

Newsletter

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Editor: Nicholas Kevlahan

McMaster University Faculty Association - March 2022



Joint Committee Reaches Agreement Regarding Remuneration Issues

On March 15th, 2022 members of the Joint Committee came to an agreement regarding remuneration issues.

Members of the McMaster University Faculty Association who participate in the Career Progress/Merit Scheme (CP/M) and MUFA Librarians will be sent the agreement and a link to the electronic ballot on **March 21st**. Voting will remain open until **March 31st** at noon.

An information meeting has been scheduled for **March 21st at 1:30pm via Zoom**. Joint Committee members will be available to answer questions about the Agreement.

Details of the Agreement will be on the [MUFA website](#) after ratification.

MUFA Remuneration Information Meeting

March 21, 2022

1:30pm

Zoom

Annual General Meeting

April 28, 2022

3:00pm

University Club

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We Need to Talk About CP/M

By Liss Platt

It would not be too bold to say that [CP/M \(Career Progress/Merit\)](#) is a contentious issue for many MUFA members. The MUFA Executive has received many emails on the subject, there were numerous comments made in the survey of 2021, and it has been raised at MUFA AGMs and within the MUFA Executive. While there may never be a consensus about CP/M, I am taking this opportunity to share my thoughts, and the evolution of my thinking, on the CP/M scheme in hopes that it will help the reader think through the complexity of CP/M relative to other forms of remuneration.

First, full disclosure, I came to McMaster 20 years ago and had previously held a position at a major research institution in the States. During my five years as a tenure-track professor in the States my salary only increased by \$10,000, or an average \$2,000 per year. When I first learned that raises at McMaster regularly contained both across-the-board raises *and* raises tied to CP/M, and that yearly salary increases were significantly higher than what I had previously received, I was excited to learn more about the CP/M scheme (because an across-the-board raise was basic math I already understood).

If you need a refresher on the mechanics of CP/M, please read this [helpful FAQ about CP/M](#) created by MUFA. But to summarize, the University currently contributes the monetary equivalent of 1.2 par units per faculty member to a centralized pool for distribution to faculty, in the form of raises, through the CP/M scheme. On July 1, 2021, a par unit carried a value of \$4505.65; this value goes up every year. After a hold back by the upper levels of the administration, approximately 1.1 – 1.15 par units (per faculty member) are allocated to departments for distribution to faculty by their Chair. After this departmental evaluation, the Chair brings their recommenda-

tions to the Dean where they decide on a ‘probable’ CP/M award. The ‘probable’ awards then go to the Dean of Graduate Studies for approval and, when necessary to ensure consistency, allocation of units that were held back in the main pool.

This summary, however, does not tell the entire story of CP/M. As a junior faculty member with an Assistant Professor level salary, the aspect of CP/M I seized upon immediately was the fact that the dollar value of the CP/M award is not the same for all faculty – the dollar value depends on the faculty member’s current salary. Below a certain salary [breakpoint](#), faculty who are awarded 1.0 par units receive the entire value of the unit (\$4,505.65 in 2021), but faculty whose salaries fall above that breakpoint receive 75% of the dollar value (\$3,379.99 in 2021), and faculty whose salaries fall above a second breakpoint receive 50% of the dollar value (\$2,253.33 in 2021). The system is structured to raise salaries of those in the lower range much faster than those who already have a high salary. This appealed to me on both a personal level (my entry-level salary would go up quickly!) and in terms of equity (the system is built to help close the gap between lower and higher earners!). It also tickled my math brain, because raises received earlier in a career provide, on aggregate, much higher monetary value over the course of the career. It is easy to see that having 20 or more years of a higher salary is much more valuable than achieving a higher salary a few years before retirement.

It is worth noting that other forms of salary increases we have seen at McMaster do not close the gap between lower and higher faculty earners. Across-the-board raises, normally set as a percentage of salary, privilege high earners. This is a basic mathematical fact: if you get a 1%

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raise on a 100K salary it is worth \$1,000 whereas if you get a 1% raise on a 200K salary it is worth \$2,000. Raises that are a specific dollar value (such as when everyone gets \$1500 added to their base salary) are more beneficial to lower earners when you look at the raise as a percentage of salary, but if you calculate a wage increase in absolute terms, the dollar value between the salaries being compared remains constant.

