with an exchange of remuneration briefs by December 15 and is expected to be completed by March 15 of the following year. In the event that agreement is not reached through negotiations, both sides prepare a final offer, only one of which will be selected *in toto* by a mutually agreed upon labour arbitrator. This process encourages both sides to negotiate in good faith and also to present their most reasonable positions. It is in that spirit that we present MUFA's remuneration brief. Past experience supports our successful use of this process, as negotiations have rarely proceeded to Final Offer Selection in the last 27 years.

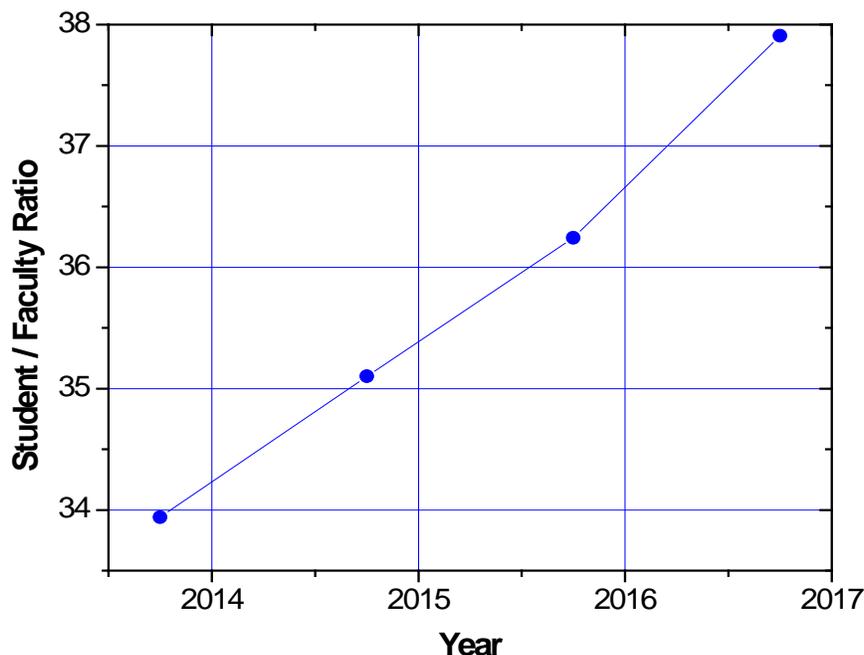
In addition to the negotiation framework of the JC TOR, we are fortunate to have a set of principles to guide the negotiations, providing an important context for our discussions. MUFA remains committed to the *Principles for Negotiation of Faculty Remuneration* as agreed to by the Joint Committee, attached in Appendix 1. We will refer to these principles throughout the discussion of our bargaining proposal, using the numbering system therein (i.e. PN1, PN2...). Principles 1-6 concern individual compensation and principles 7-11 refer to working conditions. For the sake of clarity we have categorized our proposals into three sections; Salary, Benefits and Research Support. However, many of the principles for negotiation transcend all three categories and will appear more than once.

<sup>1</sup> The term 'faculty' is used throughout this brief to refer to faculty members who participate in the Career Progress/Merit Scheme and MUFA Librarians.

## Faculty Renewal

The strongest message we have heard from our members over the last several years is their deep concern over the lack of faculty renewal. We highlight this issue both as it pertains to the working conditions of our faculty members and to the academic mission of the University.

During the last 4 years concurrent with our present Remuneration Agreement, the number of faculty members<sup>2</sup> has *decreased* by 6.2% in absolute terms (1.5%/year) from 881 to 826, while the combined number of undergraduate and graduate students has increased by 6.3% (1.5%/year) from 29,411 to 31,265. Together these have combined to increase an already high Student/Faculty ratio by 13.4% (3.2%/year) from 33.4 to an all-time high of 37.9, as illustrated in Figure 1. The Undergraduate Student/Faculty ratio now stands at 32.4 and the Graduate Student/Faculty ratio is at 5.43. This result places McMaster in 13<sup>th</sup> place out of 15 in Maclean’s 2017 University Rankings for Student/Faculty ratio in the Medical/Doctoral category. This ratio has a direct effect on faculty workload, teaching/learning effectiveness and the student experience. Principles PN7 and PN9 speak specifically to the significance of this metric.

