

McMASTER UNIVERSITY FACULTY ASSOCIATION NEWSLETTER

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We want you!

We're always looking for volunteers to contribute to our shared mission of representing and protecting the interests of all faculty members.

Our association is better able to serve our diverse membership when our executive, ad-hoc committees, MUFA Council, and MUFA representatives on university committees are similarly diverse. You have the skills, expertise, and lived experience to contribute to this important work—join us!

To learn more about volunteering email us at mufa@mcmaster.ca.



MUFA is always looking for pictures that represent McMaster and faculty to use on our website and in our newsletters. If you have any pictures you would like to share, please email them to mufa@mcmaster.ca.

MCMaster UNIVERSITY FACULTY ASSOCIATION

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Opinions expressed in this Newsletter are those of the authors and do not represent the views of the Association or of its Executive.

Cover: MUFA Executive members prepare for a bi-weekly Executive meeting.

Important Tax Information

T4 and/or T4A slips are now available in Mosaic under Employee Self Service. Tax slips are provided to employees electronically only as the standard delivery method in accordance with the Income Tax Act. It is a fast, secure, and convenient way for employees to review, print, or download their tax slip(s).

A [User Guide](#) is available for more information on how to access and print your T4 and/or T4A slip(s).

As shared previously, there are new T4/T4A boxes you'll notice on your 2023 tax slips: New Canada Dental Care Plan and the second Canada Pension Plan (CPP) contribution. Read more about these updates on the [HR website](#).

New: The Canada Revenue Agency (CRA) has recently published revised guidance on the process for claiming home office expenses for the 2023 taxation year. The CRA has confirmed that the two temporary methods for claiming deductions for home office expenses - form T2200S, "Declaration of Conditions of Employment for Working at Home Due to COVID-19," and the "temporary flat rate method" - that were available for the 2020, 2021, and 2022 tax years do not apply for 2023. Therefore, those looking to claim applicable home office expenses for 2023 will be required to download and use the updated [T2200 Form, Declaration of Conditions of Employment](#). For more information, please visit the [CRA website](#).

Human Resources Services and the Financial Affairs Office are currently reviewing the new CRA guidance and will provide updates as they are available.

Should you have any questions, please contact your HR Advisor.

Welcome New Members

Mary Arsenio
Medicine

Robin Enns
Nursing

Jillian Halladay
Nursing

Ashley Waito
Rehabilitation Science

Passages

William Leigh
Chemistry and Chemical Biology
February 4, 2024

Michael Ross
English
January 5, 2024

Save the Date!

Special MUFA General Meeting: **March 25, 10:00 AM**
MUFA Annual General Meeting: **April 29, 1:00 PM**

President's Report

Dear Colleagues, I hope you enjoy this issue's articles by members of the Executive. Your contributions are also warmly invited for future issues, on topics that are of broad interest to the membership. As always, there is lots happening on campus and in the MUFA board room. Here are some items that you'll want to pay attention to:

Solidarity

You are invited to join the **Organizing for Power** training coming up in May, to help prepare the association for the upcoming round of negotiations. Please see the announcement on p.16 for details, and send your name to mufa@macfaculty.ca if you'd like to participate. This training is open to all members, not just Executive members or Faculty Council reps!

Earlier this month, the Executive voted to make a contribution of \$1000 to the strike fund of Mount Saint Vincent University Faculty Association. The members of MSVUFA went on strike on February 12 and reached an [agreement](#) with their employer on March 5. Stay tuned for a member vote at the AGM as to whether MUFA should have a standing policy on such contributions.

Campus Issues that Affect You

If you are considering retirement or have been encouraged by your Dean to do so, please remember to use the modeling tool available in the **Pension Portal** in the Employee Self-Service area of Mosaic so that you're fully informed about your options. The penalties for retiring before your "Earliest Unreduced" date can be surprising, so you'll want to be sure you've considered all the scenarios.

Some of you might be considering participating in the **Online Learning Fellows** Program, in which you would convert a course so that it could be offered in online or virtual format. If you're taking part in this program, make sure to familiarize yourself with the university's [policy](#) on copyright ownership for instructional material. It is wise to take time early in the project to have a conversation and reach a written agreement about who will own copyright of your course material.

Upcoming General Meetings

You should have already received notice of the **Special General Meeting** on March 25. This meeting is being held at members' request, with a motion submitted by a member. Check your email for the zoom link.

