



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>

GENERAL MEETING

Friday, January 7, 2022

1:30 p.m.

To be held virtually via Zoom

Join Zoom Meeting

<https://mcmaster.zoom.us/j/93869009412?pwd=WURRSkYwNkdNYOR5NE5TWVxNbkZhdz09>

Meeting ID: 938 6900 9412

Passcode: 925089

AGENDA

- 1. Minutes of the Annual General Meeting held April 28th, 2021 (attached)**
- 2. Business Arising**
- 3. Remuneration Brief – Catherine Anderson
(see MUFA Brief, dated December 15th, 2021; Administration Brief,
dated, December 15th, 2021) (attached)**
- 4. President’s Report – Nicholas Kevlahan**
- 5. Other Business**



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>

MINUTES of the ANNUAL GENERAL MEETING

Wednesday, April 28th, 2021

10:30 a.m.

Meeting was held virtually via Zoom

Present: Approximately 47 members, E. Hassini (Chair)

1. MINUTES of the General Meeting of December 10th, 2020.

MOTION

That the minutes of the General Meeting held on December 10th, 2020 were approved as circulated.

**S. Ritz/K. Cuff
Carried Unanimously**

2. BUSINESS ARISING

There was no business arising from the December 10th, 2020 General Meeting.

3. COMMITTEE REPORTS

a) Association Standing Committees. There were no questions from the floor regarding the reports from these committees.

b) University Committee and Boards. There were no questions from the floor regarding the reports from these committees.

MOTION

That the Committee Reports be accepted as submitted.

**A. Sills/L. Parker
Carried Unanimously**

4. RETURNING OFFICER'S REPORT – E. Hassini

As Returning Officer for the election of the 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

5. TREASURER’S REPORT – A. Juma

a) Preliminary Budget for 2021-2022 and Annual Statement of Cash Receipts and Expenditures as of March 31st, 2021.

MOTION

That the preliminary budget for 2021-2022 be adopted.

**A. Juma/C. Anderson
Carried Unanimously**

b) Appointment of Auditor for 2021-2022

MOTION

That Les Lucyk Professional Corporation be appointed as the Auditor for the Faculty Association for 2021-2022.

**A. Juma/R. Kleiman
Carried Unanimously**

6. PRESIDENT’S REPORT – E. Hassini

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 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 has 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 courses. The Joint Committee is currently considering a proposal to extend these previous two measure 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 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 contractually 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 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 $\frac{3}{4}$ 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 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.

The floor was opened up for questions and comments:

S. Ritz a current member of faculty who was also a past member of Laurentian requested that a motion be passed to post a statement of support for which she drafted on MUFA's website in support of Laurentian on behalf of MUFA and its members.

It was agreed that the statement did not need to go to the Executive for approval first but that the membership present at the AGM could vote and if carried would be posted. The statement was posted for members to view, and a vote followed.

Motion: That the following statement below that has been circulated via zoom for all present be approved and posted on the MUFA website following the Annual General Meeting.

The members of the McMaster University Faculty Association join with our colleagues across the country to express solidarity with our colleagues at Laurentian University. We are deeply concerned by the decisions that have been made in recent months by the administration of Laurentian, the invocation of the CCAA in response to financial crisis of a public institution, and the massive changes in academic programming, elimination of entire departments, and dismissal of over 100 faculty members, without collegial governance processes engaged in this decision-making. We call on the provincial government to provide funds to Laurentian University to remove it from its current insolvency, restore government funding to all Ontario universities in line with national norms, and ensure that appropriate governance and accountability processes are restored at Laurentian.

S. Ritz/N. Carter
Unanimously approved

7. ORDER OF THE DAY: CAUT PRESIDENT, BRENDA AUSTIN-SMITH

A few weeks ago, the administration of Laurentian University filed for insolvency protection under the Companies' Creditors Arrangement Act. It was a breath-taking betrayal of students, faculty, and staff. Faculty knew that the Board of Governors was notoriously resistant to reporting financial details. But without giving any notice to anyone, and in a shocking display of contempt for collective agreements bargained in good faith to protect the workplace rights of staff, the Laurentian Board of Governors decided to downplay its status as a public institution.

Instead, the administration argued in court that it was nothing other than a business driven into the ground by circumstances it couldn't possibly control.

Management by the Board of Governors and senior administration at Laurentian was outrageously bad. As documents initially filed in court revealed, the Board made terrible decisions: putting up buildings and recruiting even more administrators to join their plump ranks. The President tried to blame academic staff for the cost overruns, even as the percentage of teachers on short-term contracts with bargain-basement pay had increased at Laurentian, as it has across Canada. Part-time academic staff make up more and more of teachers in post-secondary education, and part-time teachers are not breaking the bank. Nowhere close.

The Laurentian administration should not get away with this outrage. Their attempt to shift responsibility for the shambles they created onto the staff who do the critical work of a university is dishonest. The wreckage they have left for others to pick up is heart breaking. Currently between 80-100 academic and support staff have been dismissed on zoom calls without cause and severance and 69 programs have been cancelled and the pieces are still falling out as we speak. As a result, CAUT is shifting to an assertive posture and determined to go after the administration, whose incompetence made this happen, by publicly shaming them so that no other Universities attempt to do the same.

Colleagues at LUFA have contacted both OCUFA and CAUT and we have snapped into action both at the federal and provincial level wherever possible. CAUT is providing assistance in the form of David Robinson, Executive Director who is providing advice and coaching however, he has signed a non-disclosure agreement and as a result does not report back to CAUT with any information other than what is in the public domain. CAUT is also asking for a public inquiry and lobbying MPs at the federal level where an emergency discussion of Laurentian is occurring in the House of Commons and these actions are gaining traction.

The floor was opened up for questions and comments:

S. Ritz expressed her appreciation to both CAUT and OCUFA for advocating around accountability for the past and present current administration, and all others who facilitated the situation that Laurentian now finds itself in.

Universities are chronically underfunded in Ontario and these cuts have impacted Universities by making them vulnerable to these types of situations and are well below the average compared to other universities in Canada.

B. Austin-Smith confirmed that public funding for universities has dropped to below 50% and has had detrimental impacts on institutions and that is why CAUT has taken to federal level lobbying and meeting with MPs whenever possible to stress exactly that point. The rest of funding comes from private sources, donors, families, communities, and students, however, the damage has been done and the intensification of inequity that flows from that is extraordinary, especially in the underrepresented groups.

In the end she asked that everyone and anyone do what you can to get the word out, sign petitions, circulate the calls, get a badge for your zoom filter calls, meet in your lobbying efforts with your own provincial legislature and if you need any assistance CAUT is more than happy to help with messaging and campaigns.

E. Hassini noted that since a large number of programs have been dismantled, students are being transferred to other universities and know that McMaster is currently involved in this to see if they can offer their help.

B. Austin-Smith confirmed that arrangements are being made for students and faculty and are still being worked on by the various networks in Ontario. However, throughout this ordeal some things have become shockingly apparent once things were made public and that was that the Laurentian administration had been drawing from research funds, comingling funds, to keep the lights on. She suggested that if MUFA has a voice at Senate or the BOG that it would be wise to get confirmation that funds are not comingled and that separate codes are being used to track expenses and that no research funds are used for operating purposes and get them in the minutes.

E. Hassini confirmed that these sorts of questions were addressed at Senate and confirmation was given that this practice is not being done at McMaster.

B. Austin-Smith announced that CAUT has hired J. Dunn who is responsible for Bargaining and Negotiations and is currently looking at all agreements and memoranda across the nation to identify associations that have financial exigency articles or clauses and how they are triggered. It was recommended that in the future it would be wise to negotiate the right or secure the right of the association to trigger the financial exigency clause and not just management.

8. PRESENTATION OF CAUT DEDICATED SERVICE AWARDS – A. Sills

A. Sills explained that the Canadian Association of University Teachers (CAUT) invites MUFA every year to nominate members who should be recognized for exceptional service to the Faculty Association. This year the MUFA Executive felt that L. Parker should be presented with this award because of the outstanding contributions that she made during her time with MUFA.

9. OTHER BUSINESS

E. Hassini thanked A. Sills for her outstanding service to MUFA which were beyond expectations on many instances. Her contributions and mentorship to MUFA will always be appreciated and remembered.

10. PRESENTATION OF MUFA SERVICE AWARD – A. Sills

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 Judith Shedden. A reception honouring this year's award winners will take place as soon as it's permitted.

The selection committee, chaired by the Past-President Alison Sills, included Lori Letts (Professor, 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 MacWheelers and MacMSFitt, 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 Shedden is a 2021 recipient of the MUFA Award for Outstanding Service. Dr. Judy Shedden 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 Ombudsperson 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.

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 Shedden in recognition of her distinguished record of service to the University.

There being no other business, the meeting was adjourned at 12:12 p.m.



McMaster University Faculty Association
1280 Main Street West, HH103A, Hamilton, ON L8S 4K1
(905) 525-9140 Ext. 24682/20297
mufa@mcmaster.ca
www.mcfaculty.mcmaster.ca

Opening Statement and Proposal McMaster University Faculty Association December 15, 2021

MUFA Representatives:

Dr. Catherine Anderson, Chair of Remunerations Committee
Dr. Katherine Cuff, MUFA Vice-President
Dr. Nicholas Kevlahan, MUFA President

Negotiating Framework

The McMaster University Faculty Association (MUFA) is a non-unionized association representing 950 active members (985 in total). MUFA is fortunate to enjoy a non-adversarial, collegial relationship with our employer, through the **Joint Administration/Faculty Association Committee (JC)**. Negotiations are governed by the JC's *Terms of Reference* and guided by the *Principles for Negotiation of Faculty Remuneration* (hereafter NPs), which open with the agreement 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".

According to the *Terms*, MUFA and the University Administration exchange briefs by December 15 and begin negotiating thereafter. If the two parties do not reach agreement by March 15, one of the two briefs is selected *in toto* by a previously-identified Selection Officer, whose decision is binding on both parties. Thanks to this framework, both MUFA and the Administration have historically negotiated in good faith and have presented reasonable positions.

Context for Negotiation

At the end of 2021 we are still living with the fallout of a global pandemic, which has reshaped nearly every aspect of our work. Nevertheless, McMaster retains its global reputation for innovation in teaching and learning and its world-leading research excellence, both of which are attributable in large part to the work of its faculty members. These successes have allowed the university to enrol unusually high numbers of students in the last two years, to make a strong showing on the province's performance metrics, and to report substantial increases in revenue and assets in its most recent financial report.

While the institution is in excellent financial health, MUFA members' financial and physical health are at risk after nearly two years of pandemic working conditions. While student enrolments have risen 17% since 2017 and the number of McMaster staff has climbed by 27% in that period, the ranks of MUFA faculty have actually shrunk slightly [1] in the same timeframe, as illustrated in Figure 1. In that five-year period, the ratio of students to faculty has grown from 31 students per professor in 2017 to over 38 students per professor in 2021.

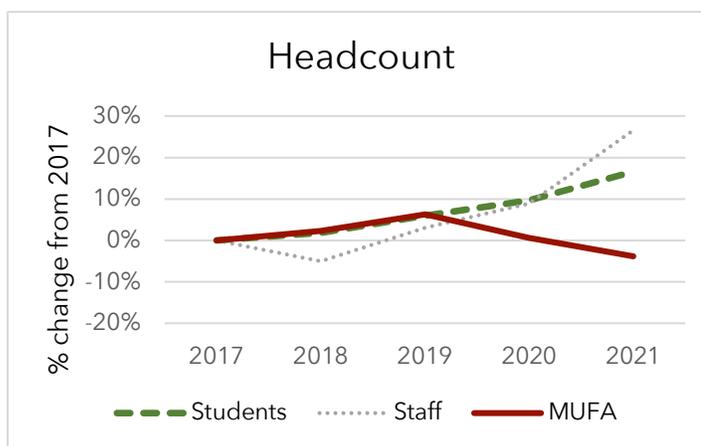


Figure 1. Change in headcount from 2017 as reported in IRA Factbook.

Furthermore, in a 2020 survey of MUFA members [2], 96% of respondents reported an increase in the number of hours worked due to the pandemic, of which the majority reported more than eight hours of additional work each week. In other words, most faculty have seen an uncompensated increase of 20-25% in their workload since the onset of the pandemic. Under the circumstances, our historic level of excellence is at risk of becoming unsustainable. Just as investing in LEED-certified buildings helps McMaster achieve its carbon-reduction goals and investing in skilled staff helps move the university towards operational excellence, a wise investment in the high-achieving faculty complement will allow McMaster to continue to excel in innovative teaching and world-class research.

Table 1 shows the average 2019-20 salaries for faculty at the Ontario G6 institutions, that is, the universities to which McMaster is most comparable. Note that while McMaster's performance is at the top of this group, the average MUFA salary aligns with the middle performers.

	Average Salary in 2019-20	Research Intensity Rank 2020	ARWU Rank 2021	THE Rank 2021
McMaster	\$162,050	1	92	69
Ottawa	\$162,375	7	>201	145
Queen's	\$162,800	5	>201	>251
Toronto	\$174,025	2	22	18
Waterloo	\$158,725	12	>151	>201
Western	\$152,700	16	>201	>201

Table 1: Average Salaries and Rankings of G6 Universities [3]-[5]

While faculty continue to work hard to achieve excellence, their income has not kept pace with the rising cost of living. Statistics Canada reports a CPI increase of 4.7% in October 2021, the highest increase since 2003 (see Figure 2), and CMHC’s Sept 2021 Housing Market Assessment

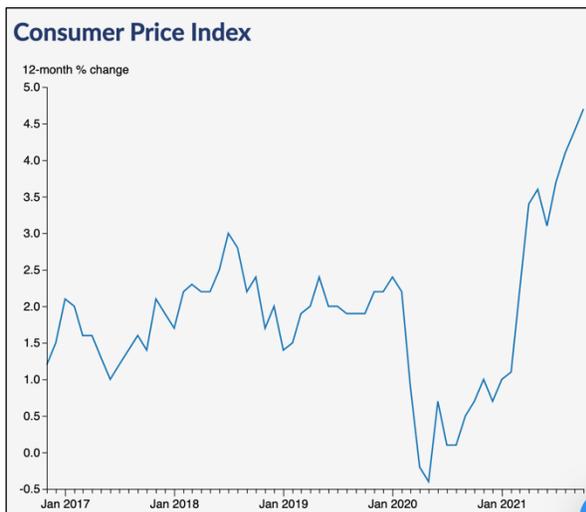


Figure 2: Change in Consumer Price Index 2017-present as reported by Statistics Canada

[6] reports that Hamilton’s housing market is in a “sustained period of overheating”, with the average single-family house price forecast [7] to jump from \$562,000 in 2018 to over \$800,000 in 2023. Housing in Hamilton has become just as unaffordable as Toronto [8], second only to Vancouver in Canada.