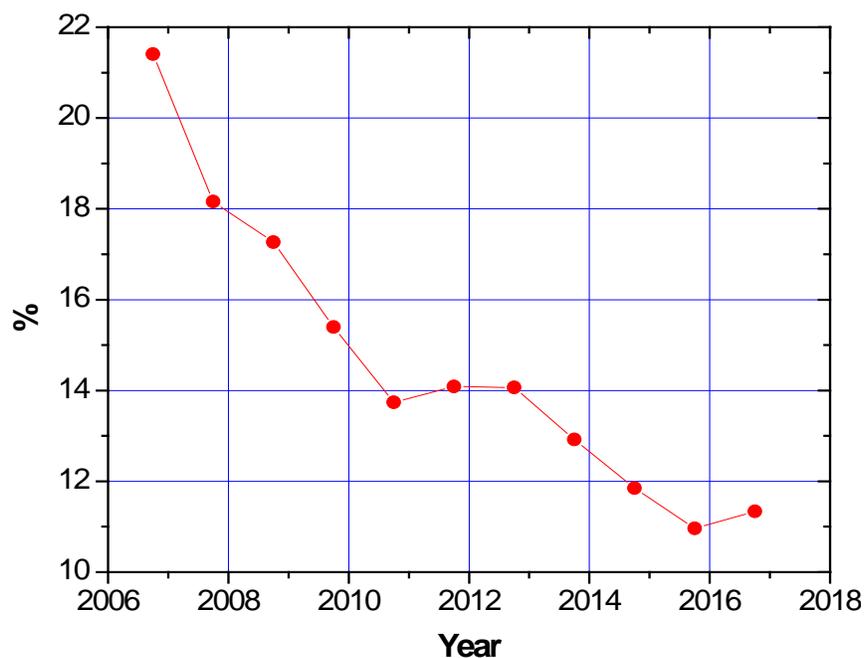


**Figure 1: Student/Faculty ratio at McMaster University (combined graduate and undergraduate)**

<sup>2</sup> In this section we report faculty numbers excluding CAWAR and Special Appointments, to be consistent with demographic data posted by the McMaster Office of Institutional Research and Analysis (IRA). Data for 2015-2016 and earlier are from IRA and data for 2016-2017 are best estimates from the MUFA database.

<sup>3</sup> The faculty contraction is similar for the tenure-stream, which has *decreased* by 5.4% in absolute terms (1.3%/year) from 718 to 679.

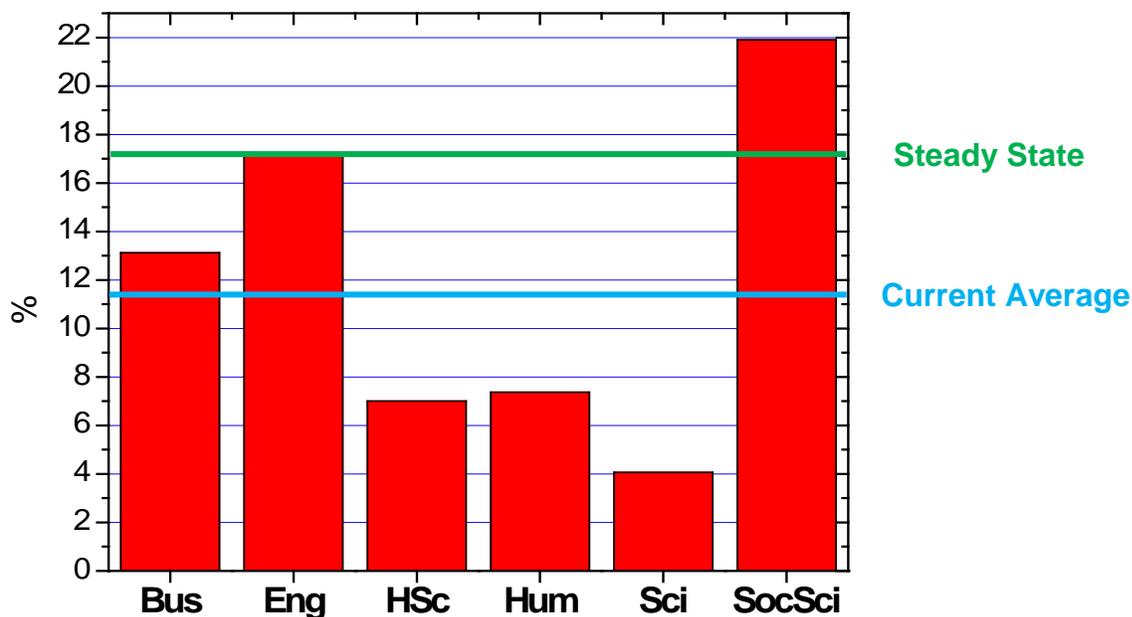
As alarming as (and related to) the contraction of the number of faculty numbers is the longer term trend in faculty hiring. This is best understood and illustrated by examination of the number of tenure-track positions which has fallen dramatically *by a factor of two* over the last 11 years. Historical data for McMaster indicate that there was a hiring wave from 1998-2003, leading to a peak in the number of tenure-track positions after which there has been a relentless decline, as illustrated in Figure 2.