Our **Annual General Meeting** takes place at the University Club on April 29. At the AGM we announce the results of the election for the 2024-25 Executive, and we celebrate the winners of MUFA's Award for Outstanding Service. We hope you can join us in person to congratulate our colleagues!



For more information about retirement and our pension plan, please see page 10

Panel: Collegial Governance and Working Conditions

On March 1, the MUFA executive hosted a panel on ‘Collegial Governance and Working Conditions for Faculty Across Ontario.’ Speakers included experts from universities across Ontario as well as the chair of OCUFA’s board.

Panelists spoke about challenges their faculty associations have faced in recent years, in a context exacerbated by freezes in tuition and government funding, as well as the pandemic. We also heard from OCUFA about issues to anticipate, including use of Nous Group consultancy services (considered by OCUFA to be anti-faculty). We also learned how various faculty associations in the province are structured and how this impacts their ability to address concerns of workload and governance. In the Q & A, much discussion focused on how having collective agreements enhances capacity to enforce collegial governance mechanisms. You can find a recording of the event [here](#).

Exit survey respondents expressed a desire to hear more about how to address workload issues. With the panelists’ permission, we share their written comments in response to the following question:

Q: Has your association been able to address any of the following concerns that have been identified by MUFA members? If yes, how?

- **New software and technology that increase workload and threaten faculty autonomy, privacy or intellectual property security (example: course outline software)**
- **Diminished faculty complement**
- **Academic freedom in appointments, research and teaching**
- **Workload creep: increasing class sizes**

Elizabeth Hanson, Professor of English, Queen’s University (QUFA)

We have had unequivocal success in blocking the use of software. The University bought something called Faculty 180 that was to be used for the submission of annual reports and in the process generate a standard CV that could be used for grant applications, cyclical program reviews etc. In other words, under the guise of making our lives easier it was going to limit the way we could describe our work, generate data for nefarious purposes, and take up our time. Fortunately, our CA [Collective Agreement] requires that any form to be used for annual reports be approved by QUFA. We said: if our Members want to use it they can but you can’t compel them. The software was a complete barking dog, no one wanted to use it; if use wasn’t universal, it was no good for management goals, and finally they cancelled the contract.

With respect to teaching evaluation, the Admin wanted to buy an off the shelf product. Every aspect of teaching evaluation has to be negotiated with us. We forced them into a three-year process in which we developed our own survey, leaning heavily on the [TMU] arbitration which forces a qualitative and contextual reading of each survey. There are no numbers that permit misleading comparisons, etc. We permitted them to administer it electronically, but under conditions that exactly mimicked the administration of the paper survey. All was great in the pilots, but the pandemic hit just as the whole thing was about to go live, and there was a break in institutional memory and the fact that the software they bought can’t actually do what the Admin agreed to in negotiations. So now they are trying to get it all straightened out.

There are no syllabus templates or any other mandatory software (they were so burned by Faculty 180); the one tool that is currently the subject of a grievance is a recording software for accommodations called Glean. If a student wishes to use Glean they have to inform the Faculty member who has to sign a consent form but the Faculty member has no right to refuse. I know that makes no sense but I believe that’s where the policy is right now.

Less optimistically, I’d say really remedying most workload issues ultimately comes down to complement which in turn is about full responsibility faculty to student ratio, and that we can’t get near. I should say, we also represent contract faculty and have gotten real gains for them, but that hasn’t stopped the conditions that increase their numbers relative to full responsibility faculty.

Larry Savage, Professor of Labour Studies, Brock University, (BUFA)

At Brock, any rules or regulations related to faculty conduct are contained in the Collective Agreement that is formally negotiated between the University and the Association, which is a certified union. Any new policies introduced by the administration must similarly be negotiated with the Association. The Association maintains full grievance rights should the administration impose rules unilaterally or

violate an existing rule. The grievance procedure contains a provision for binding arbitration to resolve disputes.

On the question of faculty complement, our Collective Agreement addresses this issue through what we call the 14% rule. The rule mandates that no more than 14% of courses taught outside the Faculty of Education can be taught by sessionals. This provision ensures that the lion's share of retirements are replaced with tenure stream rather than sessional appointments. As a result, Brock relies less on sessional academic labour than most other comprehensive universities. In the 2023 round of bargaining, the Association also managed to secure a legally-binding letter of understanding that mandates the University to hire at least 5 net new faculty positions and 1 net new professional librarian position during the life of the contract.