With the cost of living increasing rapidly in the Hamilton area, it is unfortunate that we are required to enter the “moderation period” imposed by the province’s unconstitutional wage cap legislation. We trust that the Joint Committee will work creatively and collaboratively to reward faculty for their excellent performance under adverse conditions,

in the interest of “nurturing and supporting excellence across the institution”, as promised in the *Institutional Priorities and Strategic Framework 2021-2024* [9]. MUFA therefore presents the following proposals, within the context of JC’s *Principles for Negotiation* and McMaster’s *Institutional Priorities*.

Contract

1. Length of Contract

MUFA proposes a two-year contract, from July 1, 2022 to June 30, 2024.

Salaries

2. Increase Salaries

With salary increases capped by the province, an across-the-board percentage increase would result in a larger increase for members at the higher end of the salary range than for their lower-paid colleagues. In the interest of equity, MUFA therefore proposes a flat increase of \$1700 per member for each year of the contract.

3. Index Salary Increase to Inflation if Wage Cap is Repealed

Consistent with NP2, “salaries should be protected from inflation”, MUFA proposes that, in the event that the *Protecting a Sustainable Public Sector for Future Generations Act, 2019 SO 2019, c12* is repealed, salaries shall be increased across-the-board by the current rate of

inflation, namely, by 4% in the first year of the contract, and by the inflation rate reported by Statistics Canada in the second year of the contract.

4. CP/M

As mentioned above, nearly every MUFA member has seen an unprecedented increase in workload over the last two years on account of the pandemic. We trust that the administration wants to recognize the labour of the excellent faculty members who have not only kept the university functioning, but have done so to a very high standard. We therefore propose that the CP/M pool contain 130 par units per 100 faculty members, with 120 units to be awarded at the Department level, for each year of the contract.

5. Collect and Report Salary Data for Equity-Deserving Groups

In 2015, MUFA identified a disparity between the salaries of male and female faculty members, which the administration rectified by a one-time increase to women's base salaries. It is possible that such disparities exist for other equity-deserving groups as well. In accordance with the university's commitment to inclusive excellence, MUFA proposes that the administration collect and report salary data for racialized, disabled, and Indigenous members, and for members of the 2SLGBTQ+ community.

Benefits

In our 2021 member survey, MUFA members made clear that the pandemic has taken a toll on their health, in spite of the principle (NP4) that "faculty should be protected from catastrophic expenses, such as those arising from ill health." Continuing health benefits are essential to support ongoing productivity.

6. Improve Vision Care

The substantial increase in screen time necessitated by remote work has impacted many members' vision. MUFA proposes an increase in the Vision Care benefit to \$750 per covered person every 24 months.

7. Pool Paramedical Benefits

To provide flexibility for members with diverse health needs, MUFA proposes a pooled maximum of \$3000 across paramedical providers in place of the \$500 cap on each individual provider, with no change to the mental health care benefit of \$3000 per year.

8. Provide Access to On-Campus Childcare

The new PGCLL includes space that was purpose-built for a childcare centre. Members who rely on childcare in the community are constrained by the hours and holiday schedules of those providers, and must extend their commute times to incorporate pick-up and drop-off. An on-campus childcare centre will offer flexibility to faculty who are parents. Consistent with the

Institutional Priority for “positive workplace flexibility practices”, MUFA proposes that a contract be negotiated to place a childcare centre in PGCLL as soon as possible, and that children of McMaster faculty and staff be given priority access to the resulting spaces.

9. Extend Dependent Tuition Bursary

MUFA members currently enjoy reimbursement of post-secondary tuition at Canadian institutions from an annual fixed pool. MUFA proposes that eligibility for reimbursement from this pool be extended to any post-secondary institution recognized by the CRA as eligible for a tuition tax credit, including those outside Canada.

Support for Excellence

JC has agreed in NP 11 that, “the University should assist faculty members to enhance their research and scholarship effectiveness.” Items 10 and 11 below propose concrete means by which the university can do so.

10. Enhance PDA for Pandemic Expenses

The Institutional Priority for Operational Excellence commits to “support personal well-being” for faculty; moreover, according to NP10, “faculty should be provided with resources to do their jobs effectively”. Over the course of the pandemic, faculty were required to work off-campus without adequate resources to do their jobs effectively. To compensate members for the additional expense of setting up workspaces away from campus, MUFA proposes a one-time top-up of \$2600 in addition to the base PDA for a total of \$5200 for 2022-23. Reimbursement shall be permitted for expenses incurred as early as March 2020, and unspent PDA funds shall be permitted to carry forward for three years. In 2023-24, PDA shall increase by 5% per year from the base rate for a total of \$2730.

11. Equalize Research Leaves

Teaching-Stream Faculty. McMaster’s Institutional Priorities commit to “demonstrate that teaching is valued and recognized as a professional practice”, but at present, teaching professors are entitled to only a four-month leave every seven years. MUFA proposes that Teaching-Stream faculty be eligible for leaves on the same basis as Tenure-Stream faculty, consistent with the policy for Teaching-Stream faculty at the University of Toronto [10].

All Faculty. To support faculty in maintaining productivity during their research leaves, MUFA proposes that the university pay 100% of a member’s salary during 12-month research leaves after the first leave.

Support for Faculty after Retirement

12. Offer a Retirement Package

The retirement of members who have reached pension eligibility allows for faculty renewal as senior professors are replaced with junior colleagues, and also allows for a rebalancing of the CP/M scheme. At present, Deans occasionally offer a retirement incentive, typically one year's salary, to selected members. Not only does this process lack transparency, but it is also inequitable because it is not offered or indeed available to all faculty. MUFA proposes that the university offer an equitable retirement package to all eligible members, in the form of one year's salary upon retirement.

13. Align Retiree Benefits with Active Member Benefits

The present state of benefits for MUFA employees who have retired is undesirably complex. MUFA proposes to reduce this complexity and support operational excellence by transferring retirees to a benefits plan that parallels the plan for active members.

14. Index Pension to Inflation

At present, the MUFA pension plan provides partial indexing to inflation, whereby the five-year average fund return in excess of 4.5% is used to increase payments up to 100% of the consumer price index (CPI). If the excess is larger than the current CPI, that amount is used to supplement the previous three years to achieve full indexing. In 2020, JC's Working Group on Pension found that over the period from 1997 to 2019 the compounded pensioner and supplemental increases were 28%, falling far short of the compounded CPI increase of 51% over the same period. In short, the current formula has allowed pensioners' real income to decline substantially in the years after retirement, which is not consistent with NP6, "faculty should look forward to a good pension upon completion of their academic careers". Given that 2021 is seeing unusually high inflation which is forecast to persist in the medium term, the partially indexed plan is at risk of being insufficient for retired members' needs. The current excellent financial health of the pension fund, as reported recently to the Board of Governors, makes full indexing a prudent and feasible option to ensure that pensions are protected from continuing high inflation.

In addition, the *2020 Administration – MUFA Pension Working Group* found that Full Integration of the MUFA pension plan with the recent enhancements to CPP would reduce the university's costs by an estimated \$3.3M annually while having only minimal effect on the pensions obtained by faculty at the completion of their academic careers. MUFA therefore proposes that the pension plan be (a) fully indexed to inflation and (b) fully integrated with the enhanced CPP.

References

- [1] McMaster University, "Fact Book 2020-2021," McMaster University, 2021. [Online]. Available: https://ira.mcmaster.ca/app/uploads/2021/10/Fact-Book-2021_Final.pdf
- [2] L. Kafiriri et al., "MUFA Equity Survey 2020," McMaster University Faculty Association, 2021. [Online]. Available: <https://macfaculty.mcmaster.ca/resources/mufa-2020-equity-survey-report/>
- [3] "Research Infosource Inc. :: Top 50 List." <https://researchinfosource.com/top-50-research-universities/2020/list> (accessed Dec. 13, 2021).
- [4] "World University Rankings," *Times Higher Education (THE)*, Aug. 25, 2020. <https://www.timeshighereducation.com/world-university-rankings/2021/world-ranking> (accessed Dec. 13, 2021).
- [5] "ShanghaiRanking's Academic Ranking of World Universities." <http://www.shanghairanking.com/rankings/arwu/2021> (accessed Dec. 13, 2021).
- [6] CMHC-SCHL, "Housing Market Assessment," CMHC-SCHL, Sep. 2021. [Online]. Available: <https://www.cmhc-schl.gc.ca/en/professionals/housing-markets-data-and-research/market-reports/housing-market/housing-market-assessment>
- [7] CMHC-SCHL, "Housing Market Outlook - Spring 2021," 2021. [Online]. Available: <https://www.cmhc-schl.gc.ca/en/professionals/housing-markets-data-and-research/market-reports/housing-market/housing-market-outlook>
- [8] O. Klachkin, T. Stillo, and M. Davenport, "Research Briefing | North America: Affordable housing will get increasingly harder to find," Oxford Economics, May 2021. [Online]. Available: <https://resources.oxfordeconomics.com/hubfs/Content%20Hub%20RBs/open20210518012500.pdf>
- [9] Office of the President, "Institutional Priorities and Strategic Framework 2021-2024." McMaster University, 2021.
- [10] University of Toronto, "Research and Study Leave – Academic Administrative Procedures Manual." Accessed: Dec. 13, 2021. [Online]. Available: <https://www.aapm.utoronto.ca/academic-administrative-procedures-manual/leaves/research-study-leave/>

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*

Joint Committee Discussions:

University Administration
Opening Statement and Proposal
December 15, 2021

University Administration Representatives:

Dr. Susan Tighe, Provost & Vice-President (Academic)
Saher Fazilat, Vice-President (Operations & Finance)
Dr. Kim Dej, Acting Vice-Provost, Faculty

INTRODUCTION

McMaster University representatives are looking forward to our Joint Committee discussions to renew remuneration provisions for members of the McMaster University Faculty Association (MUFA). When we last negotiated remunerations provisions in 2019 for the period 2019-2022, none of us could have anticipated what the years to follow would bring.

We enter these discussions with recognition and deep appreciation that the past two years have been unlike any other in our history. The COVID-19 pandemic has presented our faculty members, our university community, our broader community, and indeed our world with unexpected challenges, hardship, and loss. With a steadfast commitment to the health and safety of our community, we pivoted quickly to remote working and learning environments in the Spring of 2020. We are so grateful to our faculty members for demonstrating creativity, innovation, and a commitment to excellence in the delivery of teaching, research, and service, even during these most challenging times. We are proud that McMaster University has been a leader in our sector in the areas of health promotion and evidence-based practices, exemplified by the introduction of our Vaccination Policy. We are proud of our faculty members, who have collectively done their part with a 99.34% vaccination completion rate. It is because of the dedicated and collaborative efforts of our community that we have had very few COVID-19 cases on campus through the fall term and have had no outbreaks. We are excited to be supporting the transition “Back to Mac” this Fall. As we continue to monitor any changes in regulations from the province and Public Health advice, we are looking forward to the prospect of being together again on our vibrant and active campus in the Winter 2021-2022 term.

Throughout this period, there have been significant other world events – and likely personal events each faculty member has experienced - that have compounded the negative impact of the pandemic. In 2020, the horrific deaths of Breonna Taylor, Ahmaud Arbery, and George Floyd shook our hearts profoundly and sparked international outrage and sadness that has propelled the Black Lives Matter movement forward. In 2021, the discovery of unmarked graves at multiple residential school sites in Canada illuminated the devastating and tragic reality of how Indigenous people have been treated through our shared history. We recognize that these events and all other forms of racism, hate, and bigotry, are dehumanizing and contribute to inter-generational trauma that prevents individuals from being the best versions of themselves and from participating fully in the workplace. We cultivate human potential at McMaster University and are resolute in our commitment to inclusive excellence. We condemn racism in all its forms and stand in support of our Black and Indigenous faculty members. We acknowledge that, for many, intersectional trauma may have been exacerbated by these events in addition to the isolation, grief, and loss experienced throughout the pandemic.

These times have been tremendously difficult and have impacted the mental health and wellbeing of many of our community members and their families. Research indicates that this negative impact on overall health and mental health has disproportionately affected people from equity-deserving groups. It is within this contextual reality that we will prioritize our total compensation proposals on enhancing support for mental health, holistic well-being, and inclusion in the workplace. Prioritizing support in these areas of human need is at the heart of the University's vision statement, which was renewed in 2021: "Impact, Ambition and Transformation through Excellence, Inclusion and Community: Advancing Human and Societal Health and Well-being".

Of course, while shaped by our institutional vision, and informed by the needs of our community, total compensation provisions must be fiscally responsible and legislatively compliant. The outcomes of our discussions will be subject to the Protecting a Sustainable Public Sector for Future Generations Act, 2019 (known colloquially as "Bill 124"). Bill 124 requires a three-year moderation period for employees in the public sector, including MUFA members, during which increases to salary rates (exclusive of C/PM) and to total compensation provisions are limited to 1% annually. For MUFA members, the moderation period will begin on July 1, 2022, and end on June 30, 2025.

We are confident that the relationship we have built together with MUFA provides a strong foundation for reaching an agreement in keeping with our institutional vision, fiscal responsibility, and shared interests for the overall health, well-being, and inclusion of faculty members. The details that follow provide what we see as relevant considerations to help guide our discussions:

- our institutional priorities & strategic framework
- mental health and well-being
- our fiscal reality
- pension and post-retirement benefits
- demographics & market comparator data, and
- University's proposals for negotiation

We look forward to a productive and successful round of discussions.

OUR INSTITUTIONAL PRIORITIES & STRATEGIC FRAMEWORK

McMaster University is Canada's most research-intensive university and is ranked among the top 80 universities globally. Through our cutting-edge research and world-class teaching and learning, we are focused on

advancing human and societal health and well-being – in our community and around the world¹.

The University’s [Institutional Priorities and Strategic Framework 2021-2024](#) sets out five key priorities:

- **Inclusive Excellence.** Aspire to embed an inclusive approach that intentionally engages and respects a diversity of peoples, perspectives, and ways of knowing, in everything we do.
- **Teaching and Learning.** Further advance and support innovation in teaching and learning, within and beyond the classroom, and across disciplines and Faculties, to elevate teaching as a professional discipline, and equip our students with the knowledge and skills needed to make a transformative impact on our world.
- **Research and Scholarship.** Be the go-to place for world-class researchers and collaborators who share our values and commitment to working together across disciplines, sectors, and borders to develop knowledge, tackle global issues, and advance human understanding.
- **Engaging Local, National, Indigenous, and Global Communities.** Further develop and expand our network of longstanding and respectful partnerships with communities, partners, research collaborators, and supporters for the benefit of all.
- **Operational Excellence.** Enable the administrative operations of the University to most effectively support the institutional vision and aspirations of our community of researchers, scholars, teachers, and learners. Included within this broader strategic priority of operational excellence is the objective to cultivate human potential through activities to support an engaged and inclusive campus community that attracts, retains, and supports the high-calibre, diverse talent needed to deliver the University’s strategy.

