

McMASTER UNIVERSITY FACULTY ASSOCIATION NEWSLETTER

JANUARY 2025, VOLUME 51.2

IN THIS ISSUE

President's Report
Remunerations Underway
MUFA Award for Outstanding Service



Paul Andrews
President
Psychology, Neuroscience & Behaviour

Bhagwati Gupta
Vice-President & OCUFA Director
Biology

Nicholas Kevlahan
Past-President & Public Relations
Mathematics and Statistics

Ana Campos
Tenure & Promotion
School of Interdisciplinary Science

Michelle Dion
Chair, Special Enquiries
& Grievances Committee
Political Science

Qiyin Fang
Vice-Chair, Special Enquiries
& Grievances Committee
Engineering Physics

Melinda Gough
Membership
English and Cultural Studies

Megumi Harada
Remuneration
Mathematics and Statistics

Kim Jones
Human Rights & Equity
Chemical Engineering

Aadil S. Merali Juma
Treasurer
Accounting & Financial Management

Rafael Kleiman
Member-at-Large
Engineering Physics

Suzanne Mills
Member-at-Large
Labour Studies

Ali Reza Montazemi
Budget Advisory Committee
Information Systems

Brian Timmons
Member-at-Large
Pediatrics

Eugenia Zuroski
Academic Affairs
English and Cultural Studies

Nominations for the 2025-26 MUFA Executive

MUFA's Nominating Committee will be preparing a slate of candidates who are willing to stand for election to the 2025-26 Executive.

We hope to present a slate that represents the diversity of skills, expertise, and lived experience of our membership, which also represents all six faculties.

The Executive meets for two hours every two weeks. Each member of the Executive has designated responsibilities:

- The Remuneration Committee advises the bargaining team on negotiation goals and strategy.
- The Special Enquiries and Grievances Committee supports faculty members who are involved in investigations or disputes.
- The Academic Affairs Committee liaises with the Vice-Provost Teaching & Learning and SAS on matters that have to do with teaching, learning, and students.
- The Membership Committee strategizes to mobilize members and identify cohorts of members with common interests and needs.

All Executive members advise on university policies that affect faculty.

If you're willing to let your name stand for consideration for the 2025-26 Executive, please complete [this form](#) by January 20, 2025 to let us know what experience you have to offer and what issues are of greatest importance to you.

If you have any questions please email us at mufa@mcmaster.ca.

MCMASTER UNIVERSITY
FACULTY ASSOCIATION

Hamilton Hall, Room 103A
Hamilton, ON L8S 4K1
905-525-9140 ext. 24682/20297
mufa@mcmaster.ca or mufa@macfaculty.ca
macfaculty.mcmaster.ca
[@MUFA_MacFaculty](https://twitter.com/MUFA_MacFaculty)

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

Passages

Mary Richardson
Pathology and Molecular Medicine
September 6, 2024

Olga Roman
Nursing
September 4, 2024

External Tuition Bursary Payment

The Tuition Bursary payment was processed sent via email transfer on December 3rd. Payment amounts will vary based on what was claimed by each faculty member but the maximum payment for this year—based on pool calculations—was: \$2,279.72.

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

Welcome New Members

Sandy Azab
Medicine

Wenji Ji
Physics and Astronomy

Sujane Kandasamy
Medicine

Zhifan Luo
Sociology

Dondong Wang
Medicine

Yao Yao
Human Resources and Management

Save the Date

MUFA Annual General Meeting: May 1, 1:30PM

MUFA Faculty Council:

- January 29, 10:30AM
- February 26, 10:30AM
- March 26, 10:30AM

President's Report:

Challenges and Solutions

Members are encouraged to read both remuneration briefs which can be found on the MUFA website under [Negotiations](#).

In this report, I wish to discuss the many different challenges currently facing faculty, the actions MUFA has taken to address them, and other potential actions that could be taken.

1. Remuneration negotiations

This year, we are negotiating with the Administration over salaries and benefits. The Remuneration Committee, under the leadership of Megumi Harada, has produced a superb brief and I applaud their efforts. To catch up with inflation and comparator universities, MUFA is asking for a two-year contract with a 7.9% across-the-board (ATB) increase for the first year and a 6.4% ATB increase for the second year. We have exchanged briefs with the Administration, and negotiations will begin shortly.

2. Special/CAWAR faculty

Special/CAWAR faculty face significant challenges. Some of you will not be familiar with this group of MUFA members. "Special" appointment positions go through a track of promotion to "CAWAR" (Continuing Appointment Without Annual Review), just as tenure-track appointments go through a process of promotion to tenured. Special/CAWAR faculty are MUFA members, they are almost all in the Faculty of Health Sciences (FHS), and they receive part or all of their funding from external sources. According to policy, they can be terminated if their external funding ceases.

An unusual number of CAWAR faculty received appointment lapse letters this summer, and MUFA has concerns that these letters may not comply with policy. MUFA is working to protect members' rights in these cases, and we encourage CAWAR members who have received lapse letters to get in touch with MUFA. This has made us aware of additional concerns related to how Special/CAWAR appointments are handled in FHS. For instance, we have become aware that Departmental Chairs may be asking members to sign personalized agreements related to their individual appointments, and members asked to sign such documents should consult MUFA before signing such documents to get advice about what they are being asked to sign.

Michelle Dion (mufasegc@mcmaster.ca) or Qiyin Fang (segcvp@mcmaster.ca) are the Chair and Vice-Chair, respectively, of the Special Enquiries and Grievances Committee (SEGC). They have been doing a fabulous job understanding the complexities of the issues facing Special/CAWAR faculty and advocating for their interests. Special/CAWAR faculty who have concerns about their appointments should reach out to the SEGC Chair or Vice-Chair.