**Johanna Weststar,
Associate Professor,
DAN Department of
Management and
Organizational Studies,
Western University
(WUFA)**

Western is currently engaged in a massive undertaking to switch our content management/learning management system. There is a team managing the project which is made up entirely of administrators. UWOFA flagged the issue as having large implications for the workload of faculty, particularly contract faculty, and we also flagged that researchers use the LMS for research purposes as well (as a means of secure file transfer that is approved institutionally), so attention would need to be broader than just course migration. We raised the topic at our monthly Joint Committee meetings (labour-management meetings) and have since had the project leads deliver 3 updates directly to us where they also took in our comments and concerns. We solicited feedback through our faculty reps and librarian and archivist steward structures and brought those comments back to the committee and we also were able to preview and comment on a series of communications going out to the campus community about the migration. All of this has been collegial, and we have influenced a few key elements. Without UWOFA's participation in the Joint Committee and the legitimacy that we have built up with Senior Admin to talk about issues like this (i.e., technically outside of the Collective Agreement), there would have been no faculty input into the structural roll-out or high-level planning.

We have been quite stonewalled on faculty complement in negotiations despite coming to a strike deadline in each of our 4 rounds (2 for faculty, 2 for Librarians and Archivists [L&A]). In the latest rounds we did manage to get this language in our workload article in both agreements: "Retirement or resignation of a Member shall not increase the Workload of the Full-Time Members in the Unit." We have yet to see how that will play out in practice.

On academic freedom we just won a significant change in our L&A collective agreement. Previously the Academic Activity (aka Research) was restricted to

work that focused on librarianship or archival practice. We have now removed that constraint and our L&As have full academic freedom to research whatever they want. This greatly opens up their ability to collaborate with faculty, join large research projects, etc. We accomplished this in bargaining after presenting a strong case about the contribution of L&As to research, highlighting some of the interesting projects our people were involved in and connecting this to Western's goals for research excellence.

We have a decentralized system for determining workload in our departments/units. Each Unit has a Workload committee made up of faculty/L&A as applicable (elected), who write a workload document that sets out the standards and expectations for a 'normal workload'. This document is voted on by the Unit and then needs to be approved by the Dean. Members can then use this document to raise concerns about their individual workload and collectively the Unit can write things in the document to protect workload (i.e., my Unit's workload pegs class sizes at a benchmark year and says they will not increase). These documents also lay out how Units count graduate supervision for instance relative to teaching a course in terms of adding up to a % distribution toward teaching, etc. etc. These documents are under some pressure from Deans looking to cut costs (by making us teach more or do more without formal workload recognition), but we have also beefed-up language in the faculty Collective Agreement this past round to try to better train and empower Workload Committees to use the document to press for equitable and reasonable workloads and have those conversations with their Deans.

**Scott Prudham,
Professor of Geography
and Planning, University
of Toronto (UTFA)**

We have struggled with the online teaching evaluations in particular and the TMU arbitration decision on that has been useful to invoke but the problem remains.

Let's Talk About Retirement

By: Liss Platt

Retirement Incentives

Recently, MUFA learned that the Provost has authorized Faculty Deans to make retirement incentive offers to all faculty members who have reached eligibility for unreduced retirement (by reaching age 65 or the '90 factor' of age plus years of service equalling 90). These types of incentives are not unique to McMaster and reflect the current financial challenges facing post-secondary education, particularly in Ontario.

MUFA has advocated for transparent, equitable, and continued retirement incentives (such as [SPS C6 – Faculty Reduced Workload Policy – Phase Into Retirement](#)) for many years.

For example, on page six of the [Opening Statement and Proposal](#), presented in our last round of contract negotiations, it reads:

“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.”

While the MUFA Executive was not consulted on the latest round of incentive offers, we continue to advocate for transparent and equitable incentives and are very interested in the experience and opinions of members who have received an offer. I have spoken to several colleagues from Humanities and Social Sciences and Sciences (where I have contacts who are eligible to retire with an unreduced pension) who reported receiving incentive offers (see sidebar on page 12). These colleagues noted that they were given between one and two months to decide to accept or reject the offer. While some faculty members I spoke with felt that the timeframe was sufficient to consider the offer, others felt that they were put in a difficult position to decide hastily. Some faculty members noted that the offer made them feel that their contributions to the institution were being undervalued and/or that they were being pushed out of their job, and/or that they found the approach coercive. A few shared that they felt additional pressure because it was unclear if similar offers would be available in the future when the timing for retirement might be more suitable for them.