All of our collective efforts at the University, including our negotiations on total compensation provisions, should align to support these five priority areas. For the purposes of our discussions, we highlight several important focus points that impact our ability to attract, retain, and support the highest calibre faculty members:

Our Commitment to Inclusive Excellence

While we continue on our journey, we are honoured that McMaster University has been recognized in 2021 as one of [Canada’s Best Diversity Employers](#) for the third consecutive year.²

¹ [Home - Office of the President \(mcmaster.ca\)](#)

² [McMaster recognized as top Diversity Employer – Daily News](#)

In support of its strategic commitment to inclusive excellence, the University has a robust **Equity, Diversity and Inclusion (EDI) Strategy and Action Plan**, which includes the following 6 key objectives:

1. enhancing campus-wide understanding and efficacy
2. enhancing data-informed and evidence-based planning and practice
3. improving inclusivity of curriculum and scholarship
4. enhancing inclusive leadership capabilities
5. enhancing support, consultation and engagement of historically underrepresented and underserved students, faculty and staff; and
6. enhancing recruitment and retention of historically underrepresented students, faculty, and staff.

Specific actions relating to faculty members have been undertaken toward achievement of these EDI objectives, including:

- significant revision and implementation of the Policy on Recruitment and Selection of Faculty Members (SPS A1) in 2020, to enable meritocratic, fair, inclusive, and equitable consideration of prospective applicants for faculty appointments throughout the search process;
- 2021 Employment Equity Census is in progress, to ensure we have current and reliable data to support the University's commitment to enhancing employment equity and inclusive excellence. All employees are invited to participate in our Diversity Counts Census. All applicants for faculty roles are invited to self-identify through an Applicant Diversity survey in the faculty recruitment process to help us ensure our hiring and selection processes are equitable and inclusive;
- training of 244 facilitators across campus to support faculty and staff search committees with an employment equity and inclusive excellence focus;
- ongoing collaboration between the Faculties, the Office of Equity and Inclusion, the Office of Research Services, and Human Resources Services to implement McMaster's Canada Research Chair (CRC) Equity, Diversity and Inclusion Action Plan;
- a Black Academic Excellence hiring initiative (Faculty Recruitment), hiring 12 emerging and established academics and scholars who will contribute to the advancement of Black academic excellence across all six Faculties;

- and regular review and analysis of faculty salaries to ensure gender equity. The most recent review, conducted by the Office of Institutional Research and Analysis³, found that any gap in pay for MUFA faculty as of October 1, 2019, may not be attributed to gender, and that the adjustment to the base salary of each female faculty member made in 2015 resolved the influence of gender on gaps in pay for full-time MUFA faculty.

Under the leadership of the Indigenous Education Council and the McMaster Indigenous Research Institute, the **Indigenous Strategic Directions** has also been released in 2021, with the aim of “increasing the visibility and value of Indigenous cultural relevance and andragogy at every level of the University with an enduring commitment to a culturally safe campus for Indigenous student, staff, and scholars”.⁴

Our Commitment to Research Excellence

In 2020, McMaster University was named Canada’s most research-intensive University in the annual ranking of the country’s Top 50 Research Universities for the fourth consecutive year, as well as a leader among our peers in the amount of research funding attracted by the private sector.⁵

McMaster’s [Strategic Research Plan](#) sets out a vision to take our institution’s research excellence to an even higher level and states that, “Our rankings and our reputation are built on the strength of our researchers who work collaboratively across disciplines. This interdisciplinary approach to research is an integral part of our culture and is a hallmark of our research brand. We consider our size – large enough to attract some of the world’s best researchers, yet small enough to maintain a collegial and collaborative research environment – a strategic advantage that differentiates us from our peers and positions us to tackle some of the most complex challenges of our time.”

The strength of this interdisciplinary approach to research is perhaps more evident now than ever before, with the launch of [Canada’s Global Nexus for Pandemics and Biological Threats](#) in 2020. McMaster researchers across diverse fields of expertise rapidly mobilized to deliver on more than 100 COVID-19 related research projects, leveraging vast international networks. These experts were awarded more than \$20 million in COVID-19 Rapid Research funding representing more than a quarter of the funds allocated in the national competition⁶.

The launch of the **Brighter World: IMAGINING INNOVATION & IMPACT**, fundraising initiative with the initial focus on *Canada’s Global Nexus for Pandemics and Biological Threats*, in which all six Faculties are involved, provides a

³ Source: Update on Gender Equity in MUFA Faculty Salaries Analysis, page 1

⁴ Source: Indigenous Strategic Directions (https://indigenous.mcmaster.ca/documents/mcmaster_indigenousstrategicdirections-final-copy.pdf), page 1

⁵ [McMaster named Canada’s most research-intensive university for the fourth year in a row – Daily News](#)

⁶ <https://brighterworld.mcmaster.ca/articles/mcmaster-to-create-and-lead-new-international-nexus-for-pandemics-and-biological-threats/>

path to focus our revenue-generation efforts in support of our researchers and demonstrate the global impact of the work undertaken in labs, libraries, and offices across our campus and with our partners. As the fundraising plan evolves, additional areas of focus are being developed that encompass areas across the university.

Our Commitment to Excellence as an Employer

We are pleased that McMaster has received recognition for the 7th consecutive year as one of [Hamilton-Niagara's Top Employers](#) in Canada's Top 100 Employer competition. McMaster University has also been recognized as a great employer in 2021 by [Excellence Canada's Great Employer Award](#), for our planning and actions to foster a physically and psychologically safe and healthy workplace.

McMaster offers competitive total rewards to recruit and retain the best and the brightest faculty members. A brief summary of key highlights of the total rewards package for faculty members is included as **Appendix A**. The supports provided to faculty members at McMaster aim to foster overall health and wellness and include:

- [COVID-19 Health and Safety Protocols, Training, and Guidance](#)
- [Extended Health and Dental Plans](#), including \$3000 annual coverage for mental health practitioner services for every faculty member and each of their eligible dependents
- [Salary Continuance](#) and [Long Term Disability](#) coverage
- [Pension Plan](#) participation
- [Post-Retirement Benefits](#)
- [Tuition Assistance](#) for personal continued lifelong learning
- [Tuition Bursary](#) for dependents enrolled at McMaster University and [External Tuition Bursary](#) for dependents enrolled at other accredited Canadian colleges or universities
- [Child Care Allowance](#) for faculty members who have dependent children under the age of 7
- [Emergency Travel Assistance](#)
- [Group Life Insurance and Optional Life Insurance](#)
- [Optional Accidental Death & Dismemberment Insurance](#)
- [Pregnancy & Parental Leave Supplemental Unemployment Benefits](#) for a combined total of up to 30 weeks of financial benefits at 95% of regular salary, less Employment Insurance benefits
- [Professional Development Allowance](#)
- [Employee Family Assistance Program](#)
- [Mental Health Resources and Training](#)
- [Workplace Accommodation Policy](#) and [Guidelines](#)
- [Employment Equity Policy](#) and [Framework](#)

MENTAL HEALTH and WELL-BEING

The global pandemic has had a significant impact on the health and well-being of society. While research continues to explore and understand the long-term effects of this impact, we have the benefit of emerging data directly relating to our own McMaster community of faculty and staff. Some of the results of this work is summarized below and indicates there is an acute need for action to support the overall well-being of our community.

Longitudinal In Hamilton COVID-19 Study

A longitudinal study conducted by McMaster researchers⁷ examined the mental health trajectories and the pandemic-related stressors and coping strategies associated with changes in depressive symptoms in a sample of 579 McMaster University employees during the initial lockdown and after the re-opening following the first wave of the COVID-19 pandemic in Canada (between April – November 2020).⁸ The results showed,

“Two distinct trajectories of change with 66.2% of participants displaying low-consistent patterns of depressive symptoms, and 33.8% of participants displaying high-increasing depressive symptom patterns. COVID-19 pandemic-related experiences including health concerns, caregiving burden, and lack of access to resources were associated with worsening of the depressive symptom trajectories. Frequent use of dysfunctional coping strategies and less frequent use of emotion-focused coping strategies were associated with the high and increasing depressive symptom pattern⁹.” and concluded, “The negative mental health impacts of the COVID-19 pandemic and related stressors may persist even after the number of infections drop and restrictions are lifted. Therefore, it is essential to promote emotion-focused strategies and programs that develop awareness, alleviate the depressive symptoms, and promote mental health of working adult¹⁰”.

Impact of COVID-19 on Faculty and Research Staff at McMaster University

Dr. Marisa Young, Associate Professor in the Department of Sociology and a Canada Research Chair, led a study funded by the University’s Vice-President Research, which focused on the [Impact of COVID-19 on Faculty and Research Staff at McMaster University](#). The results of this study were published in October 2021, and

⁷ Divya Joshi, Andrea Gonzalez, Lauren Griffith, Laura Duncan, Harriet MacMillan, Melissa Kimber, Brenda Vrkljan, James MacKillop, Marla Beauchamp, Nick Kates, and Parminder Raina

⁸ [Trajectories of depressive symptoms \(McMaster employee Study\).pdf](#)

⁹⁹ [Trajectories of depressive symptoms \(McMaster employee Study\).pdf](#), page 1

¹⁰ [Trajectories of depressive symptoms \(McMaster employee Study\).pdf](#), page 8

highlighted the following¹¹:

1. Productivity declined among McMaster faculty and research staff due to the pandemic; early career researchers, women, and parents experienced the greater declines.
2. Many respondents reported that they experienced greater work, family and community stressors compared to before the pandemic.
3. The exposure and mental health vulnerability to stressors was not equally distributed. Women were more likely than men to report these outcomes, and the subgroup of mothers in the sample reported that they experienced more stressors and mental health symptoms than did the subgroup of fathers. The study also found impacts based on race, ethnicity, nationality, inter/national status, and socioeconomic status, and concluded that,
“The pandemic intensified inequities that were already prevalent in the academy. Moving forward, the university should use the pandemic as an opportunity to address and review these inequities, especially considering how provided supports will be distributed among faculty and research staff in a way that accounts for these disparities¹²”.

Further, the study found that the health and well-being of participants were negatively impacted by the increased suffering in student mental health and recommends that “we need to consider the overall pulse of the mental health among all members of our university and recognize that to have a healthy work environment we must address the needs across students, faculty, and staff”.

The study provided the following summary of the participant’s suggestions for solutions to the impacts they have experienced due to COVID-19¹³:

¹¹ https://socialsciences.mcmaster.ca/advanced-research-on-mental-health-and-society/research/young-et-al- final-report_ web.pdf

¹² https://socialsciences.mcmaster.ca/advanced-research-on-mental-health-and-society/research/young-et-al- final-report_ web.pdf, page 25

¹³ [young-et-al- final-report_ web.pdf \(mcmaster.ca\)](#), page 21

Financial Compensation	Time and Flexibility	Long-Term Merit Impacts	Rebuilding Community
Flexible PDA spending	Course releases for all faculty	Evaluating merit in ways that account for COVID-19 impacts for years to come	Distributing COVID-19 supports with equity as a priority
Salary boosts and bonuses (that take into account inflation)	Delaying the tenure and promotion clock	Crediting teaching, community engagement, creative work, committee work, EDI work in CP/M	Ensuring that nobody who needs support gets “left behind”
Guaranteed funding for lost research	Allowing for flexible at-home work and meeting arrangements going forward	Reconsidering CP/M as a valuable method of measuring merit and productivity	Supporting graduate students going forward with the burdens of financial and emotional care
Proactive pay equity	More teaching and administrative support		Prioritizing faculty mental health through top-down, accessible solutions and resources
Reimbursements for expenses over the pandemic	Offering research leaves without any other duties		
Reimbursement for immigration fees and expenses for non-Canadian faculty and staff	for those who had their research programs disrupted		

McMaster Okanagan Committee: Mental Health & Well-Being Task Force

Throughout 2021, a Mental Health & Well-Being Task Force (MHWBTF) was appointed by the McMaster Okanagan Committee to consider mental health issues facing McMaster students, faculty and staff in the pandemic and beyond. The Task Force recommended, and senior leadership has adopted, the following aspirational statement as it relates to mental health and well-being¹⁴:

A psychologically healthy, inclusive, and accessible university which promotes and supports the mental health and well-being of every student, staff and faculty member in all of its activities and creates the conditions for all to flourish

The Task Force submitted its report in August 2021, and its findings and broader recommendations are being considered by the McMaster Okanagan Committee and senior leadership.

Areas of Focus to Further Support Mental Health & Well-Being for MUFA Members

Over the last several rounds of negotiations, we have focused on implementing or improving benefits in support of health, well-being, and to enable full and inclusive participation in the workforce. For the purposes of our discussions, and in light of the emerging research, we would like to focus this round of discussions on the following provisions:

1. Mental Health Practitioner Benefits
2. Virtual Access to Health Care and Mental Health Supports

¹⁴ Okanagan Mental Health and Well-being Task Force: Immediate & Short-term Recommendations, page 5.

3. Pregnancy and Parental Leave Supplemental Unemployment Benefits

Mental Health Practitioner Benefits

Currently, each benefit year MUFA members have access to \$3000 in mental health benefits for themselves and each of their eligible dependents¹⁵. This benefit covers 100% of the costs up to the combined maximum of \$3000 per person per benefit year for services provided by licensed psychologists, social workers who are registered with the appropriate provincial regulatory body, or licensed psychotherapists, or psychotherapists who are active members of a provincial association approved by Sun Life.

In the July 1, 2020, – June 30, 2021, benefit year, there were 2048 claims submitted by MUFA members under this benefit across 224 claimants, representing a 67.4% increase in utilization over the 2019-2020 benefit year. Of those claims, 30.5% were for psychotherapists, 41% were for social workers, and 28.5% were for psychologists; 45% of the claim costs were for faculty members and 55% were for their dependents. There were 26 claimants (14 faculty members and 12 dependents) who reached the maximum claim limit of \$3000.

These metrics are a strong indication that the mental health practitioner benefits are important to, and valued by, MUFA members. We are aware that access to mental health care in the community is a challenge currently, as practitioners struggle to meet the significant increase in demand across society. Accordingly, we see benefit in expanding the list of approved practitioners within the existing mental health benefits provisions, and will propose adding licensed psychoanalysts, registered clinical counsellors and licensed marriage and family therapists. This proposal is made with a view to ensuring inclusive and equitable access to care; on the same principle, we also propose removing the existing provision for Christian Science Practitioner benefits and note that there have been no claims submitted under this provision.