**Figure 2: Tenure-track positions at McMaster University as a percentage of total tenure-stream faculty positions**

The current level of tenure-track positions for 2016-2017 stands at 11.3% of the total number of tenure-stream faculty positions, well below what is both historically and mathematically a sustainable level<sup>4</sup> of ~17%. The present aggregate numbers mask an even more dismal picture as there is variation above and below this mean in the Faculties, as illustrated in Figure 3, with the Faculty of Science having only 4.1% tenure-track positions, less than one per Department. Just as there is variation within the University there is variation within Faculties and consequently some Departments have no tenure-track positions at all. The Faculties of Humanities, Science and Health Sciences each has only seven tenure-track positions at this time and the Faculty of Business has eight. This dire situation has been demoralizing for our colleagues, breaking continuity, thwarting future planning, inhibiting retirement by members who stay to support the mission of their Departments, and starving communities of the replenishment that new faculty hires bring.

<sup>4</sup> The steady state proportion can be estimated by considering a 6-year duration for tenure-track positions and a 35-year career for tenure-stream positions. Shorter tenure-track durations are approximately cancelled by a tenure rate that is less than 100%, while the shorter career duration observed in practice would increase the proportion required for sustainability.



**Figure 3: Tenure-track positions at McMaster University as a percentage of total tenure-stream faculty positions (by Faculty, 2016-2017)**

From MUFA's perspective, the lack of faculty renewal is inexplicable in light of the strong financial position of the University. The University financial statements indicate an excess of revenues over expenses in each of the last seven fiscal years, averaging 5.2% of total expenses (\$45M each year). We estimate that hiring 48 new tenure-track Assistant Professors, as needed to bring faculty demographics back to steady state, would add \$6.8M to the University's budget, just 0.67% of its total projected expenses and just 15.1% of its annual surplus. These hires, appropriately placed, would breathe life back into Departments and Programs that face extinction. PN8 specifically addresses the issues of Student/Faculty ratio and lack of faculty renewal with the imperative that "the University's operating budget should enable the appointment of new faculty, both to replace those who have retired (or resigned) and to compensate for an increased number of students".

The second strongest message we have heard from our members over the last several years is that they are feeling overwhelmed, by the increase in workload from the gradual loss of their colleagues, by the increase in workload from increased student numbers, while also persevering to maintain their commitment to excellence which has placed McMaster University in such high regard. In our recent survey, faculty report spending 57 hours per week to fulfill their commitments to Teaching, Research and Service. This stark imbalance in work-life balance is unsustainable and in the long run is likely to lead to lower productivity, high levels of stress and burnout.

It is both necessary to the academic health of the University and possible due to the financial health of the University to remedy this situation through a strong commitment by the University to faculty renewal.

## Faculty Compensation

Our internal process for developing a proposal for salary and benefits has been based on two complementary approaches. In the fall of 2016 we surveyed our members in what has become traditionally known as the MUFA salary survey. With a strong response rate we received a very good sense of the needs and priorities of our members. The survey results help to ensure that our efforts are guided by the needs of our constituents.