3. Teaching Faculty Report

The MUFA Executive has carefully reviewed the Teaching Faculty Report released last summer and its recommendations, engaging in detailed discussions over multiple meetings. We are grateful for the hard work of the ad-hoc committee in preparing the Report and acknowledge the inequities it highlights in areas such as teaching faculty promotion, teaching effectiveness, research leave, academic freedom, and job security.

The MUFA Executive is also mindful of the fact that a similar review, with similar conclusions, was conducted over a decade ago. We understand that action needs to be taken. The Report and its recommendations have been discussed in Joint Committee and there is broad agreement with the Administration on taking action to address these issues.

Moving forward on the recommendations requires revising the Tenure and Promotion Policy (commonly known as the Yellow Document), which is a grave undertaking with potential consequences for tenure/research-stream faculty as well. The issues must be carefully deliberated by our members and towards that end, MUFA is taking several actions. First, we have already begun discussing the Teaching Report in Faculty Council and encouraging FC representatives to facilitate discussions of the Report in their respective departments. Second, we will be soliciting formal feedback from our members through survey and town hall formats. The details for these initiatives are currently being finalized and will be shared with you soon. With broad buy in from our members, we can work with the Administration and the Senate to address these issues, which would include a drafting committee with specific terms of reference. Bhagwati Gupta, the MUFA Vice-President (mufavp@macfaculty.ca), is taking the lead on these. Please reach out to him if you have any questions or comments related to the Teaching Faculty Report.

4. The Best Practice Review of Investigations Report

As reported in previous MUFA Newsletters, a number of well-publicized investigations during the pandemic prompted an unusual number of grievances. A common complaint of those grievances was that the procedures employed in those investigations were inappropriate and/or biased. The result of discussions between MUFA and the Administration on these matters was a jointly commissioned independent review of best practices of investigations. The review was completed and a report was finished and submitted to Joint Committee last year. The Terms of Reference have made that report confidential. However, pursuant to the Terms of Reference, a 2-page summary of the Report was published.

In my opinion, that summary is inadequate. In general, implementing the recommendations requires that the university community be given more details and

The value of these consultations and deliberations depends on our members being familiar with the Report, and I encourage all our members to read the report.

context because they will affect many different things, including long overdue revisions to the Sexual Violence Policy, the Discrimination & Harassment Policy, and the Research Integrity Policy. In my capacity as MUFA President, and with the agreement of Joint Committee, I have undertaken a more detailed summary of the Report that is not confidential. I hope to release my summary within the month.

One of the most important recommendations of the report, which is not well-represented in the published 2-page summary, is that McMaster should establish a “complaint and investigation office”. This office – to conform to best practices – must be scrupulously neutral, which means that it should be kept separate from other offices with a non-neutral mandate, such as the Equity and Inclusion Office. The Equity and Inclusion Office does important work, and the Report’s recommendation is not a slight to the current occupants of that office. Rather, this recommendation is founded in concerns about procedure. Participants in investigations have a legal right to have decisions about an investigation made by neutral decision-makers. These decision-makers must be neutral in fact, but they must also be perceived to be neutral.

We will notify the membership when my summary is released.

5. The new data storage limits

Many of us recently received an email from University Technology Services (UTS) about new, reduced storage limits (for faculty, 25GB for Outlook and 100GB for OneDrive). We were told that the new limits would go into effect on January 15, 2025 and that those who exceeded the limits on that date would be “switched to read-only mode” and would “no longer be able to send or receive emails”. We were given a procedure to follow to comply with the new limits.

Email and other data storage mechanisms are required for faculty to fulfill their teaching and research responsibilities, and so are crucial to their academic freedom. They are also necessary for faculty to participate in collegial governance. The new storage limits therefore intersect with the mandate of MUFA and the authority of the Senate to “control and regulate the system of education” under the McMaster Act of 1976. Yet MUFA was not consulted on these new limits, nor were they presented to the Senate for approval.

The new data storage limits raise important questions about the processes by which decisions about Information Technology are made here at McMaster – otherwise known as IT Governance. IT Governance was already on MUFA’s radar before we received notification of the new limits. In September, the Executive authorized the formation of a new IT Advisory Committee, and it is chaired by Ali Reza Montazemi who has been warning us of the importance of this issue since last year. Based on his recommendations, and in coincidental timeliness, MUFA put out a survey on December 17, one day after we received the notification from UTS. This was only possible because the survey promoted by Ali Reza Montazemi

and the IT Advisory Committee had already been in the works. The survey asks you to provide “your opinions and experiences about how information technology at McMaster affects your workload, privacy, academic freedom, collegial governance, and intellectual property.” The survey is still [active](#), and I encourage you to fill it out.

On December 23rd, I sent an email notifying MUFA members about a petition calling for the Administration to immediately halt the transition to the new storage limits. Here is the link to the [petition](#).

I want to thank the faculty who raised the issue on MUFA-gab and started the petition. Over 200 of our members took the time to sign the petition over the winter holiday. That’s real motivation.

On January 8th, 2025, and in response to the collective efforts of faculty and other community members, UTS [extended the deadline](#) for transitioning to the new storage limits to May 15th, 2025. While this is a helpful development, this just postpones the problem.

6. The Budget Advisory Committee Report

The MUFA Budget Advisory Committee (also chaired by Ali Reza Montazemi) performs important information gathering and data analytic functions that highlight important issues facing faculty. This year, the Budget Advisory Committee released a report with several important findings.