Virtual Access to Health Care

We would like to enable easy, inclusive and equitable access to health care for MUFA members. We will advance a proposal to introduce Virtual Health Care to the suite of Extended Health benefits currently provided. Our current service provider estimates that about 70% of walk-in clinic cases are suitable for treatment through virtual health care. With a virtual walk-in-clinic, which is available 24/7, faculty members and their dependents will be able to:

- Chat virtually with a nurse or doctor about physical or mental health;
- Receive a diagnosis; and
- Receive a prescription

¹⁵ [Microsoft Word - 10334-121-EBOOK-A001V246.doc \(mcmaster.ca\)](#), page 24

Pregnancy & Parental Leave Supplemental Unemployment Benefit

In the last round of discussions, we agreed to introduce a program to enable a combined total of up to 30 weeks' Supplemental Unemployment Benefit (SUB) for the combination of pregnancy and parental leaves. There is a challenge with the existing benefit structure because the pregnancy SUB is for up to 11 weeks, while pregnancy leave can be taken for up to 17 weeks – so there is potentially a 6-week gap in SUB. To address this issue, and to ensure we were not inadvertently creating an adverse impact for pregnant employees who also chose to take a parental leave, last round we created an option where a faculty member on a pregnancy leave can elect to receive an advance of their parental leave SUB to close the gap in benefits during their pregnancy leave. The result is an administratively complex and cumbersome process that is difficult to understand and explain.

We would like to simplify this process and to ensure pregnant faculty members are well supported and cared for, particularly in light of the findings of the research summarized above. We will be advancing a proposal to increase the maximum pregnancy leave SUB from **11 weeks to 17 weeks**, and accordingly the maximum total combined pregnancy and parental leaves SUB from **30 weeks to 36 weeks**, which will enable us to simplify the [Pregnancy/Parental Leave Policy](#).

Employee & Family Assistance Program (EFAP)

The EFAP is available to all faculty members and their dependents and offers supports in various formats across an extensive array of topics that affect overall health and well-being. The services are provided through Homewood Health and include in-person, virtual, and online resources, in addition to many health promotion sessions coordinated through Human Resources Services. The contract with Homewood Health expires in 2022; we will be engaging in a comprehensive consultation with groups across campus in preparation for a Request for Proposal process to ensure the EFAP program is structured in a way that best meets the evolving needs of our staff and faculty members.

OUR FISCAL REALITY

McMaster University's [Annual Financial Report, 2020-2021](#) provides a comprehensive review of the University's financial state, with a significant theme on sustainability in recognition that the global climate crisis and environmentally balanced economics are of critical importance in our strategic financial planning. In summary, 2020-2021 was a favourable year for the University, with a consolidated surplus of \$232 million, driven by extraordinary investment income and increased tuition revenue mainly enrolment related.

Tuition revenue was higher than planned because the University extended more offers of admission, in anticipation that we would see increased levels of enrolment deferral due to the pandemic. The actual result was a higher number of admission acceptances without the anticipated increase in enrolment deferrals, resulting in over-enrolled domestic participation in excess of provincial domestic enrolment caps, and consequently \$22 million in unfunded operating grants for domestic student support. The MCU’s corridor funding model holds grants for domestic undergraduate enrolment at 2016/17 levels and allows universities to be plus or minus 3.0% of the enrolment funding mid-point, and so our domestic offers will be adjusted over the coming years to ensure alignment with provincial funding levels. Increases to tuition remain at 0% for domestic in-province students with new allowances (as of 2021-22) of up to 3% for only domestic out-of-province students.

The Province of Ontario remains committed to implementing a performance-based funding model for colleges and universities, focused on three key priorities: skills & job outcomes, economic & community impact, and productivity, accountability & transparency. The renewed [Strategic Mandate Agreement \(SMA3\)](#) with the province provides the framework against which the University will be assessed, and outlines McMaster’s goals and plans for strategic priorities, growth and metrics from 2020 to 2025. The government, however, has communicated that “given the uncertainty regarding future impacts of the COVID-19 outbreak on the SMA3 metrics, the Ministry will delay the planned activation of performance-based funding for two years --Year 1 (2020-21) and Year 2 (2021- 22) of SMA3”¹⁶.

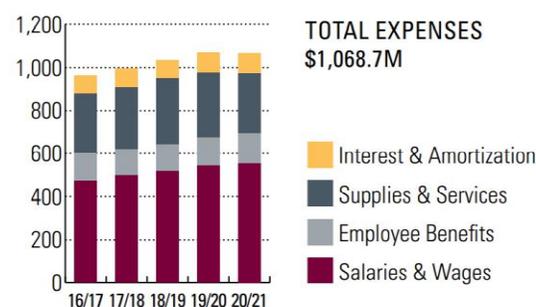
Compensation and Benefits Costs

Current Salary and Employee Benefits Expenses

In 2020-2021, total compensation (salary and wages + benefit costs) accounted for 64.9% of the University’s total expenditures, as illustrated in this summary table from the Annual Financial Report¹⁷:

TOTAL EXPENSES

- Expenses remained relatively flat at \$1,068.7 million compared to \$1,068.9 million in the prior year.
- Salaries and wages increased by \$7.1 million (1.3%) due to the planned faculty and staff hires to support increased enrolment and due to negotiated pay increases.
- Employee benefits increased by \$10.2 million (7.7%) primarily due to increased current service and finance costs for pensions.
- Supplies and services decreased by \$21.9 million (-7.3%) primarily due to pandemic-related travel restrictions and temporary operational closures.



Employee Benefits expenses include statutory benefit costs, other current benefit costs, and accruals for pension and other non-pension benefits (primarily medical benefits and dental care) that are earned in relation

¹⁶ [McMaster-SMA3-Agreement-August-31-2020-SIGNED-FINAL.pdf](#), page 2

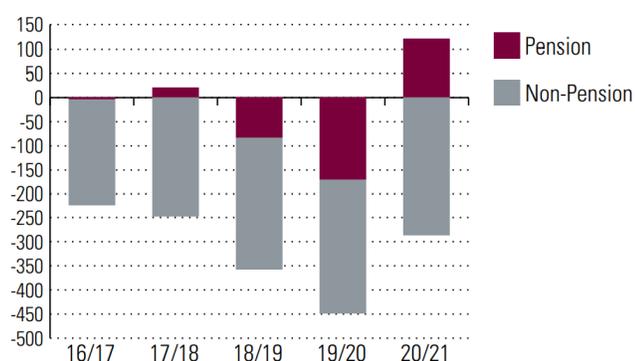
¹⁷ [FS_AFR_2021_NOV2.pdf \(mcmaster.ca\)](#), page 10

to service in the current year. In addition to the current Employee Benefits expenses, the University must also plan for the unfunded future liability of benefits costs relating to the defined benefit pension plans and post-retirement benefits (extended health, dental, and life insurance coverage in retirement).

Unfunded Pension and Post-Retirement Benefits Liability

As illustrated in the graph below from the Annual Financial Report, the unfunded liability of pension and post-retirement benefits continue to represent a significant liability for the University¹⁸. In 2020/21, the pension liability decreased by \$278.5 million (-62.1%) to \$169.9 million, and the post-retirement benefits (non-pension benefits) liability increased by \$10.1 million (3.6%) to \$287.3 million. The current year’s strong performance enabled extra one-time payments of \$45.0 million into the post-retirement benefit reserve to support McMaster’s commitment to fund this obligation net of employee contributions, however, it is important to note that the obligation remains only 70% funded, with a funding deficiency of \$81.9 million.

Figure 4: NET POST RETIREMENT (UNFUNDED OBLIGATIONS)/SURPLUS \$ Millions



McMaster deploys a cost-smoothing approach for charging benefit expenses to faculties and departments. Benefit costs are monitored and projected over three to ten years with an employer departmental benefit rate charged at a smoothed average rate approximating 30.0% of associated salaries each year, although annual benefit cash outflows can vary year over year.

The University must continue to design and implement cost-balancing strategies to manage these unfunded liabilities, which continues to increase as a result of individuals living longer and can also fluctuate from year to year due to changes in market interest rates.

Changes have been made to accounting rules relating to financial reporting of employee future benefits (Section 3462/3463, Reporting Employee Future Benefits by Not-for-Profit Organizations, in the CPA Canada Handbook). In accordance with these rules, the University must have a contractual requirement to fund this obligation, net of employee contributions, to be permitted to use the “funding basis” for reporting which measures the assets based on how the funds are invested. Where this employer commitment is not included in agreements with employees the benefit obligation must be measured using the “accounting basis” for reporting, which relies upon a different methodology using a provincial discount rate rather than how funds are invested. The defined

¹⁸ [FS_AFR_2021_NOV2.pdf \(mcmaster.ca\)](#), page 17

benefit plans have the employer obligation in agreed language with employee groups, however the post-retirement benefit obligation does not. Adopting two measurement approaches, the funding approach for payment requirements legislatively required by the Financial Services Regulatory Authority and the accounting approach for annual financial statement reporting adds cost to obtain two actuarial measures and adds complexity to communications explaining two different sets of numbers.

Accordingly, we will seek MUFA's agreement to contractual language that will preserve the funding basis for reporting the University's non-pension post-retirement benefit obligation in accordance with CPA Canada reporting rules.

PENSION and POST-RETIREMENT BENEFITS

The Salaried Pension Plan

MUFA faculty members participate in the Contributory Pension Plan for Salaried Employees of McMaster University Including McMaster Divinity College 2000 (the "Plan"), which is a defined benefit pension plan. McMaster filed an early full valuation for its Plan in July 1, 2018, in order to adopt the new legislative changes to the Pension Act. The new rules introduced a Provision for Adverse Deviations (PfAD) which is required to be funded as a percentage of going concern liabilities based on the allocation of invested assets and whether the plan is defined as "open" or "closed". Initially, McMaster's Plan was defined as "closed" because it is only open to certain segments of employees rather than all the segments it originally supported. Since filing the 2018 valuation, the definition of a "closed" plan has changed and the Plan is now under an "open" plan definition, which will reduce the PfAD liability going forward. A full valuation of the Plan is being completed effective July 1, 2021, and will be approved by the Board of Governors in March of 2022.

Of note, Queen's University, University of Guelph, and University of Toronto are the founding universities of the University Pension Plan (UPP), a jointly sponsored pension plan that brought together the five pension plans of these universities and came into effect July 1, 2021¹⁹. In March 2021, Trent University announced that it would also be joining the UPP. The UPP is a contributory defined benefit pension plan and, as designed, is more expensive than McMaster's current pension plans. We will continue to monitor the UPP developments in the event it becomes a viable option to consider in the future.

Enhancements to the Canada Pension Plan ("CPP")

The Canada Pension Plan (CPP) is a contributory pension plan with the objective of providing a basic level of income replacement for all Canadian workers at retirement. The CPP enhancements result in both faculty

¹⁹ [Home - UPP University Pension Plan \(myupp.ca\)](http://myupp.ca)

members and the University contributing more to CPP and will provide for enhanced CPP benefits in the future. Prior to the CPP enhancements, which are being phased in during the period of 2019-2025, the base CPP provided a maximum income replacement at age 65 of 25% of the Yearly Maximum Pensionable Earnings (“YMPE”)²⁰ for a member who contributed throughout their working life. Once fully implemented in 2025, the enhancements will see:

- the introduction of a second pensionable earnings ceiling, the Yearly Additional Maximum Earnings (“YAMPE”), which will be 14% above the YMPE, and
- an increase in the CPP benefit from 25% to 33% of pensionable earnings earned after 2019.

The schedule for CPP contribution rate increases for both faculty members and the University is as follows:

Effective Date	Contribution up to the YMPE		Contribution Above YMPE and up to the YAMPE ²¹	
	Employee	University	Employee	University
Pre-January 2019	4.95%	4.95%	n/a	n/a
January 1, 2019	5.10%	5.10%	n/a	n/a
January 1, 2020	5.25%	5.25%	n/a	n/a
January 1, 2021	5.45%	5.45%	n/a	n/a
January 1, 2022	5.70%	5.70%	n/a	n/a
January 1, 2023	5.95%	5.95%	n/a	n/a
January 1, 2024	5.95%	5.95%	4%	4%
January 1, 2025	5.95%	5.95%	4%	4%

University and MUFA Working Group on Pension

During the last round of discussions, MUFA and the University agreed to establish a Working Group on Pension with a mandate to review the issues of integration with CPP given the CPP enhancements, and the approach to indexation of Plan benefits.

Impact of CPP on the Salaried Pension Plans

McMaster’s defined benefit pension plans are currently built on the CPP maximum pensionable earnings structure:

- Plan benefits are 1.4% of earnings up to YMPE and 2% above YMPE

²⁰ Year’s Maximum Pensionable Earnings (2021 = \$61,600)

²¹ Year’s Additional Maximum Pensionable Earnings (YAMPE) will be introduced in 2024, and will be 7% above the YMPE. In 2025, the YAMPE will increase to 14% above the YMPE.

- Member contributions are 8% of earnings up to YMPE and 11% above YMPE (capped based on Maximum Annual Salary²²)

The enhanced CPP provisions brought into question whether the design of the Salaried Plans required adjustment to integrate differently with CPP. The Working Group carefully considered this issue and compared the current plan design with two alternative models of CPP integration²³:

1. “YAMPE only” integration

- Plan benefits change to 1.4% of earnings up to **YAMPE** and 2% above **YAMPE**
- Member contributions change to 8% of earnings up to **YAMPE** and 11% above **YAMPE** (Maximum Annual Salary methodology remains the same)

2. “Full” integration of the benefits

- Plan benefits change to 1.2% of earnings up to **YAMPE** and 2% above **YAMPE**
- Member contributions change to 8% of earnings up to **YAMPE** and 11% above **YAMPE** (Maximum Annual Salary methodology remains the same)

The Working Group concluded that integration impacts individuals differently, depending on whether their pension benefit is projected to be below or above the Income Tax Act maximum pension amount:

- For employees with a pension benefit projected to be below the ITA maximum pension amount:
 - “YAMPE only” integration results in a marginally lower benefit from the Salaried Plans, but a higher overall income replacement at retirement compared to income prior to the CPP enhancements
 - “Full” integration results in a lower benefit from the Salaried Plans, but maintains the same overall income replacement at retirement compared to income prior to the CPP enhancements, because the increase in CPP income is offset by the decrease in the Salaried Plans’ income

²² The Maximum Annual Salary in 2021 is \$180,758

²³ Administration-MUFA Working Group on Pension: Report on Findings, August 10, 2020, page 2

- For employees with a pension benefit projected above the ITA maximum pension amount:
 - The integration for both approaches have no impact on the benefit they receive from the Salaried Plans, since they would be over the ITA limit and therefore receive the same benefit as prior to the CPP enhancements
 - For both approaches, their total income replacement at retirement would be higher overall compared to income prior to the CPP enhancements

Given that MUFA members would receive higher total income replacement overall, while lowering the costs to employees and lowering the University's costs by an estimated \$3.3 million annually as it relates to MUFA members, the Working Group has recommended moving forward with "Full" integration of the Salaried Plans and employee contributions with the CPP effective January 1, 2025, as follows:

- Plan benefits change to 1.2% of earnings up to **YAMPE** and 2% above **YAMPE**
- Member contributions change to 8% of earnings up to **YAMPE** and 11% above **YAMPE** (Maximum Annual Salary methodology remains the same)

Through our joint discussions, we would like to review these findings and recommendations of the Working Group and consider the impact of making changes to the Salaried Plans for MUFA in isolation, given there are other employee group participants in these Plans. The cost and administration of system and plan design changes are significant and must be considered as we strive to advance our priorities of Operational Excellence.