In parallel, we benchmarked McMaster faculty salaries and benefits with respect to other comparable universities. This process considered existing remuneration packages and examined remuneration trends over time. Additionally, we considered benefits that have been adopted by other universities that we believe would be beneficial at McMaster as well. In this regard, two central principles have been that “Faculty salary and benefits should compare favourably to those in comparable jurisdictions, including specifically other excellent universities” (PN1) and “Faculty salaries and benefits should be protected from inflation” (PN2). We consider McMaster University’s most appropriate comparable jurisdiction to be the Ontario universities (G6) in the 15 leading research intensive universities in Canada (U15), namely University of Ottawa, University of Toronto, University of Waterloo, Queen’s University and Western University, in addition to McMaster University.

Our survey has highlighted issues of common interest as well as key issues that vary with demographics – particularly stage of life. We have strived to incorporate aspects of both types of issues in our proposals, to meet the needs of our members at each of these stages, and also to help ensure that the University is well positioned to recruit excellent faculty at the beginning of their academic careers, support them in their professional development (PN11), retain them as they advance through their careers and ensure that “Faculty should look forward to a good pension upon completion of their academic careers” (PN6).

In the area of **Salary**, MUFA reaffirms its commitment to the reward of academic excellence and supports the CP/M Scheme (PN3). To keep pace with settlements at our comparator universities and inflation, we propose a modest salary increase. Our benchmarking clearly indicates by objective measures that our current level of compensation is not commensurate with our high level of performance.

In the area of **Benefits**, we have identified areas of our health benefits that require attention: our vision care plan has seen significant erosion over time simply due to inflation (PN2) and we believe that a pooled paramedical plan would better serve our members. The quality of our health benefits affects all of our members and is a key factor in workplace productivity. In mid-career, the attention of many of our members turns to putting their children through university. Adoption of a tuition bursary tenable outside of McMaster would be an attractive inducement for recruitment, and arguably a necessity to compete for the best new faculty. We also heard loudly and clearly from a broad spectrum of our membership the need to preserve a strong pension plan. This is a recruitment issue as much as it is an obligation to provide for our retirees. We found that due to the structure of our pension plan, the payments are simply not keeping up with inflation, significantly diminishing the value of this benefit. We have also proposed a new voluntary long

term care insurance plan to protect our members in the case of catastrophic illness during retirement.

In the area of **Professional Support**, we reaffirm the principle that “The University should assist faculty members to enhance their research and scholarship effectiveness” (PN11), which it traditionally has done through the Professional Development Allowance (PDA). The PDA is in need of maintenance with respect to inflation, and in particular due to the deterioration in the exchange rate with the US dollar over the last 4 years. An essential benefit and recruitment tool for today’s workplace is employer support of families through robust pregnancy/parental leaves and child care support. We believe that it is crucial to support our faculty members in the early stages of their careers, where family obligations often compete with the demands of tenure and promotion. Also and related, there is a growing need for our members to support ailing family members. While the Federal government has improved its policies with regard to Compassionate Care leaves, this remains a Provincial jurisdiction and we have proposed improvements to the current benefit in line with the Federal guidance.

Our specific proposals are structured to maintain the integrity of existing benefits and/or to provide a benefit in line with our comparator universities. They are based on and in keeping with the aforementioned Principles of Negotiation and we believe them to be moderate and attainable. Together, they would help maintain McMaster University’s strong position with respect to its peers as a leading Canadian research intensive university, by providing a progressive, competitive and attractive work environment.

MUFA looks forward to discussing our proposals with the University Administration to advance our shared goals.

## Proposals for July 1, 2017

MUFA proposes a two-year contract (July 1, 2017 to June 30, 2019).

### SALARY

#### 1. Career Progress and Merit

As in previous briefs, MUFA reaffirms its commitment to the reward of academic excellence. We propose an increase in the number of par merit units from 120 to 130 per 100 faculty with 120 par merit units to be allocated at the Department level.

#### 2. Across-the-Board Increase

MUFA proposes a 3.3% Across-the-Board increase in salary floors, breakpoints and salaries in each year of the contract, based on projected increases in the cost of living (+2.1%/year) and our performance with respect to our G6 comparators (+1.2%/year). The G6 comparator group is comprised of the Ontario universities in the 15 leading research intensive universities in Canada (U15), namely University of Ottawa, University of Toronto, University of Waterloo, Queen's University and Western University, in addition to McMaster University.