- Student enrolment has been increasing for decades, and student tuition has increased accordingly.
- The Operating Fund is a fixed pool of financial resources, the largest single component of which is student tuition.
- Non-academic expenses compete with academic expenses for this pool of resources. For instance, the Operating Fund has been used to support non-academic administrative staff, pay for legal, professional, and consulting expenses, and fund capital projects.
- An increase in non-academic expenditures has required sacrifices in aspects of academic program delivery. As a result, the academic mission has suffered by having to compete with non-academic expenses for the same pool of financial resources.

I encourage you to read the full report.

7. Faculty Council

The MUFA Faculty Council is composed of one representative from each department and meets periodically with the MUFA President to discuss important issues

While the petition has been closed, you can still read it [here](#). For those who still wish to have some input on these issues, you can still fill out the [survey](#)

The Budget Advisory Committee Report can be found on the [MUFA website](#).

affecting faculty. This year, Melinda Gough (the Member Engagement Officer on the MUFA Executive) has taken a leadership role in working with Faculty Council to increase bidirectional communication between the MUFA Executive and the MUFA membership. Coordinated by departmental representatives on Faculty Council, members of the MUFA Executive have come to departmental faculty meetings to increase awareness of the findings of the Budget Advisory Committee Report and the Teaching Faculty Report and discuss how best to address them. If your department is interested in having a member of the MUFA Executive come to a departmental meeting to discuss these or other issues, please reach out to your Faculty Council representative and we will arrange it.

8. Bureaucratic bloat

One of the important findings of the Budget Advisory Committee Report was the dramatic growth in non-academic administrative personnel over time, while the number of full-time faculty have essentially stayed constant. This is an example of bureaucratic bloat, which is a serious problem affecting universities all over North America. I want to spend some time reporting on the burgeoning bureaucracy at McMaster and the threats it poses to collegial governance.

Here is how Prof. Benjamin Ginsberg of Johns Hopkins University describes the problem:

Every year, hosts of administrators and staffers are added to college and university payrolls, even as schools claim to be battling budget crises that are forcing them to reduce the size of their full-time faculties. As a result, universities are filled with armies of functionaries – vice presidents, associate vice presidents, assistant vice presidents, provosts, associate provosts, assistant provosts¹, deans, deanlets, deanlings, each commanding staffers and assistants – who, more and more, direct operations of every school. Backed by their administrative legions, university presidents and other senior administrators have been able, at most schools, to dispense with faculty involvement in campus management and, thereby reduce the faculty's influence in university affairs².

As described by Ginsberg, there are several elements to the problem of bureaucratic bloat in universities that are of particular interest to faculty. First, there is the growth of administrative (bureaucratic) staff that are organized in a hierarchical fashion. Second, the growth in the bureaucracy comes at the expense of the ability of the university to pay for or carry out activities related to its academic mission. Third, the growth of bureaucracy erodes the ability to faculty to govern themselves (collegial governance).

In a bureaucracy, administrators are hierarchically ordered like an army, with superiors and subordinates. And of course subordinates must follow the orders of

¹ I should also include “deputy provosts”.
² Ginsberg (2011), p. 2.

their superiors – even if the orders are ill-advised. In contrast, collegial governance is where decision-making authority is shared. For example, the decision to impose the new data storage limits was the product of a bureaucratic decision-making process. In a collegial governance system, the problem would have been presented to faculty and we would have figured out how to solve it together.

At McMaster, the President and Vice-Presidents (PVP) form the top of the bureaucracy. Below them are various associate vice-presidents, vice-provosts, deans, and so on, as described by Ginsberg. One large group of administrative staff are non-unionized and are known as The Management Group (TMG), while another large group of administrative staff are unionized under Unifor Unit 1. Figure 1 shows the growth in the bureaucracy between 1984 and 2024. The left panel shows the growth in the personnel that report to PVP, while the right panel shows the growth in the personnel that report to the Faculty Deans.