From my perspective, this short timeline and ‘one time offer’ can create pressure and stress for faculty as when to retire is one of the most significant decisions we will have to make in our professional lives. For many faculty, considerations around ongoing graduate supervisions, the status of the research funding they hold, how retirement will impact their ability to conduct research, and the financial ramifications of retirement, make it difficult to make an informed decision quickly.

Given that many colleagues have told me they don't understand how the pension works or have shared information about aspects of the pension that are inaccurate, I will offer the following summary along with some simplified calculations to illustrate key concepts. My hope is that this information will be helpful for colleagues considering retirement.

Please be aware that I am not a Certified Financial Planner and the only advice I will give is that I think it is in our (faculty members') best interests to seek professional council on financial planning for retirement to maximize our retirement income while minimizing, legally and within CRA regulations, our tax burden. Many people are unaware of the tax savings available through careful planning or fail to grasp how complex it is to effectively navigate multiple sources of income in retirement (from a pension, RRSPs, TSFAs, CPP, OAS, and potentially other sources). Additionally, there are opportunities to further reduce taxes through retirement income sharing with a partner or spouse, thus further reducing taxable income.

Our Defined Benefit Pension

Most faculty are aware that our pension is based on our average salary over your highest paid 48 months ('best average salary') as well as the number of years of service, and that you will collect your pension salary until your death. Please note that there are several options for survivor benefits (how much your spouse or common-law partner will receive in the event that you die first) and all of these options impact the dollar value of your yearly pension salary. However, it is far too complicated to get into that here, so I am going to use the standard plan and calculations provided by HR and outlined in the [Highlights of the McMaster Salaried Pension Plan – Faculty Members](#), as this is sufficient for you to understand the key concepts.

First, some terminology relevant to pension calculation. First, **YMPE** stands for **Yearly Maximum Pensionable Earnings**. This value, set by Canada Revenue, is relevant because it determines how your pension salary is calculated.

However, the more important concept, and the one that makes the complex math for calculating pensions using YMPE breakpoints mostly moot, is that there is a maximum dollar amount that an individual can receive from a Defined Benefit Pension per year of service, which is called the **Defined Benefit Limit (DB limit)**. This value, which was \$3506.67 in 2023 and is \$3,601 for 2024, is set by Canada Revenue and indexed to the average industrial wage; it goes up every year but not consistently. I will be using the figures from this [chart](#) from the CRA website to provide calculations below.

The reason the DB Limit is more important for faculty is that after approximately 20-25 years of service, most faculty members will have a 'best average salary' that, when their pension is calculated using the formula, will be above the DB Limit. At

Retirement incentive offers sent out recently: (while no offer letters have been shared with the MUFA Executive, from my discussions with faculty members across numerous Faculties, this seems to be the standard offer).

1. If a faculty member commits, in writing, to retiring in 2024 (or 2025 if that is their first year of full retirement eligibility) they receive one year's salary as a bonus, upon retirement.
2. If a faculty member commits, in writing, to retiring in 2025 (or 2026 if that is their first year of full retirement eligibility) they receive nine month's salary as a bonus, upon retirement.

While not explicitly stated, the language in the letters would seem to imply that bonus salary will be paid in a lump sum. This has tax implications as most faculty retire on July 1st (start of a new fiscal year) and would therefore be taxed on 1.5 years of salary for the calendar year in which they retire. I have heard that in the past faculty have negotiated to stay on payroll for the year prior to retirement (instead of taking a lump sum as incentive), though without teaching or service duties. It is worth noting that this is what Brock University is currently offering in their retirement incentive. If you are considering accepting bonus salary as a retirement incentive, it might be worth discussing with your Dean if there is any flexibility in how the bonus salary is paid.

this point, additional raises will not increase the dollar value of the pension, only additional years of service will.

Here is the formula, followed by a simple example:

Note: you can check your Best Average Salary on your Pension Statement, at the bottom of your 'personal information.' If you check your statements year to year you will notice that the average goes up quickly because each year most faculty are adding a higher salary to the average and dropping the lowest figure.

Pension formula:

1.4 % of best average salary up to average YMPE (also calculated as an average of the four years of highest salary) times number of pensionable years of service.

PLUS 2.0% of best average salary above the average YMPE times number of pensionable years of service.