McMaster prides itself as being one of the top research intensive universities in Canada and ranking data support that perception. Table I provides the ranking position of the G6 universities within the prestigious Shanghai Jiao Tong University Academic Rankings of World Universities (AWRU) and the influential Times Higher Education (THE) World University Ranking (WUR) where McMaster places 2<sup>nd</sup> in Ontario in both, only behind the University of Toronto. Other recent rankings of research intensity by the Higher Education Quality Council of Ontario (HEQCO) also place McMaster 2<sup>nd</sup> in Ontario and are corroborated directly by data on research funding per faculty member from Research Infosource. Despite this evidence of a strong second place position, with the remaining four G6 universities lagging substantially in the rankings, Table I indicates that McMaster average salaries fall short of the second place position in Ontario by at least 3.6%. We propose increases of 1.2%/year of the contract *to begin* to remedy this situation.

We note that the argument made in past McMaster University Administration briefs regarding the lower cost of living in Hamilton with respect to Toronto does not support a lower salary for Hamilton with respect to Kingston, based on the data in Table II. Furthermore, MUFA members live throughout the GTA where the cost of living is higher than for Hamilton itself. The cost of living in the vicinity of McMaster University continues to rise rapidly, significantly affecting the ability of our newer members and potential recruits to find affordable housing. Current projections for increases in the Consumer Price Index (CPI) are 2.1% per year for the upcoming two years, consistent with the CMHC Housing Market Forecast for Hamilton, with a significant upside risk of higher inflation and interest rates.

## BENEFITS

### 1. Health Insurance

Employee health benefits are a critical part of an employee wellness program, increasing productivity and preventing unnecessary absences and illnesses. We believe that this is an important investment in the University's employees, which pays for itself and creates a healthy working environment. Notably, our vision care benefits have been frozen at \$250 per person per two year period *since 2005*, while current vision care costs significantly exceed the maximum set in 2005. Also, while the maximum for our paramedical benefits has increased, it is still inadequate to cover many common situations affecting our members.

MUFA proposes:

- a) An increase in the Vision care benefit from \$250 to \$500 per person, including dependents, every two years. Currently, only employees (and not their dependants) are covered for optometry visits. We propose full family coverage for regular optometry visits which are recommended by the Canadian Association of Optometrists. Children under 20 are already covered by OHIP for annual optometry visits and would be excluded from optometry coverage as long as OHIP coverage remains in place.
- b) Current paramedical benefits provide a maximum of \$500 per person per practitioner per year for a list of 12 practitioner categories. While this extensive coverage is helpful, intensive coverage would address common medically significant situations where a single practitioner is required for several sessions, such as physiotherapy or mental health needs. We propose a maximum for *all* paramedical coverage of \$2,500 to be used for *any* practitioner category in the current list.

### 2. Dependant Tuition Bursary Tenable at Universities and Colleges (other than McMaster)

The University offers tuition bursaries of up to \$4,800 per year to dependents of its employees who attend McMaster as undergraduate students. This represents a real cost to McMaster University since our high acceptance standards create an enrolment cap whereby a non-bursary student would bring in additional tuition revenue. Consistent with similar plans at the University of Toronto, Queen's University and Western University, MUFA proposes that a new equal dollar bursary be introduced for dependents of faculty and librarians. Eligibility would be determined in the same manner as the bursary tenable at McMaster and the new benefit would be tenable at other accredited universities and colleges.

### 3. Pension Inflation Protection

In MUFA's 2012 brief we noted that payments to retirees under the current pension plan were poorly indexed to CPI and thus the value of pensions had *declined* by 9.1% relative to CPI over the previous 13.5 years, while during the same period pension fund returns had *increased* by 71% relative to CPI. The Remuneration Agreement of 2013 included the establishment of a sub-committee under the auspices of the Joint Committee to examine this issue; however no resolution to improved indexation was found.