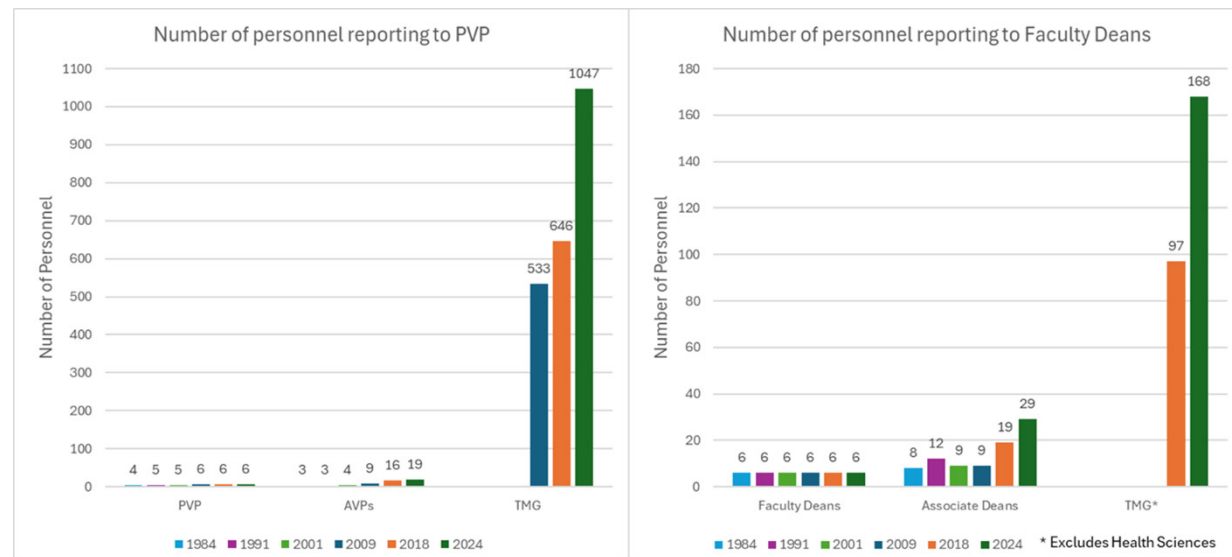


Figure 1. The growth in the bureaucratic personnel reporting to the President and Vice-Presidents, also known as PVP (left hand panel), and the growth in bureaucratic personnel reporting to the Faculty Deans (right hand panel). The first year for which I have data for TMG reporting to PVP is 2009. The first year for which I have data for TMG reporting to Faculty Deans (except for FHS) is 2018.

Figure 2 provides more refined data on the growth in TMG and Unifor Unit 1 employees from 2009 to the present. The growth in TMG and Unifor Unit 1 employees both have followed a third order (cubic) polynomial growth pattern over this time period. The growth seems to accelerate after 2018, which is demarcated by the gray dashed line in Figure 2.

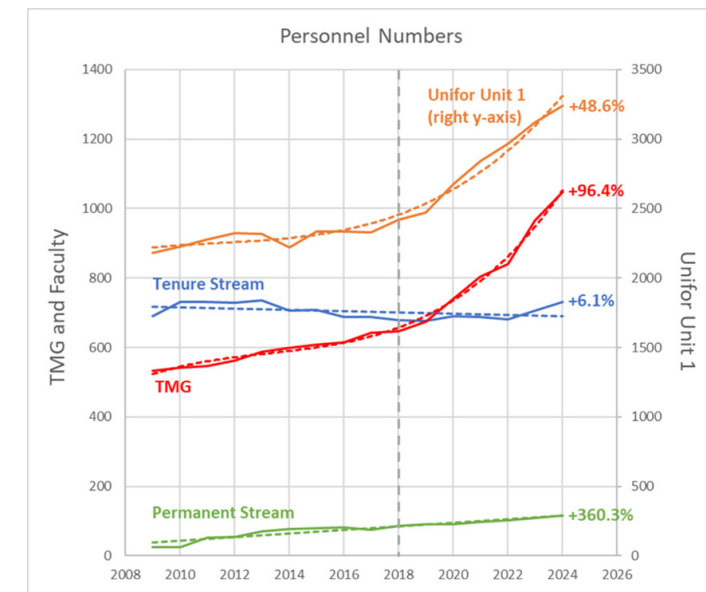


Figure 2. The number of non-unionized administrators (TMG; red line), and the number of unionized administrators (Unifor Unit 1; orange line) over time. For comparison, the number of tenure-stream (blue line) and permanent stream (green line) faculty are also presented. The percentage change in numbers from 2009 to 2024 is also provided for each personnel group.

If the growth of TMG continues to follow the cubic polynomial growth pattern into the future, McMaster will have over 68,000 TMG within the next 50 years (Figure 3). Based on similar growth patterns in the number of administrators at other universities, one commentator writing for the Washington Post sarcastically suggested that we eliminate all faculty and students now so that universities could more rapidly transform from institutions of higher education into institutions dedicated to “sustaining and advancing the careers of administrators” (Smith, 2024). On a more serious note, the growth in the McMaster bureaucracy is not sustainable, and difficult decisions will have to be made. The question is whether we are going to do something about the problem now or whether we will wait for it to get worse.

Many causes have been proposed, but one empirically supported hypothesis is that bureaucratic bloat is related to surplus revenues (Greene et al., 2010; Lucca et al., 2015; Martin & Hill, 2014; McClure & Titus, 2018; Zywicki & Koopman, 2017).

Growth in enrollments and higher rates of government subsidy have made universities flush with extra funds. Being nonprofits, they do not return excess profits to shareholders; instead, they return excess profits to their de facto shareholders, the administrators who manage the institutions. These administrators are paid dividends in the form of higher compensation and more fellow administrators who can reduce their own workload or expand their empires. ... Universities have an ever-larger army of administrators because they can afford it.³

³ Greene et al. (2010), p. 15.

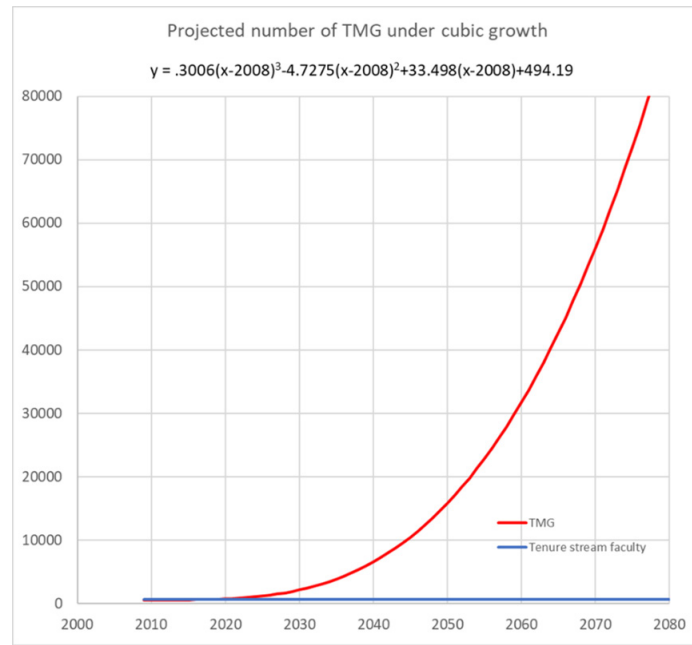


Figure 3. Projected number of TMG over time under cubic growth.