Example:

I am calculating using 2023 figures as that is what your most recent statement reflects (best average salary) and McMaster's fiscal year begins July 1. I am also assuming the 'best average salary' is for the last four years, therefore the YMPE average is based on YMPE values from 2020-2023, which averages to \$60,650.

Best average salary at retirement (July 1, 2023) = \$200,000
 \$849.51 (\$200,000 x .014 up to \$60,650) plus
 \$2,787.00 (\$200,000 x .02 for remaining \$139,350)
 = \$3,636.51 times years of service

However, given that the DB Limit for 2023 is \$3,506.67, that is the figure that will be multiplied by your years of service. Using the formula, I have calculated that the best average salary needed to reach the DB Limit for 2023 is just over \$193,500. If your best average salary is above this number for 2023, most likely you will remain above the DB Limit until you retire. *Note: for example, even if you were to go to half time for your last three years of service, per [SPS C6 – Faculty Reduced Workload Policy – Phase Into Retirement](#), your pension will be calculated based on your full salary for the year (not the reduced value).*

Many colleagues I speak with tell me that they need/want to keep working so they can collect a higher pension salary upon retirement. While this is technically true – the more years you work the higher your retirement salary will be – it doesn't provide the complete financial picture or take into consideration that sticking around for a higher yearly pension salary may not offer a significant increase in *lifetime* pension salary (or yearly pension salary if amortized over remaining lifespan).

To help illustrate this point, I will provide examples using a hypothetical faculty member whose best average salary puts them above the DB Limit, and who reached age 65 (eligible for unreduced pension) after 25 years of service, on July 1, 2021. *Note: I am using past figures because the DB Limit increases are inconsistent (see box) and the DB Limit beyond 2024 is unknown. Additionally, understand that this is only for illustration purposes because retirees do, in some years, receive a salary increase, because the pension fund is partially indexed to inflation.*

Year	DB Limit	Percentage Increase from Previous Year
2024	\$3,610.00	Increase of DB Limit from 2023 to 2024 = 2.9 %
2023	\$3,506.67	Increase of DB Limit from 2022 to 2023 = 2.5 %
2022	\$3,420.00	Increase of DB Limit from 2021 to 2022 = 5.1 %
2021	\$3,245.56	Increase of DB Limit from 2020 to 2021 = 4.7 %
2020	\$3,092.22	Increase of DB Limit from 2019 to 2020 = 2.2%
2019	\$3,025.56	Increase of DB Limit from 2018 to 2019 = 2.8 %
2018	\$2,944.44	Increase of DB Limit from 2017 to 2018 = 1%

Given that the average life expectancy in Canada is 82 years, I will run my first scenario for the hypothetical faculty member **living to age 82**. *Note, 'more' or 'less' value over term is in relation to retiring the previous year. You can use these figures to also calculate the aggregate pension in relation to retiring at 65. You will notice that in years where there is a higher percentage increase to the DB Limit from the previous year, there is a greater increase in aggregate pension as well, whereas in years where there is a lower percentage increase to the DB Limit from the previous year, there is a smaller increase in aggregate pension.*

Age	Retired	DB Limit x Years of Service x lifespan	Aggregate Pension	Value over term
65	7/1/21	\$3,245.56 x 25 years = \$81,139 per year x 17 years	\$1,379,363	baseline
66	7/1/22	\$3420.00 x 26 years = \$88,920 per year x 16 years	\$1,422,720	\$43,357 MORE over 16 years = \$2,709 MORE per year
67	7/1/23	\$3,506.67 x 27 years = \$94,680.09 per year x 15 years	\$1,420,201	\$2,519 LESS over 15 years = \$168 LESS per year
68	7/1/24	\$3,610.00 x 28 years = \$101,080 per year x 14 years	\$1,415,120	\$5,081 LESS over 14 years = \$363 LESS per year

I will run my second scenario for the hypothetical faculty member **living to age 85**.