Over the last 4 years, the situation with respect to indexation has improved slightly, such that the value of pensions has declined by 7.4% relative to CPI over the last 17.5 years. This modest improvement in the pension erosion was due entirely to a single supplementary pension increase effective January 1, 2015 triggered by significant increases in the rate of return for the pension plan relative to past underpayments with respect to CPI. While pension payments to retirees have lagged CPI over the last 17.5 years, pension fund returns have increased by 137% relative to CPI. Overall, the average indexing rate for pensioners has been 1.53%, with CPI running at 1.98%, while the rate of return of the plan has been an impressive 6.84%. The present indexation scheme imposes significant volatility on the adjustments to pensions. This volatility serves no useful purpose to the plan yet is burdensome for retirees on fixed incomes. Clearly, our large, well-managed pension plan is in a far better position to manage the inherent volatility than are individual pensioners.

While we understand that funding challenges remain for the McMaster Pension Plan due to Provincially mandated solvency and going concern payments, the poor indexation of payments under the plan is simply not consistent with the principles that “Faculty salaries and benefits should be protected from inflation” (PN2) and that “Faculty should look forward to a good pension upon completion of their academic careers” (PN6). This is especially so in light of the significant increases in faculty pension payments over the last 6 years, the reduced benefits by moving from the Rule of 80 to the Rule of 90, and the staggering returns from the pension investments.

For these reasons, MUFA proposes that McMaster faculty pensions for future retirees be *fully indexed to the CPI*, with no linkage to the rate of return of the plan.

#### **4. Long term care insurance**

As life expectancy has increased beyond age 65, the risk of catastrophic health care expenses in retirement has increased significantly. Whether this involves additional care at home, moving to a retirement home or a long term care facility, the additional costs required to manage this stage of life can be prohibitive. MUFA proposes a new *voluntary* long term care insurance plan, to be administered by our current benefits carrier, taking advantage of lower costs by group coverage and through actuarial pooling with our other benefits.

## **PROFESSIONAL SUPPORT**

### **1. Child Care Support**

Access to high quality and affordable child care is a positive factor in the recruitment of new faculty members, as well as providing support in the early stage of their careers. Studies indicate higher employee productivity and retention rates when employer-supported child care programs are in place. Child care costs have been rising rapidly in Ontario, which has no Provincial program in place to cap prices and/or fund spaces as do some of the other Provinces. At the McMaster Children's Centre, monthly child care fees are \$1,302 for toddlers and \$1,083 for Preschoolers. These rates significantly exceed the CRA child care expense deduction limit of \$8,000/year. Consistent with child care plans at the University of Toronto and Queens University, MUFA

proposes member reimbursement to a maximum of 50% of the cost of out-of-pocket child care expenses up to \$10,000 per child/year for each eligible child under the age of 7, which would subsidize approximately half of after-tax child care expenses.

## **2. Compassionate Care Leave**

The Compassionate Care Benefit is a Federal Government initiative designed to provide eligible employees with the opportunity to provide care or support to a family member who is gravely ill. Once an employee qualifies, benefits are paid through Employment Insurance (EI). The EI benefit has recently (January 3, 2016) been increased from a period of 6 weeks to a period of 26 weeks in recognition of the critical and unfortunately common need to take care of family members. In conjunction with the increase in duration of EI benefits, employees under federal jurisdiction are allowed a 26 week Compassionate Care Leave. While the Provinces have been urged to review their own policies, Ontario's Family Medical Leave is still limited to a maximum of 8 weeks in a 26-week period. MUFA proposes a 26 week Compassionate Care Leave with full job protection in line with federally-regulated employees and a top-up of the EI benefits to 100% of salary.

## **3. Pregnancy/Parental Leave**

Under the Ontario Employment Standards Act, employees have the right to take Pregnancy Leave of up to 17 weeks of unpaid time off work. Additionally, new parents have the right to take Parental Leave – unpaid time off work when a baby or child is born or first comes into their care. Birth mothers who took pregnancy leave are entitled to up to 35 weeks of parental leave. Birth mothers who do not take pregnancy leave and all other new parents are entitled to up to 37 weeks of parental leave. Parental leave is not part of pregnancy leave and so a birth mother may take both pregnancy and parental leave. Additionally EI is provided for Pregnancy/Parental Leaves. SPS C4, *Pregnancy/ Parental Leave Policy for Faculty and MUFA Librarians* “supports the University’s aims of fostering research and teaching excellence by supporting parents in combining their academic careers and family responsibilities without undergoing significant professional or financial setbacks”. Option A of SPS C4 provides regular salary for the first two weeks of leave, and 90% of salary, topping up the EI payments for a duration limited to 17 weeks. Financial benefits are provided for either Pregnancy or Parental leave, but not both leaves. To better support our faculty members in keeping with the aims of SPS C4, MUFA proposes financial benefits be provided at a level of 100% of salary for the full duration of the Pregnancy/Parental Leaves.