At McMaster, Operating Fund revenues have grown by \$391.8 million (80.5%) since 2011. Consistent with the literature on bureaucratic bloat in universities (Desrochers & Kirshstein, 2014; Greene et al., 2010; Zywicki & Koopman, 2017), non-academic salaries have been occupying an increasing proportion of the Operating Fund, while faculty salaries have been occupying a declining proportion (Figure 4). Relatedly, faculty salaries have not kept up with inflation, while the salaries of senior administrators have grown more than twice the rate of inflation (Figure 5).

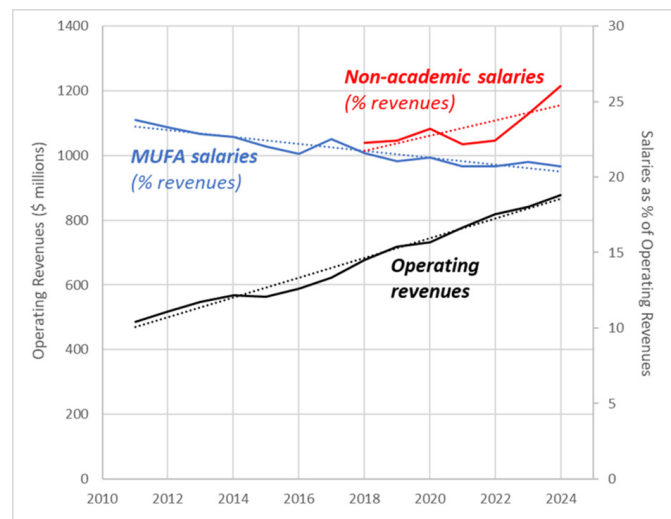


Figure 4. Operating Fund revenues (black line), and the proportions of the Operating Fund spent on MUFA salaries (blue line) and non-academic salaries (red line).

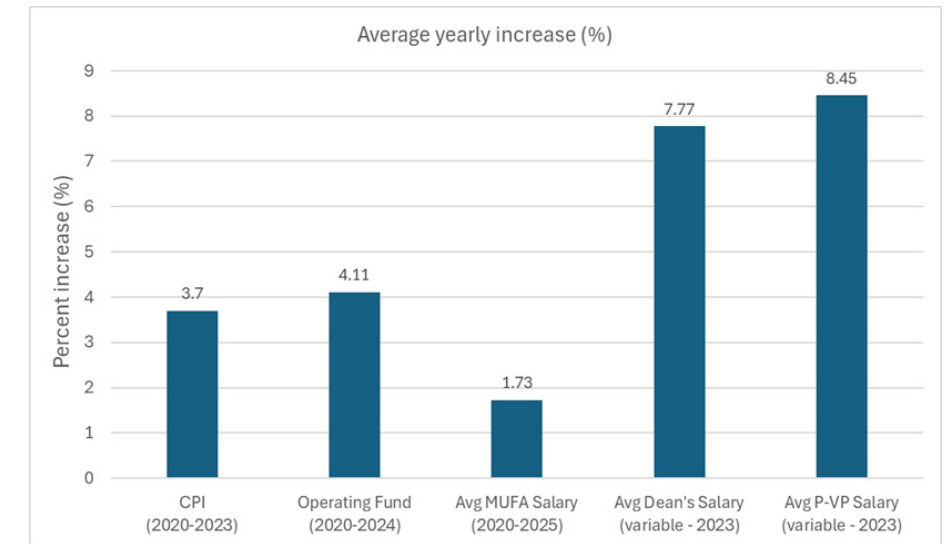


Figure 5. The average yearly increase in inflation (as indexed by CPI), the Operating Fund, the average MUFA salary, the average Dean's salary, and the average PVP salary. The average yearly increases to the Dean's and PVP salaries were calculated from the Ontario Sunshine List, and the calculation only included increases that occurred after they had started in their role as Dean or PVP.

8.1 Solutions to bureaucratic bloat

Bureaucratic bloat is a pervasive and pernicious problem that afflicts governments and corporations, as well as universities (Ginsberg, 2011; Gordon, 1996; Parkinson, 1955). Given the ubiquity of the phenomenon, one may wonder whether anything can be done about it.

Because the literature indicates that bureaucratic bloat is due to surplus revenues, some commentators have suggested that governments should restrict their subsidies to universities or regulate student tuition fees to force universities to reduce administrative staff (Greene et al., 2010; Weinstein, 2023). The Ontario government has been employing both mechanisms to force universities to find new “efficiencies”, such as reducing administrative costs (Crawley, 2023; Di Matteo, 2021; Harrison, 2023; Jones, 2023).

The primary solution to administrative bloat and generally rising costs is to reduce the rate of government subsidies. We need to stop feeding the beast.⁴

But having surplus revenues is not itself a problem. In fact, it's a good thing. The more fundamental problem driving bureaucratic bloat is the diversion of revenues towards activities unrelated to the academic mission of the university (Ginsberg, 2014; Greene et al., 2010; Williamson et al., 2018). Indeed, it is not uncommon for universities to grow their bureaucracies during economic downturns, while simultaneously cutting academic programs and positions (Desrochers & Kirshstein, 2014; Ginsberg, 2014). Recession may slow down the rate of bureaucratic growth,

⁴ Greene et al. (2010), p. 16.

but it is often ineffective in stopping it (Goldstein, 2012; Martin & Hill, 2014).