Age	Retired	DB Limit x Years of Service x lifespan	Aggregate Pension	Value over term
65	7/1/21	\$3,245.56 x 25 years = \$81,139 per year x 20 years	\$1,622,780	baseline
66	7/1/22	\$3420.00 x 26 years = \$88,920 per year x 19 years	\$1,689,480	\$66,700 MORE over 19 years = \$3,511 MORE per year
67	7/1/23	\$3,506.67 x 27 years = \$94,680.09 per year x 18 years	\$1,704,241	\$14,761 MORE over 18 years = \$820 MORE per year
68	7/1/24	\$3,610.00 x 28 years = \$101,080 per year x 17 years	\$1,718,360	\$14,119 MORE over 17 years = \$830 MORE per year

As many retirement advisors note, time is a non-renewable and limited resource. The more someone puts off retirement, the less time they have to live out and enjoy their retirement. Because we have a Defined Benefit Pension at McMaster, the longer we work the less time we can collect our pension salary (though there are several options for survivor benefits, some of which will reduce our yearly pension salary while we are alive). This is in contrast to having a large investment portfolio or stockpiles of cash, which can be bequeathed to loved ones (or favorite charities!) after we (and our spouse or beneficiary) have died. I am not implying that one system is better than the other, I just want faculty to be informed about the way a defined benefit pension works and encourage everyone to seek financial advice tailored to their unique circumstances.

Every faculty member should be able to make their own decision about when it is right to retire, free from pressure. In the long term I will continue to advocate (in whatever forums available) for retirement incentives that are transparent, equitable, and available on an ongoing basis. If you have comments to share, or would like to be involved in this ongoing work, please contact mufa@mcmaster.ca

Opinions expressed in this Newsletter are those of the authors and do not represent the views of the Association or of its Executive.

MUFA members are invited to participate in Organizing For Power training by renowned organizer Jane McAlevey!

The training takes place online weekly from May 7 – June 11, 2024: it includes both synchronous and asynchronous activities. The training will cover 5 fundamental components of organizing for bargaining:

- leader identification, or: understanding who can move people (it's often not who you first think);
- semantics, or: the words we use matter - they have to center each worker's active participation as key to winning;
- structured organizing conversations, or: what it takes to recruit the hardest-to-recruit leaders;
- charting, or: a simple method to understand human social relationships, and to prioritize and systematize outreach;
- structure tests, or: mini campaigns to build solidarity and site structure, and to know when you are ready to win.

This training is offered courtesy of OCUFA, who write, "to address our biggest issues, let's start organizing together now so you are at peak strength as an association the day you get to the negotiation table in 2025".

Wen-Do (Women and Non-Binary Self Defence) for Staff and Faculty

May 1, 2024, 4:00 pm - 6:00 pm

Wen-Do is Canada's oldest women's self-defence organization. This program is being offered for women and nonbinary staff and faculty. Techniques are designed for all ages, sizes, and abilities. A combination of discussion, with practical physical skills results in an integration of mental and physical preparedness.

About the Facilitator

Shailagh (Shaiden) Keaney (xe/xem/xyr) fosters empowerment through passionate, engaging and seriously fun self-defence classes, and has been doing so since 2015. Participants in Shaiden's classes get practical self-defence techniques combined with skilled explorations of the realities of gendered violence. Shaiden believes in choice, survival and the power of healing through ferocity.

Register [here](#).

Faculty Workshop Series

Hosted by the Office of the Provost

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. We hope to see you there!

All workshops to be held from 3PM to 5PM in the West Room at the Faculty/University Club (Alumni Memorial Hall) unless otherwise noted. **You can also register to attend the event remotely.**

Thursday, April 18 Commercialization & Research

Research funding opportunities are increasingly being impacted by commercialization. The translation of research from the university to the society is beneficial to the wellbeing of community. Our panelists will share their own experiences and challenges in developing these relationships and share suggestions for how to create a framework to support a seamless transition from research to commercialization. This workshop will also discuss the resources in place for supporting researchers in the area of research commercialization.

Register at: [Commercialization](#)

Location: Great Hall, Faculty/University Club (Alumni Memorial Hall)

Thursday, March 21 Building a Culture of Collaboration

This workshop will focus on interdisciplinary partnerships that stretch across the community, industry/commerce, the public sector, and pedagogy to offer an understanding of the university environment, opportunities, and practices.

Register at: [Collaborations](#)

Wednesday, March 27, 1:30 PM Tenure, Permanence & Promotion

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 Administrators with: an overview of the Policy and Regulations with Respect to Academic Appointment, Tenure and Promotion; an overview of the teaching portfolio, remarks and guidance on policy and process-related issues from each of the six Faculty T/P Committees; an opportunity to ask questions

Register at: [TPP](#)

Location: Zoom

Check out the [Faculty Leadership and Development Resource Hub](#) for other workshops and events offered through our office and across campus.