Pension Indexation

The Working Group also reviewed the approach to indexation of the Salaried Plans pension benefits. Currently, an annual pension increase is provided to retirees, determined by the rate of return on investments. This is called indexation, and is determined as follows:

- If the 5-year average return on the fund is in excess of 4.5%, then that amount is used to increase the pension payments up to 100% of the CPI.
- If the excess in the fund is larger than the current CPI increase, that amount can be used to top-up the previous 3 years of increase to bring them up to 100% of CPI. This is called the supplemental pension increase.

The Working Group focused their analysis on what the impact would be in the indexing provision was adjusted to equal to 100% of the Consumer Price Index (CPI), and also considered alternate approaches to the indexation formula. The Working Group concluded that "moving to 100% indexation will significantly increase the risk

profile of the Salaried Plans. Given that the Salaried Plans are able to provide pensioners with 100% CPI in recent years based on the current pension indexation formula, it is recommended that McMaster remain with the current annual pension indexation formula by incorporating investment performance and not moving to 100% CPI.”²⁴

We accept the Working Group’s recommendation to remain with the current annual pension indexation formula and are grateful for their work and service on these important topics.

University and MUFA Working Group on Retiree Benefits

During the last round of discussions, MUFA and the University also agreed to establish a Working Group on Retiree Benefits with a view to identifying a solution to the current costs and administrative complexity of MUFA Retiree Benefits Plans.

Currently, as changes are made to the active faculty benefits plan, concomitant changes are made to create a new retiree benefit plan. The result is an increasingly complex array of retiree benefits plans that will continue to grow - for MUFA, there are currently 10 retiree plans, varying slightly by incremental modifications made through history to the active benefits plan.

The Working Group developed and recommended the following philosophy for retired faculty and senior librarians²⁵:

- Extended health and dental benefits in retirement are an important part of the total compensation package, needed for the attraction and retention of exceptional faculty and in recognition that many faculty continue to make substantial contributions in retirement;
- Plans provide protection from expenses related to catastrophic life events;
- Access to extended health and dental plans support health and well-being in retirement;
- Retirement benefits are designed to work in complement with other plans such as the Ontario Health Insurance Plan (OHIP) and the Ontario Drug Benefit (ODB) program;
- To ensure sustainability of the plans, they must be cost-effective for the university and retired faculty; and
- Retirement benefits must support inclusive excellence and accessibility.

²⁴ Administration-MUFA Working Group on Pension: Report on Findings, August 10, 2020, page 10

²⁵ Administration-MUFA Working Group on Retiree Benefits Plans: Report to Joint Committee, November 2021, page 17

While unable to reach a consensus on a recommendation, the Working Group completed a thorough analysis of the following potential strategies²⁶:

1. Retain current practice
2. Consolidate some/all of the existing retiree plans and freeze going forward
3. Retain the current plan moving forward and move away from the practice of creating new retiree plans with each change to active benefits
4. Negotiate a new plan that will be the stand-alone plan for retirees moving forward
5. Maintain the same plan for active and all retired faculty

As summarized by the Working Group in their report, we understand that MUFA is seeking to ensure that past, current, and future MUFA members' access to sufficient extended benefits is preserved after retirement. MUFA's preferred options are option 1 or 5, since these options would not lead to diminished benefits for future retirees.

The Working Group also discussed an alternate benefit strategy, which features a core benefit plan plus a Health Spending Account (HSA). The Working Group writes that,

"HSAs are becoming more common in group benefit plans and are often viewed positively as they provide additional flexibility in meeting an employee's unique benefit needs. An HSA is an employee benefit that offers reimbursement for eligible health and dental expenses that are not covered by the benefit plan and are an effective way to enhance a traditional benefit plan. HSA dollars can be used to "top up" traditional benefits by covering any out-of-pocket expenses as well as covering benefit costs not covered under the traditional plan. With an HSA, employees receive an annual contribution amount that can be used for these expenses with a set time frame that these contribution dollars can be used. Claim submission can be automated for many expenses and employees can elect auto-coordination to receive payment under their traditional plan as well as their HSA for any amount not covered. The CRA determines eligible expenses for an HSA and they are administered in accordance with the Income Tax Act. HSA contributions are tax-free to the employee and are tax-deductible for the employer."

The University is seeking to achieve long-term efficiencies and cost savings and simplify the administration of the plans while also recognizing the benefit to MUFA members and the promise to existing retirees. Having carefully considered the information summarized in the Working Group Report, our preferred approach is:

²⁶ Administration-MUFA Working Group on Retiree Benefits Plans: Report to Joint Committee, November 2021, pages 6-7

- to make improvements to the active plan as set out in our proposal included in this brief, effective July 1, 2022;
- to create and freeze a new (11th) MUFA retiree plan, inclusive of the proposed improvements, which will be applicable for all MUFA members who retire on or after July 1, 2022; and
- to establish a joint Working Group to implement a Health Spending Account to accompany the frozen retiree plan effective July 1, 2025, and to explore whether a parallel strategy may also be recommended for the active MUFA benefits plan in future. We understand that MUFA is open to considering the introduction of a Health Spending Account, and eager to be involved in the process. The Health Spending Account is intended to be cost-neutral to the value of future negotiated improvements to the active plan.

We are grateful to the Working Group for their efforts and are pleased to support adoption of their recommended philosophy on retiree benefits for MUFA members.

Protecting a Sustainable Public Sector for Future Generations Act, 2019 (“Bill 124”)

The provincial government passed [Bill 124](#) into law in November of 2019. The law requires a three-year moderation period for employees in the public sector, including MUFA members, during which the following restrictions are in place:

- increases to salary rates for a position or a class of positions cannot be more than 1% for each 12-month period of the moderation period²⁷; and
- incremental increases to existing compensation entitlements or introduction of new compensation entitlements cannot in total equal more than 1% on average for all MUFA members for each 12-month period of the moderation period²⁸.

For MUFA members, the moderation period will begin on July 1, 2022, and end on June 30, 2025²⁹. Our discussions regarding remunerations provisions for faculty members will need to result in an agreement that is compliant with Bill 124.

²⁷ [b124ra_e.pdf \(ola.org\)](#), page 5 (para 10 (1))

²⁸ [b124ra_e.pdf \(ola.org\)](#), page 5 (para 11 (1))

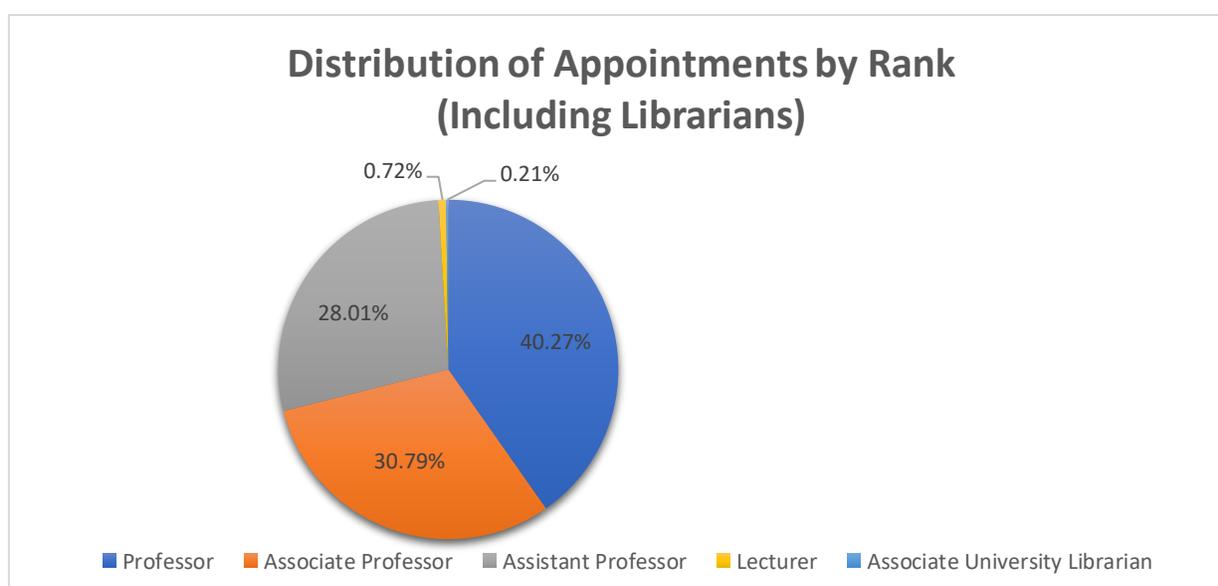
²⁹ [b124ra_e.pdf \(ola.org\)](#), page 4 (para 9 (1) 1.)

DEMOGRAPHICS AND COMPARATIVE DATA

Demographics³⁰

The total faculty count, as of November 1, 2021, was **971**. Of this number:

- 40.45% are female; 59.55% male
- The average age is 52 years
- The average years of services is 15
- The distribution of faculty members by rank is: 40.27% Professor, 30.79% Associate Professor; 28.01% Assistant Professor; 0.72% Lecturer; 0.21% Associate University Librarian



The chart below provides the faculty distribution by rank, gender, and status (full-time and part-time):

	Faculty Members	Female	Male	Another Gender Identified	Full Time	Part Time
Professor	391	106	284	1	383	8
Associate Professor	299	135	164	0	295	4
Assistant Professor	272	148	123	1	269	3
Lecturer	7	2	5	0	7	0
Associate University Librarian	2	1	1	0	2	0
Total	971	392	577	2	956	15

³⁰ Based on data extracted from the University's HRIS of current MUFA Faculty, including CAWAR and Special, (not including the Librarian positions) as of November 1, 2021

Salary Data and Comparators

McMaster University’s average projected faculty salary, excluding premiums, for 2021 is **\$176,953.66**.

Salary reflects a significant portion of the University’s cost of employing a faculty member, but salary alone does not reflect the total compensation costs attributable to a faculty appointment. McMaster University has projected that employer paid benefits will cost an average of **\$40,764** per faculty member for the period of July 1, 2021, to June 30, 2022, excluding the cost of special payments, Pension Benefits Guarantee Fund (“PBGF”) payments, and post-retirement benefits.

It is estimated that the total compensation costs for the overall faculty compliment in 2021/22 will increase by 14.41%, a cost of approximately \$27,347,110, as compared to 2018/19. While this increase can be attributed in part to a 4% increase in the number of employees, the projected average total compensation cost per faculty member in 2021/22 has increased by 9.93% as compared to 2018/19.

McMaster Faculty	Actual Costs July 1, 2021, to October 30, 2021	Projected Costs July 1, 2021, to June 30, 2022
Total Salaries & Premiums	\$61,537,568.67	\$177,573,009.07
Total Benefit, Pension* & Statutory Employer Costs	\$11,887,723.11	\$39,581,956.22
Total Compensation Cost	\$73,425,291.78	\$217,154,965.29 ³¹

*Does not include cost of pension special payments, PBGF, and post-retirement costs attributable to MUFA members.

Canadian and Ontario Universities

McMaster University is one of the six leading research-intensive universities in Ontario (the “G6”) and one of the fifteen leading research-intensive universities in Canada (“U15”).

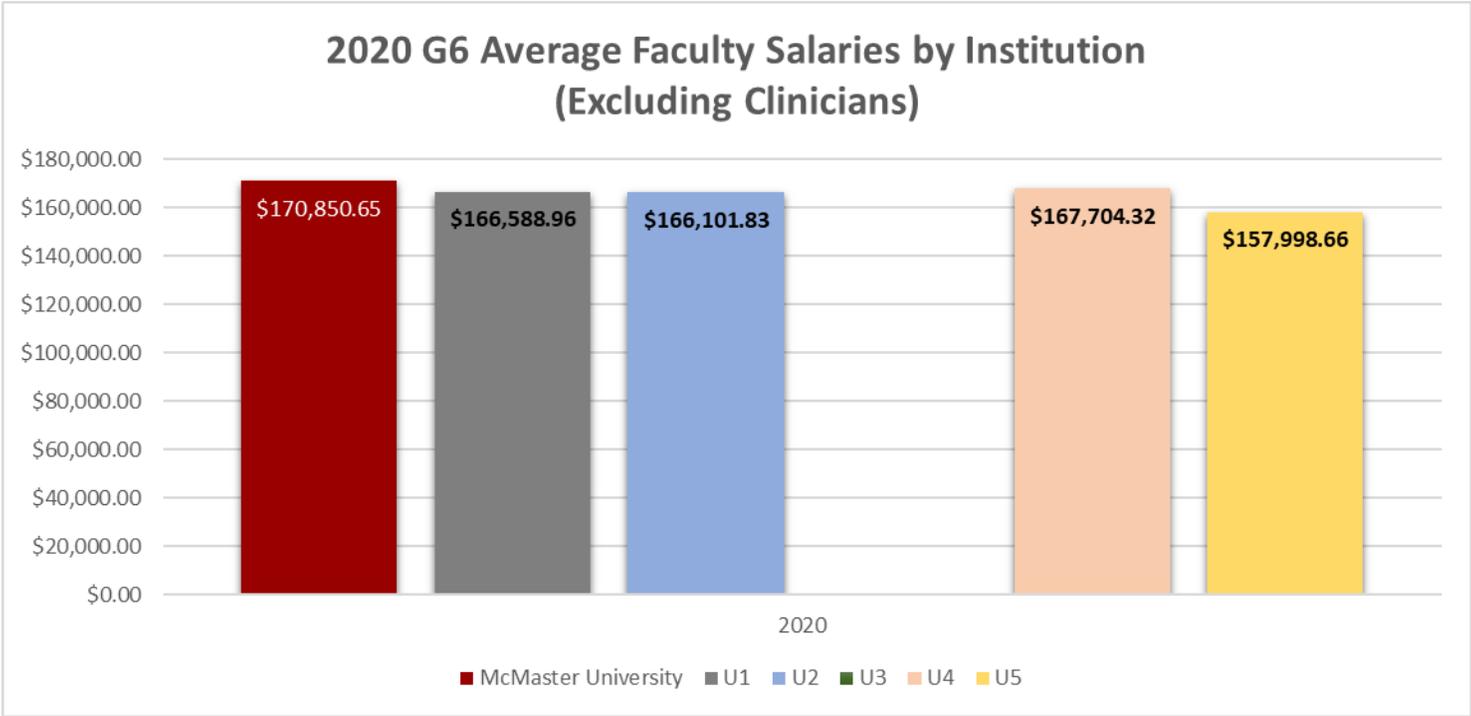
McMaster’s average faculty salary of \$170,850.65 in 2020 was 3.80% above the average (excluding McMaster) of \$164,598.44 among the G6³² universities and 12.45% above the average (excluding McMaster) of \$151,938.52 among the U15³³ universities.