So my initial impression of CP/M was quite favorable. But my enthusiasm soured quite a bit when I started going through the CP/M assessment process. From personal experience (and, more disclosure, I have requested a review of my CP/M award twice in my 20-year career) I quickly learned that CP/M, as a system, is set up in a way that often makes faculty members feel undervalued, unfairly evaluated, and unseen. This is a pitfall of any 'merit' scheme; some will be rewarded, others will not. No one, myself included, wants to be left feeling that their efforts and accomplishments are not valued, acknowledged, and compensated. Add to this the fact that any merit pay scheme can be fraught with favoritism and bias (particularly along lines of race and gender) and the CP/M scheme loses much of its appeal.

For many years I have grappled with these two contradictory impulses – to champion CP/M for providing relatively high annual raises and closing the wage gap between faculty at different career stages vs. railing against the emotional toil and frustration of being subject to the scheme. At first I tried to reconcile this tension by considering that there is a difference between the scheme itself (the basic structure/dollars and cents) and its administration (the part where faculty members are assessed and evaluated within the scheme), but further thinking made me realize that some of the problem is structural and baked into the CP/M scheme itself. This became apparent during Covid, when most faculty members experienced significant increases in workload, largely related to the pivot to on-line teaching. Faculty were messaged that the extra work undertaken due to Covid would be acknowledged and compensated through CP/M. However, given that the base number of par units did not increase, how could all that 'extra' work be rewarded/compensated? There are a fi-

nite number of par units, and that means that there will always be labour/contribution that exceeds acknowledgment and compensation through CP/M. This engenders a lot of negative feelings. (Side bar: MUFA is currently negotiating for a higher number of units in the scheme specifically for Covid compensation).

It should also be noted that MUFA negotiated a valuable change to CP/M under Covid – in short, faculty would not receive a lower CP/M than the average of their last three years, and any increases caused by averaging would be above the 1.1-1.15 units per faculty member allocated to each department. But my sense is that this most effectively adjusts for reduced productivity during Covid, particularly in research; it does not address the additional work in teaching so many experienced.

It is in this context that, more recently, I learned something important about CP/M (that I had never heard before! In 20 years!) from Catherine Anderson (our MUFA Chief Negotiator). She noted that when thinking about CP/M, we need to consider the CP part as it represents the majority of everyone's salary increase. It is expected that faculty who are making effective "Progress" across research, teaching, and administration will receive an allocation of 1.0 par units (which is referred to as a par increment). Just like in golf, 'par' refers to what is considered the standard; in this case it is what faculty making "good progress" should be awarded. As stated earlier, at the Department level faculty awards must average to around 1.1-1.15 par units, so for any individual to receive above 'par' (1.0) someone else must be receiving below 'par' (the smallest par increments are .25). Another issue is that that CP/M is described as an absolute measure (from the policy: "Par connotes satisfactory performance and implies competent discharge of the duties normally associated with a faculty appointment at McMaster. ") and relative (because of the fixed number of points and the way they are quantized). This leads to dissatisfaction because a professor's absolute performance could stay the same, but their CP/M score could go down because colleagues are having even greater success that year).

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The bottom line is, there will never be enough “merit” to go around, especially in a department with high-achieving faculty or in a pandemic when everyone has had an increased workload. However, it has helped me personally to understand that the “merit” portion of the CP/M raise is relatively small, and the bulk of any faculty member’s CP/M award falls under “progress.” Framed this way, it is easier to accept that most of our salary increase from CP/M reflects that we are doing a good job and effectively fulfilling our duties, and that what the system is not particularly well-suited to telling us we are special. (I chose the word ‘special’ on purpose because many of us regularly message students that 1) they are not their evaluation and 2) not everyone can be outstanding; but somehow we have trouble accepting this ourselves.).

Additionally, it is important to think about forces beyond the University that impact our salary increases. Right now is a good time to think about this because we are negotiating a new contract under the shadow of provincial Bill 124 (which the Ford government introduced in 2019), which limits wage increases for public sector workers (that’s us!) to 1%. Given that the lion’s share of our raises come through the CP/M scheme, and CP/M (because of the ‘M’) falls outside of what is considered a standard wage increase, our CP/M awards are shielded from this legislation. This means we can still receive high raises even when Bill 124, or similar legislation, is in effect.

The positive material impact of CP/M on faculty salaries and livelihoods, therefore, should not be underestimated. When I consider what my salary would look like if my raise was only 1% of base over the next few years, and then take into account the high inflation we are currently experiencing, I am more inclined to accept CP/M in principle (warts and all) while continuing to advocate for changes to make its administration more equitable, transparent, and affirming.