## **4. Professional Development Allowance (PDA)**

MUFA notes that the cost of travel to attend conferences has increased significantly, due in part to the decrease in the exchange rate with respect to the US dollar by 27% over the last 4 years. MUFA proposes a \$100 increase in each year of the contract in the PDA for faculty and librarians. As we have repeatedly heard from our members, the PDA is increasingly important in an era of scarce research support and tri-council restrictions on spending eligibility for indirect costs of research.

**Table I: G6 Salary and Rankings**

Salary 2014-2015	# of faculty members [1]	Average salary [1]	% deviation from weighted average	ARWU Ranking [2]	THE World University Ranking [3]	HECQO Z-score for Research Intensity [4]	Research Infosource, Research Intensity (\$/faculty) [5]
University of Toronto	2,229	152,013	6.5%	27	19	2.3	383,000
Queen's University	657	147,931	3.6%	201-300	261	0.7	242,400
<b>McMaster University</b>	<b>753</b>	<b>142,751</b>	<b>0.0%</b>	<b>83</b>	<b>94</b>	<b>1.4</b>	<b>358,300</b>
University of Waterloo	1,164	137,332	-3.8%	201-300	179	0.8	162,300
Western University	1,041	134,636	-5.7%	201-300	230	0.6	168,600
University of Ottawa	1,122	134,395	-5.8%	201-300	216	0.8	235,400
<b>Weighted Average (G6)</b>		<b>142,739</b>					

[1] To maintain an internally consistent data set, this information is from the National Faculty Data Pool (NFDP) 2014-2015. This data set is for All Staff Without Senior Administrative Duties in the non-medical/dental category. The University and College Academic Staff Salary (UCASS) survey is no longer available from Statistics Canada, but is expected to resume in the near future.

[2] <http://www.shanghairanking.com/ARWU2016.html>

[3] <https://ira.mcmaster.ca/wp-content/uploads/2016/04/Fact-Sheet-Times-Higher-2015-2016.pdf>

[4] <http://www.hecqo.ca/SiteCollectionDocuments/Report-The-Differentiation-of-the-Ontario-University-System.pdf>

[5] <http://www.researchinfosource.com/pdf/2016Top50List.pdf>

**Table II: Housing Market Forecast in G6 Locations**

Housing Market Forecast [6]	CMHC Average Sales Price (2016 F)	CMHC Average Sales Price (2017 F)	Price Change (2017 F) vs. (2016 F)	CMHC Average Sales Price (2018 F)	Price Change (2018 F) vs. (2017 F)
University of Toronto	719,750	775,000	7.7%	793,000	2.3%
Queen's University	297,000	300,250	1.1%	305,500	1.7%
<b>McMaster University</b>	<b>470,000</b>	<b>480,000</b>	<b>2.1%</b>	<b>490,000</b>	<b>2.1%</b>
University of Waterloo	377,000	392,000	4.0%	400,000	2.0%
Western University	276,000	286,000	3.6%	297,500	4.0%
University of Ottawa	371,000	375,000	1.1%	379,000	1.1%

[6] <https://www.cmhc-schl.gc.ca/housingmarketinformation/> Canada Mortgage and Housing Corporation (CMHC) Fall 2016 Housing Market Outlook, mean MLS data for the Resale Market

## Appendix I

# Principles for Negotiation of Faculty Remuneration

### Introduction

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

### General Statement

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

### Principles Concerning Individual Compensation

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

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

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

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

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

## Principles Concerning Working Conditions

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

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

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

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

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

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

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

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

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

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

*Approved by the Joint Committee — January 30, 1990  
Reviewed and Approved in Principle by the Joint Committee — November 14, 2001*