³¹ Based on actual data from July 1, 2021 to October 30, 2021 and projected to June 30, 2022

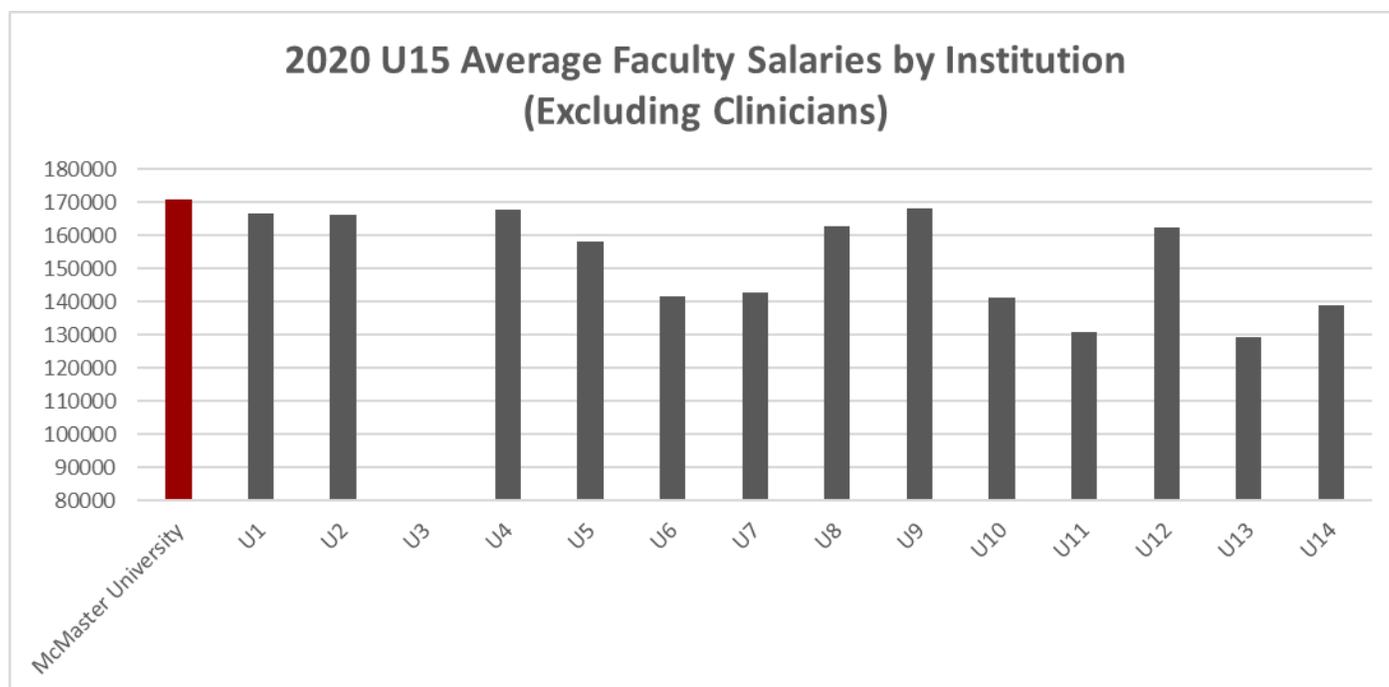
³² G6 salary information excludes data for 1 university (U3), which has not reported salary information for 2020.

³³ U15 salary information excludes data for 1 university (U3), which has not reported salary information for 2020.

McMaster University’s average faculty salary in 2020 ranked first among those who have reported 2020 salary information in both the G6 (1.88% more than the second ranked institution) and the U15.³⁴



³⁴ DataSource: IRA-U15 Data



The following chart illustrates the comparison of average salary increases (2016 compared to 2020) for the U15 and G6 institutions. Over this, McMaster University’s average faculty salary has increased 10.92% more than the average single university increase of the G6 and 48.08% more than the average single university increase for the U15.

	G6* Average Salary Increase (%) 2016 - 2020	U15** Average Salary Increase (%) 2016 - 2020
Highest Single University Average Salary Increase (%)	13.21%	13.88%
Lowest Single University Average Salary Increase (%)	7.64%	2.99%
Overall Single University Average Salary Increase (%) – Excluding McMaster	7.97%	5.97%
McMaster Average Salary Increase (%)	8.84%	

* G6 salary information excludes data for 1 university who have not reported salary information for 2020

** U15 salary information excludes data for 1 university who did not reported salary information for 2016

The following chart illustrates where McMaster University is positioned, relative to the G6 and U15, for faculty increases by rank when comparing salary increases (%) from 2016 to 2020.

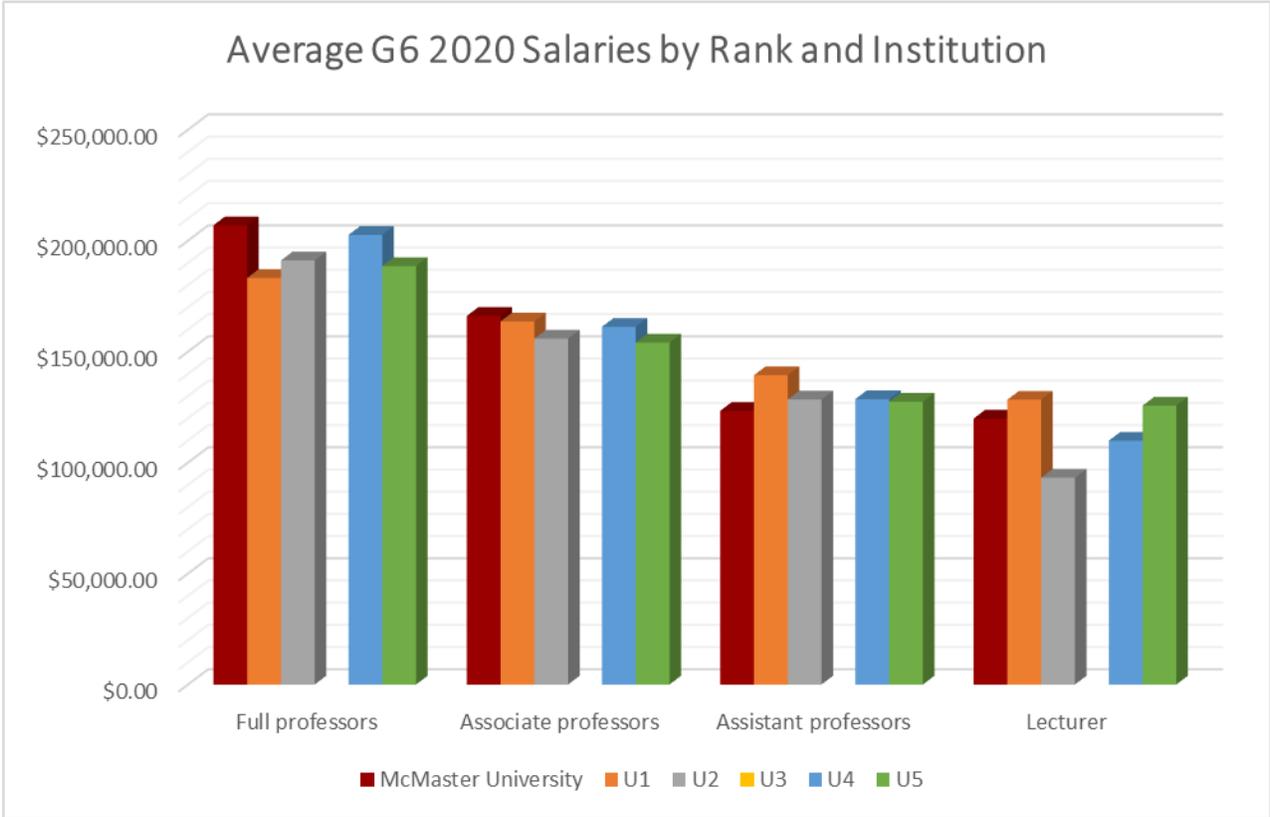
	U6* Rank Based on Salary Increase (%) 2016-2020	U15** Rank Based on Salary Increase (%) 2016 - 2020
McMaster University Ranked Order Overall	4 th out of 5	6 th out of 13
Professor	2 nd out of 5	4 th out of 13
Associate Professor	4 th out of 5	6 th out of 13
Assistant Professor	4 th out of 5	7 th out of 13
Lecturer [^]	4 th out of 5	6 th out of 12

* G6 salary information excludes data for 1 university that has not reported salary information for 2020

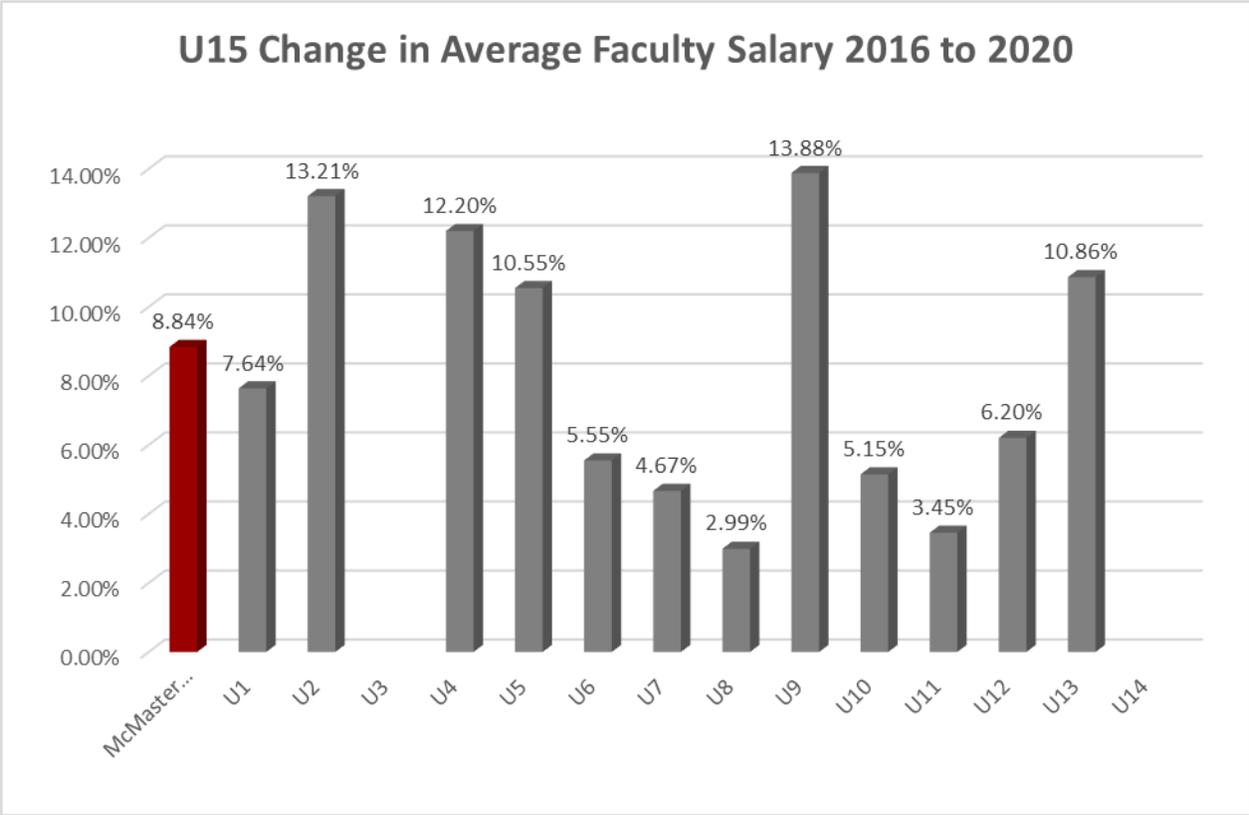
** U15 salary information excludes data for 2 universities; 1 did not report salary information for 2016 and 1 did not report salary information for 2020.

[^] One U15 university does not have a faculty rank equivalent to Lecturer.

The following chart illustrates where McMaster University’s average faculty salary by rank was in 2020 relative to the G6. While over the 4-year period noted previously, McMaster ranked 4th out of 5 overall, the following chart shows that McMaster ranks 1st out of 5 at the Professor and Associate Professor ranks; 5th out of 5 at the Assistant Professor rank; and 3rd out of 5 at the Lecturer rank.



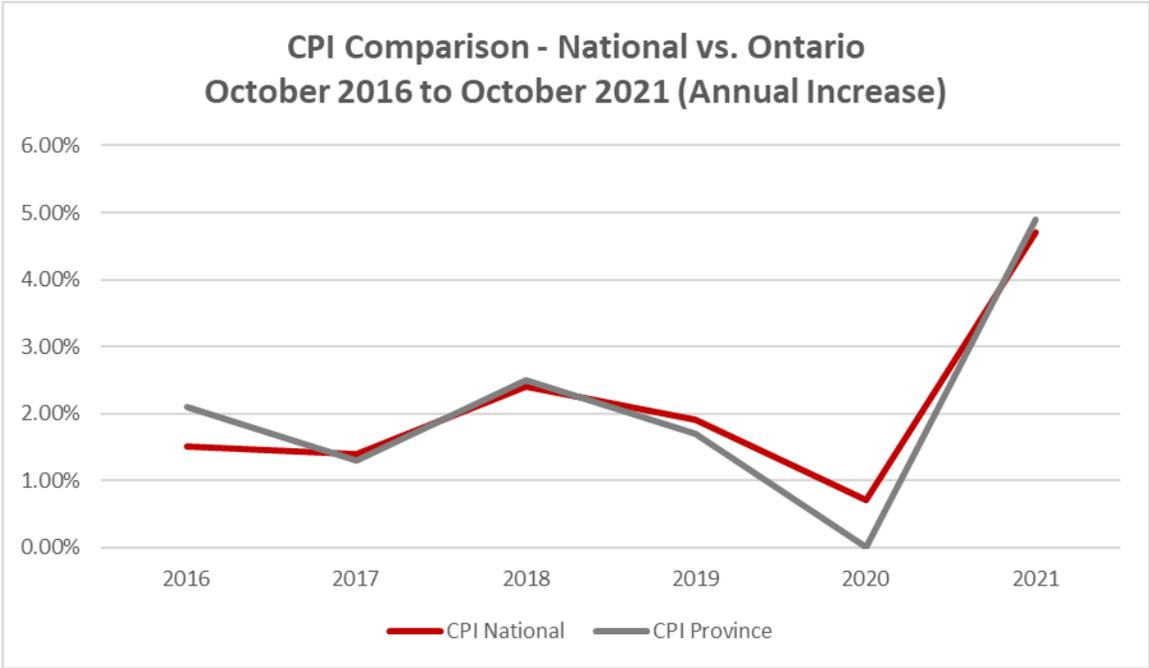
The chart below sets out the percentage change to the average faculty salary at each of the U15 universities from 2016 to 2020. Over the 4-year period, the average total faculty salary increases range from 2.99% (U8) to 13.88% (U9), with an average increase of 8.03%³⁵ (excluding McMaster University). Over this period of time, McMaster University ranked sixth in the average change in salary, 10.08% above the average (excluding McMaster University).