Important: Observers Needed

Required: members of the Faculty Association—yes, RETIREES also qualify—to serve as observers for appeal and grievance hearings. The role of the Observer is to report on the adequacy of the procedures, with a view to making recommendations to improve relevant policies, not to comment on the conduct or the judgement of the tribunal. Hearings usually take place over one or two days. For more information, send us an email at mufa@mcmaster.ca.

Vice-Provost Positions: Call for Applications

With the current Vice-Provost (International Affairs) and the Vice-Provost and Dean of Graduate Studies approaching the end of their appointments, the search has started to appoint their replacements from within the McMaster community.

Candidates must be full-time at McMaster at the rank of Full Professor, have a strong record of accomplishment in teaching and research, together with demonstrated academic and administrative leadership in a decentralized university environment. Please refer to the links below for details on the roles. The deadline for applications is April 4th.

- [Call - Vice-Provost \(International Affairs\)](#)
- [Call - Vice-Provost and Dean of Graduate Studies](#)

Tenure & Promotion Workshop for Chairs/Directors & Administrators

Date: March 24, 2022

Time: 10am-12pm

Location: Via Zoom (link shared after registration)

Register at: [TP Chairs/Directors/Administrators](#)

As Chair or Director, navigating through the Tenure, Permanence, and Promotion (T/P/P) process, at times, can have its challenges. This workshop promises to provide Chairs/Directors, and T/P Administrators, with:

- An overview of the Policy and Regulations with Respect to Academic Appointment, Tenure and Promotion (reviewing the Policy in advance of the session is encouraged): <https://secretariat.mcmaster.ca/app/uploads/Tenure-and-Promotion-Policy.pdf>
- Overview of the teaching portfolio.
- Remarks and guidance on policy and process-related issues from each of the six Faculty Tenure & Promotion Committees.
- An opportunity to ask questions.

Facilitator:

- **Gail Krantzberg**, Professor, Walter G. Booth School of Engineering Practice & Technology and MUFA Tenure & Promotion Representative.

MacPherson Representative:

- **Brandon Wooldridge**, Educational Developer, MacPherson Institute.

Faculty Tenure & Promotion Committee Representatives:

- **Rachel Zhou**, Professor, Health, Aging & Society and Institute on Globalization and the Human Condition, Faculty of Social Sciences.
- **Catherine Demers**, Professor, Medicine, Faculty of Health Sciences.
- **Ben Evans**, Professor, Biology, Faculty of Science
- **Lorraine York**, Professor, English & Cultural Studies, Senator William McMaster Chair in Canadian Literature and Culture, Endowed Research Chair and Director, McMaster Centre for Community Engaged Narrative Arts.
- **Vishwanath Baba**, Professor, Human Resources & Management, DeGroot School of Business
- **Lydell Wiebe**, Associate Professor, Civil Engineering, Associate Chair (Undergraduate), Endowed Chair in Effective Design of Structures, and Director, Applied Dynamics Laboratory.

New Faculty Workshop

These workshops expose faculty to McMaster's various management and support structures and involve guest speakers from across campus to present critical topics for career success. Each peer-to-peer workshop format provides an excellent opportunity to hear from reputable faculty and/or senior leaders on aspects of the academy to help junior faculty develop their intellectual pursuits and campus community connections.

Topic: Knowledge & Scholarship through Experiential Learning (Online)

Date: Friday, April 8

Time: 3pm to 4:30pm

Register at: [Experiential-Learning](#)

If you have any questions, please contact:

Cara-Jane Dempsey, Faculty Leadership & Development

FacultyLeadership@mcmaster.ca

OCUFA

Care about getting post-secondary education issues on the provincial political agenda in the upcoming election?

OCUFA is seeking to form an election action network of faculty association members who are interested in mobilizing locally around the June 2022 provincial election. Members of the network, along with support from OCUFA staff, will coordinate local events such as townhalls and candidate visits, as well as act as a sounding board for OCUFA's elections advocacy planning. Expected time commitment: 1 hour bi-weekly meetings (until April), 30 minute weekly meetings (May-June) and time you feel is required to organize on campus and in the community. If interested, please email the MUFA Vice-President Katherine Cuff (cuffk@mcmaster.ca).

Interested in enhancing collegial governance and effectiveness in governance spaces?

Consider attending a training workshop hosted by the OCUFA Governance Committee on Friday, May 6, 2022 that will cover strategies and tactics for improving joint decision-making in shared, collegial governance spaces. The workshop is open to all MUFA members and those members currently sitting on McMaster governing bodies, i.e. Senate, Board of Governors, University Planning Committee, and Faculty, Graduate and Undergraduate Councils, are especially encouraged to attend. Please email Mina Rajabi Paak (mrjabi@ocufa.on.ca) at the OCUFA office for registration details.