To solve the problem of bureaucratic bloat, senior administrators must be disincorporated from making budget allocation decisions that are inconsistent with the academic mission of the university. Relatedly, the budget model must be revised to explicitly prioritize the academic mission.

MUFA lacks the authority to ensure that these improvements take place. The primary responsibility for this kind of oversight of the Administration lies with the Senate and the Board of Governors. While university boards often exert oversight over financial matters, they have a legal and ethical obligation to use their powers to support the academic mission of the university (Shanahan, 2019). In other words, university boards are not supposed to manage a university like a for-profit corporation. At McMaster, the Board of Governors should use its considerable powers to ensure that the academic mission of the university is prioritized with respect to expenditures.

At the prototypical university, the senate is in charge of educational policy. However, as described in a recent [MUFA report](#), McMaster's Senate has the unique authority to "control and regulate the system of education". This expansive power encompasses long-range planning and control over enrolment, both of which have financial consequences. Because the growth of the bureaucracy diverts key resources away from the academic mission and disrupts long-range academic planning, the Senate may also be able to exert some oversight over bureaucratic bloat.

9. The Senate and faculty workload

The Remuneration Brief and the Budget Advisory Committee Report both highlight the student/faculty ratio (SFR) as an important index of faculty workload. It is included in several university ranking systems, such as Maclean's Guide to Canadian Universities and the Times Higher Education World University Rankings, precisely for this reason. While it can be objectively calculated (often as the number of full-time undergraduate students divided by the number of full-time teaching faculty), it is nevertheless a crude metric of teaching loads, which can vary across faculties, departments, and between individual faculty. Moreover, it fails to capture research and administrative responsibilities, which also contribute to faculty workload.

The recent [MUFA report](#) describes how the Senate's power to control and regulate the system of education gives it the authority to regulate enrolment. Moreover, the faculty complement is under joint authority of the Senate and the Board. Consequently, it is difficult for MUFA to negotiate changes to the SFR with the Administration, because any proposed changes to enrolment or the faculty complement would need to be approved by the Senate and/or the Board.

But McMaster's Senate is another important mechanism by which faculty exercise

The analysis of the Senate's unique power and its role in collegial governance can be found on the [MUFA website](#)

collegial governance. The largest voting bloc in the Senate are elected faculty (47%), followed by ex officio members of the administration (24%), undergraduate and graduate student representatives (18%), alumni (6%), and representatives from the Board (5%). While members of the Senate have an obligation to use their powers in alignment with the interests of the university as a whole, the teaching load of faculty is a significant problem that is clearly within the mandate of the Senate. As an index of teaching workload, McMaster's high student/faculty ratio erodes the quality of education, it has detrimental impacts on research productivity, work-life balance, and collegial governance, and it affects McMaster's national and international rankings. For this reason, the Senate could be a mechanism by which some aspects of faculty workload are addressed.

10. Academic freedom and political differences

The members of MUFA are a "community of scholars" dedicated to generating, preserving and distributing knowledge. Conceptual diversity is central to scholarly work. It is only through considering, studying, discussing, and debating different ideas that scholarship advances. In universities, scholarly activity is protected by the principles of academic freedom and the freedom of expression. These principles require the protection of ideas and viewpoints regardless of how accepted or popular they are, otherwise conceptual diversity would not exist.

Like most Canadian faculty associations (Heron, 2015; Horn, 1994), MUFA was formed to advance faculty interests with respect to their working conditions at the University, including faculty compensation, tenure, collegial governance, and academic freedom (Jackson, 2001; Johnston, 1981). These goals are specified in the MUFA Constitution, which represents a social contract among the members of MUFA regarding the processes that they agree to use to advance those goals.

For many issues, we have agreed to use democratic processes. Remuneration agreements that the Executive reaches with the Administration are submitted to the membership for approval by an electronic vote. However, in recent years, the democratic mechanisms of faculty associations all over Canada have been used to advance the political views of a subset of their members.

MUFA faced this issue on June 3, 2024 with respect to BDS motions over the atrocities in Gaza. These motions passed, but with narrow majorities, highlighting the substantial diversity of views among MUFA members. MUFA is moving forward with these motions, and in fact the second motion (requiring MUFA to call on the administration to not punish members of the McMaster community for engaging in non-violent protest) has already been carried out.

But the question I want to ask is whether such efforts are consistent with the MUFA Constitution.

With the benefit of hindsight, I think the answer is no. I submit that the members

MUFA's letter can be viewed [here](#) and the Administration's response can be viewed [here](#).

of MUFA never agreed, as part of the social contract that binds them together, to submit their political and intellectual views for adjudication by a majority vote. It is nearly inconceivable that academics – a group of people whose livelihood depends on the freedom to consider, discuss, and debate ideas – would ever agree to do so. Rather, the members of MUFA gave the Association a mandate to protect academic freedom, which by its nature requires protecting minority views against a “tyranny of the majority”. When the Association, through a majority vote, endorses the political views of some of its members over others, it tramples over its own mandate. How can MUFA protect the diversity of views that its members hold and simultaneously claim that some of those views are better than others? It cannot do so and maintain any credibility. It is for the individual members of the Association, not the Association itself, to make their own judgments about which ideas are more meritorious.

There are, of course, limits on the freedom of expression. For example, the university may legitimately prohibit hate speech, threatening or harassing speech, defamatory speech, or speech that violates privacy or confidentiality obligations. MUFA does not play any role in protecting such speech. But these are narrow exceptions to the principle that faculty are free to consider, hold, and express any thought or belief.

These issues warrant further discussion. My thoughts are offered in the spirit of fostering such discussion.