³⁵ DataSource: IRA-U15 Data. Excludes data for 2 universities - 1 did not report salary information 2016; 1 did not report salary information for 2020.

Consumer Price Index (CPI)

The most recent total CPI increase is 4.7% nationally and 4.9% in Ontario from October 2020 to October 2021³⁶. CPI percentage changes (year over year) for 2016 to 2021 (to October 2021) are provided in the chart below.

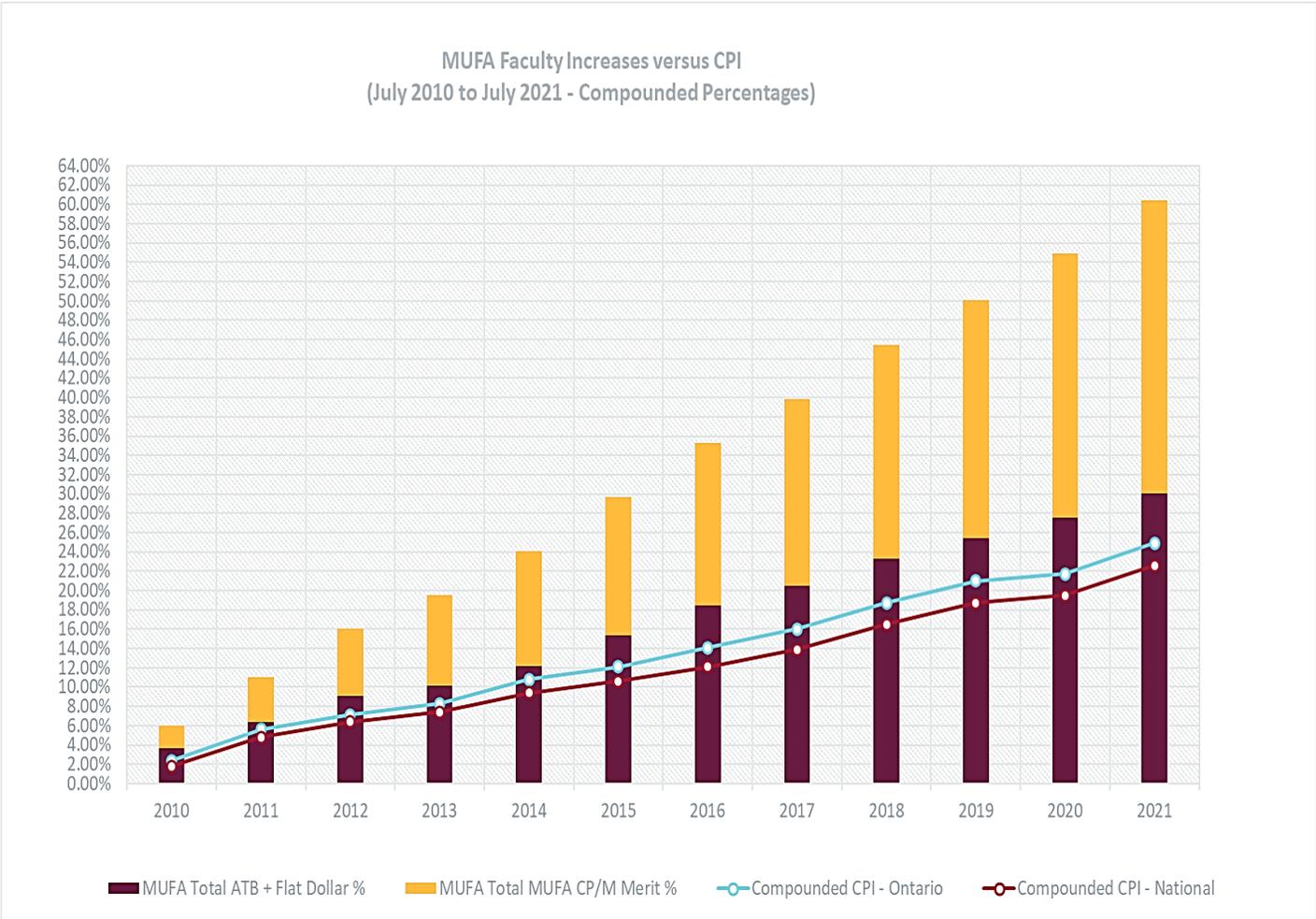


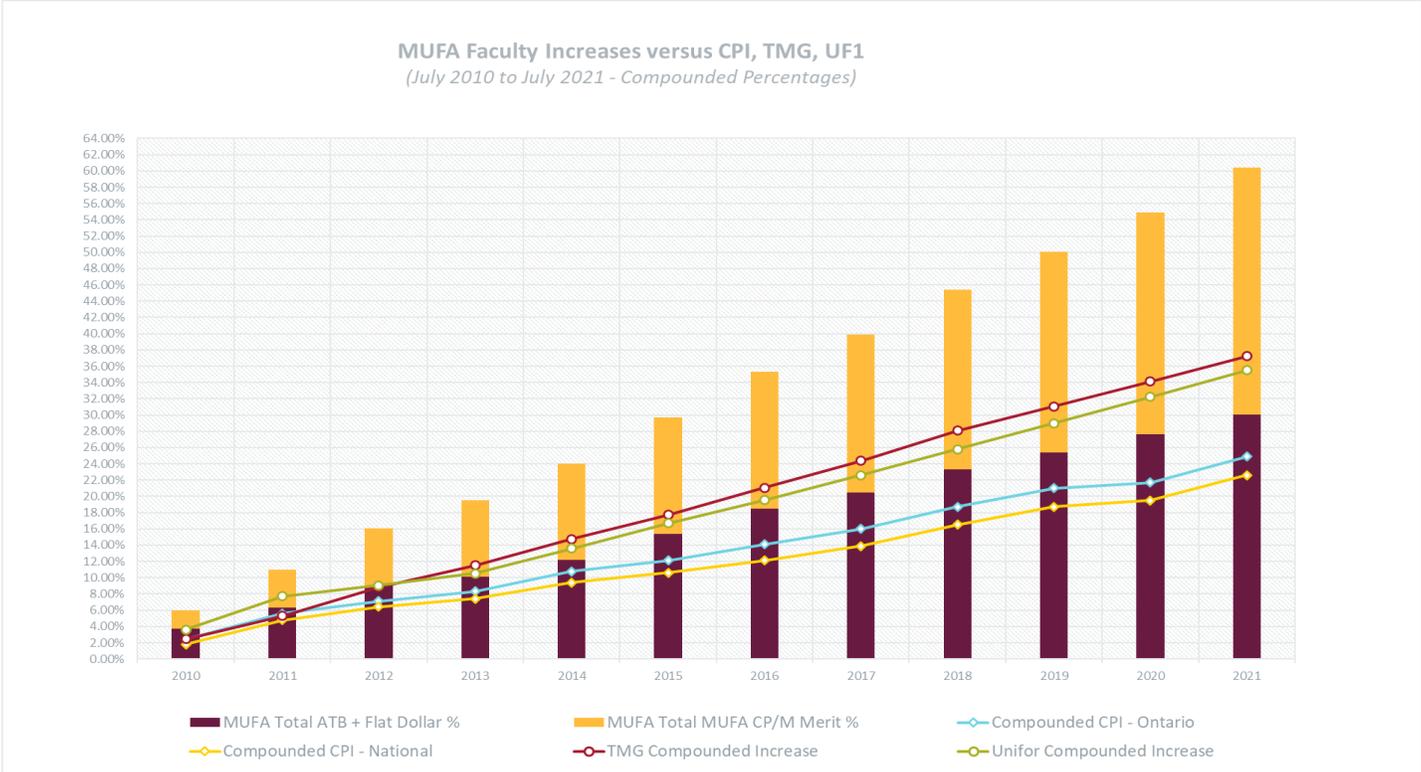
³⁶ Source: www.150.statcan.gc.ca

McMaster University Settlements

The following charts show the cumulative compounded annual salary increases for MUFA Faculty, compared to the national and Ontario CPI, over the period from July 2010 to July 2021, and the compounded annual salary increases for MUFA Faculty compared to TMG and Unifor Unit 1 (Staff) over the same period.

This information demonstrates that MUFA increases have exceeded the rate of inflation year over year and continue to significantly outpace the increases of other employee groups at McMaster.





Appendix B summarizes CP/M and recent settlements at the G6 institutions.

Appendix C summarizes salary floors and ceilings at the G6 institutions.

UNIVERSITY ADMINISTRATION'S PROPOSAL

Term

The University proposes a 3-year term, effective July 1, 2022, to June 30, 2025.

Salary

Across the Board Salary Increases ("ATB")

The Protecting a Sustainable Public Sector for Future Generations Act, 2019 ("Bill 124") restricts salary increases to no more than 1% in each year of a three-year moderation period, which for MUFA is effective from July 1, 2022, to June 30, 2025.

Accordingly, the University proposes the following ATB increases for all MUFA members:

Year 1: 1.00%, effective the first day of the first pay period following July 1, 2022

Year 2: 1.00%, effective the first day of the first pay period following July 1, 2023

Year 3: 1.00%, effective the first day of the first pay period following July 1, 2024

Salary Floors

The University proposes that salary floors and breakpoints in the CP/M scheme be adjusted to reflect a 1% increase on July 1 of each year of the term (2022, 2023, and 2024).

Benefits

The Protecting a Sustainable Public Sector for Future Generations Act, 2019 ("Bill 124") restricts improvements to existing compensation programs or implementation of new compensation programs to no more than 1% in each year of a three-year moderation period, which for MUFA is effective from July 1, 2022, to June 30, 2025.

Extended Health Plan

With an acute awareness of the impact of COVID-19 on the mental health and overall health of society and a view to enhancing the health and well-being of MUFA members and ensuring inclusive and equitable access to care, the University proposes making the following improvements to the extended health plan, within its legal restrictions under Bill 124:

- **Paramedical Services:**

Effective July 1, 2022:

- Add **licensed psychoanalysts, registered clinical counsellors, and licensed marriage and family therapists** to the existing provisions for mental health practitioners, such that the benefit is amended as follows (page 24 of the [MUFA Benefit Booklet](#)):
 - We will also cover 100% of the costs, up to a combined maximum of \$3,000 per person per benefit year for licensed psychologists, **licensed psychoanalysts, registered clinical counsellors, licensed marriage and family therapists, social workers** who are registered with the appropriate provincial regulatory body, or licensed psychotherapists, or psychotherapists who are active members of a provincial association approved by Sun Life.
- Remove existing coverage for **Christian Science Practitioner**

- **Virtual Health Care Services:**

- The University proposes adding **Virtual Health Care** to the suite of Extended Health benefits currently provided. Through a Virtual Health Care program, faculty member and their families can access a virtual “walk-in” service. This service quickly assesses medical issues and connects members and their families with the right professional, including nurses, doctors, and others. Virtual care can help resolve any condition that doesn’t require a physical exam, which is estimated to be about 70% of primary care cases. By connecting with health-care providers virtually, members and their families can get the care they need from the comfort of home (via mobile, tablet and web).

Pregnancy and Parental Leaves Policy

The existing structure of the Supplemental Unemployment Benefit (“SUB”) for pregnancy leave is a challenge, given the benefit is for a period of up to 11 weeks, while pregnancy leave can be taken for up to 17 weeks – so there is potentially a 6-week gap in SUB. With a view to addressing this challenge, ensuring pregnant faculty members are well supported and cared for, complying with human rights legislation, and improving the transparency, understandability, and ease of the Policy’s administration, the University proposes the following amendments to the [Pregnancy and Parental Leave Policy \(“SPS C4”\)](#)³⁷, effective for pregnancy leaves that begin on or after July 1, 2023:

- increase the maximum pregnancy leave SUB from **11 weeks to 17 weeks**;

³⁷ Note: the Policy language will need to be amended to reflect these proposed changes throughout

- accordingly, reflect the increased maximum total combined SUB for pregnancy and parental leaves from **30 weeks to 36 weeks**; and
- simplify the Policy to reflect there would no longer be a need to advance parental leave SUB during a pregnancy leave.

Retiree Benefit Plan

1. The University proposes to adopt the following philosophy on retiree benefits for MUFA members, which was developed and recommended by the joint Working Committee on Retiree Benefits:
 - Extended health and dental benefits in retirement are an important part of the total compensation package, needed for the attraction and retention of exceptional faculty and in recognition that many faculty continue to make substantial contributions in retirement;
 - Plans provide protection from expenses related to catastrophic life events;
 - Access to extended health and dental plans support health and well-being in retirement;
 - Retirement benefits are designed to work in complement with other plans such as the Ontario Health Insurance Plan (OHIP) and the Ontario Drug Benefit (ODB) program;
 - To ensure sustainability of the plans, they must be cost-effective for the university and retired faculty; and
 - Retirement benefits must support inclusive excellence and accessibility.
2. The University further proposes to:
 - create and freeze a new (11th) MUFA retiree plan, inclusive of the proposed improvements to the active plan as set out above, which will be applicable for all MUFA members who retire on or after July 1, 2022;
 - to establish a joint Working Group to implement a Health Spending Account to accompany the frozen retiree plan effective July 1, 2025, and to explore whether a parallel strategy may also be recommended for the active MUFA benefits plan in future;
 - with the understanding that no further retiree plans will be created or changed and that the Health Spending Account amount for retirees is intended to be cost-neutral to approximately reflect the value of any increases to the active benefits plan in 2025, and adjusted accordingly going forward.
3. Changes have been made to accounting rules relating to financial reporting of employee future benefits (Section 3462/3463, Reporting Employee Future Benefits by Not-for-Profit Organizations, in the CPA Canada Handbook). In accordance with these rules, the University must have a contractual requirement to prepare an actuarial valuation of the liabilities for funding purposes to be permitted to use the “funding basis” for reporting its non-pension post-retirement benefit obligation, rather than the “accounting

basis”, which relies upon a lower discount rate and may increase the post-retirement benefit obligation. Accordingly, the University seeks MUFA’s agreement to the following:

The University will periodically cause to be prepared an actuarial valuation report of the liabilities relating to the retiree benefit plans and any assets relating to same.