Welcome New Members

Elif Bilgic
Pediatrics

Fatimah Zahirah Jackson-Best
Health Research Methods, Evidence, and Impact

Gemma Repiso Puigdeliura
Linguistics and Languages

Yingying Wang
Computing and Software

2021 Tax Information

This is notification that effective Thursday, February 17, 2022, your McMaster 2021 T4 and/or T4A slip(s) are available for viewing and printing via Employee Self Service in Mosaic for payments made to you by Human Resources Operations.

Tax slips are provided to McMaster employees by electronic delivery through Mosaic as the standard delivery method in accordance with the recent amendments to the Income Tax Act; Canada Revenue Agency recognizes electronic delivery as a valid means of providing tax slips to individuals, it is a fast, secure and convenient way for the employees to review, print or download the tax slip(s).

If you have previously withdrawn your consent to receive electronic T4A slips, paper slips will be sent to the mailing address currently on file in the Mosaic HR system. You may also access the same T4A slip via Employee Self Service in Mosaic. Paper slips will be mailed in accordance with the deadlines indicated by the Canada Revenue Agency.

For more information on tax slip filing and due dates, please visit CRA's website:

[Important due dates](#)

[All about your tax return](#)

T2200S forms for eligible employees who wish to claim remote work expenses incurred from working from home due to the COVID-19 pandemic will be distributed via email in March. More information regarding T2200S will be forthcoming early in March 2022.

[Visit our website](#) for more information and a User Guide on how to access and print your T4 and/or T4A slips. If you have any questions, please email to hr.mcmaster@mcmaster.ca, or call 222-HR (22247).

Submit your Spring/Summer course adoptions!

Please follow the instructions found on our [Faculty and Staff website](#).

Is the course using OERs?

Is there no textbook required for the course?

Do students require iClickers?

Let us know!

In building the booklist, we want to provide as much information to students as possible. Knowing that there is no purchase required or that resources will be available online will help students in budgeting and planning for the spring/summer term. It also helps prepare our staff to assist students and have answers to their questions.

The 2022 Spring/Summer booklist will be available on April 13th, 2022

<https://textbooks.mcmaster.ca>

Here is what we can do to help:

Digital Concierge - We work in partnership with instructors to source the digital materials they need for students to be successful in their class. We continue to maximize our digital platform Campus EBookstore Inc (CEI) – with access to over 302,000 digital resources from e-texts to access codes. Leveraging CEI, we can facilitate the distribution of content (whether free or paid) safely and securely through the Campus Store website. For more information and to see the digital catalogue please visit: <https://campusebookstore.com>

Providing options for students - It's our standard practice to provide course materials in all formats, whenever possible – print, digital, packages, loose-leaf etc., so that students can choose the option that best suits their learning style and budget.

Course Permalink – once the booklist is available online, we will share a unique link with instructors to their course listing. Students can use this link to find their course materials with ease!

Facilitating Access & Alternative resources – The Campus Store has various ways to help facilitate access to both traditional and non-traditional course materials. Over the past year, we've seen a lot of innovation across many courses that required an alternative means to deliver course resources.

Department purchase of resources on behalf of students - simulations, software, business cases, e-books, and physical books too!

Required supplies kits – lab kits, field kits etc.

Leveraging our relationships with publishers to make digital content available when it isn't available elsewhere.

Assisting non-traditional publishers in making content available to McMaster students for purchase

Inclusive access programs to reduce the cost of materials

Printed format of OER materials

Do students need supplies for their course?

Submit a required supplies request: <https://campusstore.mcmaster.ca/required-supplies/>

Questions?

If you have any additional questions, please do not hesitate to contact your Course Materials Team:

Email: courseoptions@mcmaster.ca



OCUFA Teaching and Academic Librarianship Award 2021/2022 Call for Submissions

Each year, OCUFA recognizes outstanding teachers and academic librarians in Ontario universities through its Teaching and Academic Librarianship Awards. Since 1973 OCUFA has presented over 400 awards. The recipients are selected by the OCUFA Teaching and Academic Librarianship Awards Committee.