Paul Andrews
MUFA President

REFERENCES

- Crawley, M. (2023, November 20). Ontario's universities face a funding crunch: Doug Ford's government is telling them to find “efficiencies.” CBC News. <https://www.cbc.ca/news/canada/toronto/ontario-university-finance-tuition-panel-report-doug-ford-1.7032518>
- Desrochers, D. M., & Kirshstein, R. (2014). Labor intensive or labor expensive? Changing staffing and compensation patterns in higher education. Delta Cost Project. <https://eric.ed.gov/?id=ED558470>
- Di Matteo, L. (2021, March 31). Bloated administrations and poor government policy bleeding Ontario's universities. Fraser Institute. <https://www.fraserinstitute.org/commentary/bloated-administrations-and-poor-government-policy-bleeding-ontarios-universities>
- Ginsberg, B. (2011). The fall of the faculty: The rise of the all-administrative university and why it matters. Oxford University Press.
- Ginsberg, B. (2014, February 9). Can we halt administrative bloat? Minding The Campus. https://www.mindingthecampus.org/2014/02/09/can_we_halt_administrative_blo/
- Goldstein, A. (2012). Revenge of the managers: Labor cost-cutting and the paradoxical resurgence of managerialism in the shareholder value era, 1984 to 2001. *American Sociological Review*, 77(2), 268–294. <https://doi.org/10.1177/0003122412440093>

Gordon, D. M. (1996). Fat and mean: The corporate squeeze of working Americans and the myth of managerial “downsizing.” Simon and Schuster.

Greene, J. P., Kisida, B., & Mills, J. (2010). Administrative bloat at American universities: The real reason for high costs in higher education. The Goldwater Institute. <https://www.goldwaterinstitute.org/administrative-bloat-at-american-universities-the/>

Harrison, A. (2023). Ensuring financial sustainability for Ontario's postsecondary sector. Province of Ontario. <http://www.ontario.ca/page/ensuring-financial-sustainability-ontarios-postsecondary-sector>

Heron, C. (2015). From deference to defiance: The evolution of Ontario faculty associations. *Academic Matters*, Spring-Summer. <https://academicmatters.ca/from-deference-to-defiance-the-evolution-of-ontario-faculty-associations/>

Horn, M. (1994). Unionization and the Canadian university: Historical and personal observations. *Interchange*, 25(1), 39–48. <https://doi.org/10.1007/BF01447191>

Jackson, B. W. (Ed.). (2001). MUFA's first 50 years: The Presidents reminisce. McMaster University Faculty Association.

Johnston, C. M. (1981). *McMaster University, volume 2: The early years in Hamilton, 1930-1957*. McGill-Queen's University Press.

Jones, A. (2023, March 2). Ontario's tuition freeze on colleges, universities continues for 3rd straight year. CBC News. <https://www.cbc.ca/news/canada/toronto/ontario-universities-colleges-tuition-1.6765950>

Lucca, D. O., Nadauld, T., & Shen, K. (2015). Credit supply and the rise in college tuition: Evidence from the expansion in federal student aid programs | Federal Reserve Bank of New York Staff Report. Federal Reserve Bank of New York. https://www.newyorkfed.org/research/staff_reports/sr733.html

Martin, R. E., & Hill, C. (2014). Baumol and Bowen cost effects in research universities (SSRN Scholarly Paper 2153122). Social Science Research Network. <https://doi.org/10.2139/ssrn.2153122>

McClure, K. R., & Titus, M. A. (2018). Spending up the ranks? The relationship between striving for prestige and administrative expenditures at U.S. public research universities. *The Journal of Higher Education*, 89(6), Article 6. <https://doi.org/10.1080/00221546.2018.1449079>

Parkinson, C. N. (1955, November 19). Parkinson's Law. *The Economist*, 177(5856). <https://www.economist.com/news/1955/11/19/parkinsons-law>

Shanahan, T. G. (2019). Good governance and Canadian universities: Fiduciary duties of university governing boards and their implications for shared collegial governance. *International Journal of Education Policy and Leadership*, 14(8). <https://eric.ed.gov/?id=EJ1205569>

Smith, G. (2024, April 25). Here's an idea for colleges: No more faculty—Or students. *Washington Post*, A25.

Weinstein, P. (2023). How to cut administrative bloat at U.S. colleges. Progressive Policy Institute. <https://www.progressivepolicy.org/how-to-cut-administrative-bloat-at-u-s-colleges/>

Williamson, T. W., Hughes, E. S., & Head, P. L. (2018). An exploration of administrative bloat in American higher education. *Planning for Higher Education Journal*, 46(2), 15–22.

Zywicki, T. J., & Koopman, C. (2017). The changing of the guard: The political economy of administrative bloat in American higher education (SSRN Scholarly Paper 2939915). <https://doi.org/10.2139/ssrn.2939915>

2024-2025 Remuneration Negotiations Underway

Our [current faculty contract](#) with the University expires on June 30, 2025 and we are already well underway in our preparations for our remuneration negotiations with the University administration. Thank you to all of the MUFA members who completed the Remuneration Survey. We heard from more than half of our members providing us with a clear mandate from the MUFA membership as we head into negotiations.