The University will fund the employer portion of the retiree benefit obligation in accordance with such actuarial valuation report.

The University in its sole discretion will from time to time determine the methods, assumptions and other factors upon which such actuarial valuation report shall be based, and all other issues relating to preparation of such reports, including timing.

The University may engage a person or firm, who is (or one of whose members is) a Fellow of the Canadian Institute of Actuaries for the purpose of preparing such actuarial valuation report. For the avoidance of doubt, such actuary may also be engaged by the University for other purposes, including as sponsor or administrator of its pension plans.

Pension

The University proposes to accept the recommendations of the Working Group on Pensions with respect to indexation and to continue with the current approach to pension indexation calculations.

The University invites further discussion with MUFA on the broader issues relating to the Working Group’s recommendations on CPP integration, including cost, complexity, and administration with a view to supporting our strategic priority of operational excellence.

Appendix A
Summary of Current Benefit Provisions for MUFA (Faculty and Librarians)

Benefit	Benefit Details	Coverage Details
Health & Dental (Employer Paid)	General Information	
	Waiting Period	None
	Drug	
	Deductible	Any Amount After \$6.50 Dispense Fee
	Coverage	100% after deductible
	Mandatory Generic	Yes
	Fertility Drugs	\$2,400 Lifetime Maximum
	Sexual Dysfunction	\$1,200 Benefit Year Maximum
	Smoking Cessation	\$500 Lifetime Maximum
	Extended Health	
	Deductible	\$50 per benefit year for general medical devices
	Private Duty Nursing	40% of the first \$25,000 of eligible expenses and 80% of the next \$25,000
	Ambulance	100%
	Tests and Services	100%
	Hearing Aids	80% up to a maximum of \$1,500 per ear over a period of 3 benefit years
	Orthotics and Orthopaedic Shoes	100% for the initial purchase if required as a result of an accident
	General Medical Devices	80% up to a maximum of \$400 every 2 benefit years
	Stockings	75% for the first \$400 and 100% of the remainder every benefit year
	Continuous Glucose Monitors (CGM)	100%
	Vision Care (Contact Lenses, Prescription Glasses, Laser Eye Surgery)	\$4,000 per benefit year
	Eye Examinations	100% to a maximum of \$400 every 24 months
	Paramedical Practitioners	
	Physiotherapist	100% to a maximum of \$500 every benefit year
	Massage Therapist	100% to a maximum of \$500 every benefit year
	Chiropractor	100% to a maximum of \$500 every benefit year
	Mental Health	100% to a maximum of \$3,000 per benefit year
	Mental Health Eligible Providers	Psychologists, Social Workers, Psychotherapists
	Speech Therapist	100% to a maximum of \$500 every benefit year
	Osteopath	100% to a maximum of \$500 every benefit year
	Podiatrist / Chiropract	100% to a maximum of \$500 every benefit year
	Naturopath	100% to a maximum of \$500 every benefit year
	Christian Science Practitioner	100% to a maximum of \$500 every benefit year
	Occupational Therapist	100% to a maximum of \$500 every benefit year
	Dental	
	Allow Assignment of Claims	Yes
	Deductible	None
	Fee Guide	Current Fee Guide
	Preventative Procedures	100% Unlimited Maximum
	Basic Procedures	85% Unlimited Maximum
	Major Procedures	70% to a maximum of \$2,500 every benefit year
Orthodontic Procedures	50% to a lifetime maximum of \$2,500	
Complete Exam / X-ray frequency	1 every 48 months	
Recall Exam Frequency	1 every 6 months for children under 15 and every 9 months for any other person	
Bitewing Frequency	1 every 9 months	
Polishing and Topical Fluoride Treatment	1 treatment every 6 months for children under 15 and every 9 months for any other person	
Implant Surgery	Covered	
Out of Country Emergency Travel (Employer Paid)	Duration	120 days (extension available for Research Leaves)
	Maximum	\$3,000,000 lifetime maximum
	Out of Province referred services	80% to a lifetime maximum of \$10,000
Salary Continuance (Employer Paid)	Salary continuance provides 100% of salary for a period of up to 26 weeks in which an employee is unable to work due to illness or disability.	
Long Term Disability (Employee Paid)	Elimination Period	6 months
	Probationary Period	None
	Definition of Benefit	85% of net income
	COLA	Lesser of CPI or 3%
	Non-Evidence Maximum	\$10,000
	All Source Maximum	85%
Basic Life Insurance (Employer Paid)	Amount	2 years own occupation, any occupation thereafter
	Maximum	175% of annual basic earnings capped at \$150,000
Optional Life Insurance (Employee Paid)	Amount	\$262,500
	Maximum	25% up to 1,000% of annual basic earnings capped at \$100,000
Optional Accidental Death & Dismemberment (Employee Paid)	Optional benefit covers members against death or dismemberment as a result of an accident up to a maximum of \$500,000.	
Post Retirement Benefits (Employer & Employee Paid)	Faculty hired on or after July 1, 2006 require at least 10 years of employment to be eligible for retiree health and dental benefits upon retirement. Faculty retiring after July 1, 2012 contribute towards their post-retirement benefits through copay of premiums. Copay amount is dependent on years of cumulative service.	
Child Care Allowance (Employer Paid)	Maximum amount allowable for the Child Care Allowance benefit is \$2,500 per benefit year for each dependent under the age of 7.	
Professional Development Allowance (Employer Paid)	McMaster is committed to promoting the professional development activities of its faculty members. An annual professional development allowance is made available. The annual PDA amount is \$2,600 for Faculty and \$2,150 for Librarians.	
Tuition Assistance & Bursary Benefit (Employer Paid)	Tuition assistance and bursary benefits are intended to help employees and their dependents achieve their professional potential through academic credit education. The amounts for each benefit are:	
	Tuition Assistance Amount	\$3,573.18
	Tuition Bursary Amount for programs at McMaster	\$2,325 per academic term
	Tuition Bursary Amount for programs externally	Benefit calculated based on eligible applicants within tuition bursary pool
Pregnancy / Parental Leave (Employer Paid)	Pregnancy Leave	11 weeks @ 95% of salary (less EI benefits)
	Parental Leave	19 weeks @ 95% of salary (less EI benefits)
Compassionate Care Leave (Employer Paid)	McMaster provides 100% salary for 2 weeks compassionate care leave following the death or major medical event occurring in an employee's immediate family.	
WSIB (Employer Paid)	Amount	85% of net income

*Benefit Year is July 1st to June 30th

Summary of CP/M and Recent Settlements at the G6 Institutions

Institution	Term	ATB	Other	CP/M Program
McMaster University	July 1, 2019 to June 30, 2022	<p>Adjustment to pay scale:</p> <p>July 1, 2019 – 1.5%</p> <p>July 1, 2020 – 1.5%</p> <p>July 1, 2021 – 1.5%</p>	<p>One-time adjustment added to base salary:</p> <p>July 1, 2019 – \$250.00</p> <p>July 1, 2020 – \$500.00</p> <p>July 1, 2021 - \$750.00</p> <p>External Tuition Bursary Program effective July 1, 2019 (Pool capped at \$250,000 annually)</p>	<p>Annual steps in the par salary scale are equal over the first fifteen-year range (Range 1), then equal but lower over the next ten-year range (Range 2), and then equal but lower again until retirement (Range 3).</p> <p>The par increments in Ranges 2 and 3 are decreasing fractions of the Range 1 par increment, namely:</p> <p>Range 2: 0.75 of Range 1 par increment</p> <p>Range 3: 0.50 of Range 1 par increment</p> <p>A par increment shall equal the annual amount needed for a faculty member awarded par merit each year to reach 1.81 times the floor salary for an Assistant Professor at the end of 15 years</p>
U2	May 1, 2021 to April 30, 2024	<p>Adjustment to pay scale:</p> <p>May 1, 2021 – 1.0%</p> <p>May 1, 2022 – 1.0%</p> <p>May 1, 2023 – 1.0%</p>	<p>Effective May 1, 2021, salary ranges and PTR values to be indexed in accordance with the annual increases to salary scales for faculty.</p>	<p>Within each Faculty the Selective Increase Pool for members is determined as follows:</p> <p>0.25 SIU for each FTE member + 0.25 SIU for each FTE member with salary below T2 + 0.5 SIU for each FTE member with salary below T1.</p> <p>Effective May 1/21 the PTR value will range from \$2,831 to \$5,345 based on salary.</p>
U5	July 1, 2018 to June 30, 2022	<p>Adjustment to pay scale:</p> <p>July 1, 2018 – 1.5%</p> <p>July 1, 2019 – 1.5%</p> <p>July 1, 2020 – 1.5%</p> <p>July 1, 2021 – 1.75%</p>	<p>One-time adjustment added to base salary:</p> <p>July 1, 2018 – \$750.00</p> <p>July 1, 2019 – \$1,000.00</p> <p>July 1, 2020 - \$1,000.00</p>	<p>PTR values based on salary grid ranges which are indexed in accordance with the increases applied to annually to the salary scales.</p>

Institution	Term	ATB	Other	CP/M Program
U1	May 1, 2019 to April 30, 2022	Adjustment to pay scale: May 1, 2019 – 1.6% May 1, 2020 – 1.6% May 1, 2021 – 1.9%	Merit ratings assigned to a faculty member will be averaged to determine a biennial merit score which will be applied to the merit-based salary adjustment in 2020 and 2021.	Junior Increments - 1% of the floor of the Assistant Professor (Floor F) salary added each year to salary of members with less than 10 years of service and with a salary less than 1.65 times Floor F. Senior Abatements - activated at 2.2, 2.4 or 2.6 times Floor F applied as follows: i) at 2.2 times Floor F, abatement of 1.9% of Floor F ii) at 2.4 times Floor F, abatement of 2.4% of Floor F iii) at 2.6 times Floor F, abatement of 2.9% of Floor F
U3	July 1, 2018 to June 30, 2020	<u>ARBITRATION AWARD</u> July 1, 2018 – 1.9% July 1, 2019 – 2.0% paid out as: 1.0% ATB + 1.0% paid out as \$1,630 increase to base salary (pro-rated for P/T members)	Compensation program includes a 5% Deans Merit Pool which is separate from the PTR funds.	Progress through the Ranks (PTR) Designed to produce salary progress leading to a career end salary of 2.5 to 2.7 times a faculty member’s starting salary assuming average PTR awards throughout career. Breakpoint is 2.2 times higher than minimum starting salaries and is intended to occur after about the 20 th year of service. PTR for July 1, 2018 breakpoint deemed to be \$163,970. Effective July 1, 2019 breakpoints and increments will increase by 1.9% for the June 30, 2019 PTR process and by 2.0% for the June 30, 2020 PTR process.
U4	May 1, 2021 to April 30, 2024	May 1, 2021 – 1.0% May 1, 2022 – 1.0% May 1, 2023 – 1.0%	Salary scales have minimum and maximum and are adjusted in accordance with the negotiated salary adjustments	PTR values based on salary grid ranges which are indexed in accordance with the increases applied to annually to the salary scales.

Summary of Salary Floors and Ceilings at the G6 Institutions

McMaster	<p><u>July 1, 2020 Floors by Rank (no ceiling)</u></p> <p>Lecturer - \$68,032</p> <p>Assistant Professor - \$81,466</p> <p>Associate Professor - \$101,857</p> <p>Professor - \$125,819</p>	<p><u>July 1, 2021 Floors by Rank (no ceiling)</u></p> <p>Lecturer - \$69,802</p> <p>Assistant Professor - \$83,438</p> <p>Associate Professor - \$104,135</p> <p>Professor - \$128,456</p>	
Queen's University	<p><u>Assistant Professor Floor (no ceiling)</u></p> <p>2019/20 - \$71,730</p> <p>2020/21 - \$72,877</p> <p>2021/22 - \$74,262</p> <p>No salary floor or ceiling stated for Lecturer, Associate Professor, Professor</p>		
Waterloo	<p><u>May 1, 2021 Floors by Rank (no ceiling ceiling)</u></p> <p>Lecturer - \$65,532</p> <p>Assistant Professor - \$84,462</p> <p>Associate Professor - \$106,305</p> <p>Professor - \$135,431</p>	<p><u>May 1, 2022 Floors by Rank (no ceiling)</u></p> <p>Lecturer - \$66,187</p> <p>Assistant Professor - \$85,307</p> <p>Associate Professor - \$107,368</p> <p>Professor - \$136,785</p>	<p><u>May 1, 2023 Floors by Rank (no ceiling)</u></p> <p>Lecturer - \$66,849</p> <p>Assistant Professor - \$86,160</p> <p>Associate Professor - \$108,442</p> <p>Professor - \$138,153</p>
Western	<p><u>2019/20 Floors by Rank (no ceiling)</u></p> <p>Lecturer - \$60,640</p> <p>Assistant Professor - \$81,029</p>	<p><u>2020/21 Floors by Rank (no ceiling)</u></p> <p>Lecturer - \$62,549</p> <p>Assistant Professor - \$83,244</p>	<p><u>2021/21 Floors by Rank (no ceiling)</u></p> <p>Lecturer - \$63,644</p> <p>Assistant Professor - \$84,701</p>

	Associate Professor - \$92,356 Professor - \$111,990	Associate Professor - \$94,741 Professor - \$114,670	Associate Professor - \$96,399 Professor - \$116,677
Ottawa	<u>May 1, 2021 Floors by Rank (min/max)</u> Lecturer - \$71,871 / \$95,066 Assistant Professor - \$87,856 / \$121,509 \$123,951 Associate Professor - \$97,049 / \$168,530 \$171,917 Professor - \$116,522 / \$203,422	<u>May 1, 2022 Floors by Rank (min/max)</u> Lecturer - \$72,590 / \$96,017 Assistant Professor - \$88,735 / \$122,724 Associate Professor - \$98,019 / \$170,215 Professor - \$117,687 / \$205,456	<u>May 1, 2023 Floors by Rank</u> Lecturer - \$73,316 / \$96,977 Assistant Professor - \$89,622 / Associate Professor - \$98,999 / Professor - \$118,864 / \$207,511
Toronto	<u>July 1, 2018 Floors by Rank</u> Teaching Stream - \$84,200 Assistant Professor - \$62,100 / \$106,000* Associate Professor - \$76,200 Professor - \$102,300	<u>July 1, 2019 Floors by Rank</u> Teaching Stream - \$85,900 Assistant Professor - \$63,300 / \$108,100* Associate Professor - \$77,700 Professor - \$104,300	
	*Assistant Professor is only rank that includes both a floor and a maximum.		