Categories

- Teaching, in the context of the OCUFA awards, embraces virtually all levels of instruction – graduate and undergraduate teaching, continuing education and faculty development. Similarly, proficiency in teaching may extend well beyond the classroom, the laboratory or the faculty member’s office. Activities such as course design, curriculum development, organization of teaching programs and other significant forms of leadership are often important contributions to the instructional process. Those who excel in any of these are eligible for the OCUFA Teaching Awards.
- Academic librarianship, in the context of the OCUFA Awards, embraces all aspects of librarianship that contribute to the scholarly achievement of all members of the university community. Activities such as development and delivery of services, provision of educational materials, collection development and management and other contributions to academic librarianship are important to the intellectual functioning of the university. Those who excel in any of these are eligible for an OCUFA Academic Librarianship Award.

Eligibility

The OCUFA Teaching and Academic Librarianship Awards recognize individuals with exceptional contributions to the higher education community. Group nominations are *not* accepted.

A candidate must meet both of the following prerequisites to be considered:

1. Candidate is a member of an OCUFA affiliated faculty association

2. Candidate was not previously nominated **or** Candidate was nominated in a previous year, but did not win **or** Candidate was nominated twice consecutively, but did not win. At least two years have passed since the last nomination.

Posthumous nominations can be made for those who passed away in the award year. For example, if the award year is 2020-2021, nominations can only be made for those who passed away between July 1, 2020 and June 30, 2021.

Nominations

- Nominations are invited from individuals, information groups or faculty or students, or both, and such organizations as local faculty associations, faculty or college councils, university committees concerned with teaching and learning, librarians, local student councils, departments, alumni, etc.
- Guidelines to assist in organizing a nomination should be consulted by prospective nominators and are available on request from your Faculty Association Office, the Provincial Office of OCUFA, or the [OCUFA website](#).

Procedure

- If you would like assistance with your submission, you can contact Samantha Clarke (Educational Developer, MacPherson Institute) at clarksL4@mcmaster.ca.
- All submissions should be done as one single PDF file via OCUFA’s [online system](#)

The deadline for nominations is May 27, 2022.



Ravine Lot Bungalow for Rent 3 Mayfair Court, Dundas

This updated 1,477 sq ft Bungalow features 3 bedrooms & 2 bathrooms. Main floor boasts open concept kitchen, living & dining room with w/o to large deck with wonderful ravine views. Main floor master ensuite with large walk in closet. Great lower level with large recreation room plus 2 bedrooms and 3 pc bath/laundry room. Short drive to McMaster University/Hospital & walking distance to main street Dundas shopping, restaurants, parks and schools.

4 parking spaces. A/C/wood burning fireplace/appliances.
Security deposit: first and last month rent.

NO PETS.

\$4000/month available on July 1st

Serious inquiries only: contact Dave at mayfair.dundas@gmail.com

Fully Furnished Executive Townhome for Rent

Newly renovated, fully furnished, turnkey executive townhome (3 bedrooms, 4 bathrooms, 2 car garage) for rent during 2022-2023 year.

10 minute drive or 30 minutes via one direct bus line (it's a 3-5 minute walk to the bus stop) to Mac from the heart of Ancaster. Shops, restaurants, and walking paths are all within 5-30 minute walking distance .

The property is situated on Sulphur Springs Road, in a private enclave, surrounded by woods and greenspace. Walk out from the ground floor to your private patio and BBQ (incl).

Available on/about May (flexible), for one year. Rent is \$3,200 + utilities (gas is currently \$82 + electricity+water, currently \$230).

Faculty and visiting professors apply only, please. No pets

Interested parties can contact Andrea Kreutzer: 905 394 0772 (andrea.kreutzer99@gmail.com)



Annual General Meeting

Thursday, April 28, 2022

3:00pm

*Great Hall
University Club*

**Please join us for our Annual General Meeting and
reception to follow.**

Passages

Cameron Crowe

Chemical Engineering

February 3, 2022

Edward Glanville

Anthropology

January 28, 2022

Alvin Hamielec

Chemical Engineering

January 30, 2022

Ernest Mead

Mathematics and Statistics

February 20, 2022

Gerard Middleton

Geology

November 2, 2021

Dean Mountain

Finance and Business Economics

January 29, 2022

Susan Watt

Social Work

February 21, 2022



MCMASTER UNIVERSITY FACULTY ASSOCIATION

Hamilton Hall, Room 103A

Hamilton, ON L8S 4K1

(905) 525-9140 ext. 24682/20297

Email: mufa@mcmaster.ca

www.macfaculty.mcmaster.ca

Twitter: [@MUFA_MacFaculty](https://twitter.com/MUFA_MacFaculty)