For those of you who are new to MUFA (or need a refresher), here is a short overview of our faculty association’s remuneration negotiation process here at McMaster. Our process of collective bargaining is relatively unique, because MUFA is a non-unionized faculty association (only one of three in Ontario, with Toronto and Waterloo being the other two). The remuneration process begins in the Fall Term with the Remuneration Survey, which is sent out to all MUFA members. Information from the survey is then used by the [Remuneration Committee](#) to prepare MUFA’s Remuneration Brief. This brief is a “written statement outlining amendments, additions and/or deletions which are being sought for the ensuing year in salary and benefit programmes for faculty members” and was presented for your approval at the General Meeting on January 7, 2025. The University administration also prepares its Remuneration Brief, which is shared with MUFA’s Remuneration Committee. Negotiations take place in [Joint Committee](#) and begin once the MUFA Remuneration Brief is approved by the membership. The Joint Committee meets biweekly in January, then weekly in February, and then twice a week in March up until March 17. If at any time an agreement is reached, it is then put to the MUFA membership for a vote and requires approval by the majority of the voting MUFA members. If by March 17th an agreement has not been reached, then MUFA and the University administration go into final offer selection arbitration. What this means is that a Selection Officer from a panel of arbitration officers (jointly agreed upon by both parties at the very beginning of the negotiation process) approves either MUFA’s current position or the University’s. This Selection Officer’s determination is binding. This has

the advantage of giving both parties an incentive to put forward their most reasonable bargaining positions and ensuring there is a known end date for having an agreement in place. More details about the process can be found [here](#).

Both the University and the Faculty Association are committed to engaging in these negotiations within the collegial framework that McMaster University has so successfully built between its faculty and administration, and as agreed upon in the [Principles for Negotiation of Faculty Remuneration](#). MUFA looks forward to working with the University administration to ensure that a new agreement is put in place that upholds these principles and ensures that McMaster University remains competitive in recruitment and retention of faculty and continues to provide high quality educational experience for our undergraduate and graduate students -- two essential ingredients in maintaining McMaster University’s international reputation for research excellence and teaching innovation.

If you have any questions about the negotiation process, please get in touch with a member of the [Remuneration Committee](#).

The MUFA Award for Outstanding Service

The purpose of the MUFA Award for Outstanding Service is to provide 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 AWARD

Each year there will be a maximum of three awards in the amount of \$2,500.

ELIGIBILITY

The Awards are open to all Full Members of the McMaster University Faculty Association (MUFA)

PROCEDURES

The MUFA Executive will appoint a selection Committee to be drawn from amongst the categories of faculty, librarians, staff and students (undergraduate and graduate).

The Committee shall be comprised of no less than four, and no more than eight members, including the Chair.

The MUFA Past President normally serves as Chair and is not counted as the faculty representative.

The Secretary to the Committee will be the MUFA Executive Director.

A quorum for a Committee meeting shall be four members in attendance, including the Chair.

NOMINATIONS

There will be a call for nominations through University and MUFA electronic distribution lists, in the MUFA Newsletter, and on the MUFA webpage.

Nominations must be e-mailed (mufa@mcmaster.ca) no later than February 21, 2025.

The nomination must include a summary of not more than 750 words highlighting the candidate’s accomplishments.

Each nomination must be supported by a minimum of two and not more than four reference letters. The reference letters must be e-mailed or mailed to MUFA, either through the nominator or directly from the reference. Reference letters shall not exceed 500 words.

The position and contact information for the nominator and all references must be clearly indicated.

The Committee will review the nominations and will make the final decision regarding the selection of award recipients. Some of the factors considered by the Committee will include: enhancement of the reputation of McMaster University; provision of excellent

service; demonstrated innovation; breadth and depth of impact; the enhancement of student success; the ability to establish and maintain effective and harmonious working relationships; evident acceptance of diversity and inclusivity at McMaster; strength and diversity of supporting references.

The faculty/librarians selected to receive the awards will be invited to attend a special reception normally held in conjunction with the MUFA Annual General Meeting and will be presented with their awards at that time. Pictures of the individual recipients and a brief summary of the rationale for their award will be published in the MUFA Newsletter and on the MUFA webpage.

Each eligible faculty/librarian who was nominated for an award will receive a letter of commendation from the MUFA President

MUFA faculty/librarians are not eligible for the President’s Awards for Outstanding Service, awarded by the President of McMaster University.

Those holding academic administrative appointments with the rank of Assistant Dean or higher in the current academic year are not eligible for the Award.

Editorial Policy

The 'Member Forum' section of the newsletter is meant to provide an opportunity for MUFA members to express a range of perspectives on relevant issues facing faculty members and to provide a platform for meaningful discourse and engagement within the faculty community.

Content: Submissions should be about topics relevant to members' work within the University.

Respectful discourse: It is acceptable to critique decisions, policies, and actions within the University that impact MUFA members' work, but personal attacks or disrespectful language towards individuals or groups is not acceptable.

Clarity and Coherence: Contributors are encouraged to express their opinions clearly and coherently.

Articles should be well-organized and easy to understand for the readership.

Fact-Checking: Fact-checking and accuracy are important in opinion pieces. Contributors are responsible for the veracity of their claims and should not deliberately misrepresent information.

Length Guidelines: Submissions should be between 500 and 1000 words. Members who are interested in submitting longer pieces should contact the Newsletter Editor.

Submission Process: Submissions should be in Microsoft Word format and sent to mufa@mcmaster.ca.

To allow for review, deadlines are two weeks before the newsletter publication date:

- September 1 for September 15 publication
- November 1 for November 15 publication
- January 2 for January 15 publication
- March 1 for March 15 publication
- May 1 for May 15 publication

Editorial Oversight: The MUFA Executive has the right to edit or reject submissions that do not meet the editorial standards or guidelines of the newsletter. However, the Newsletter Editor and Executive will strive to preserve the integrity of the author's voice and opinions whenever possible. Contributions will not be edited for grammar, spelling, or clarity.

*Approved by the MUFA Executive
June 6, 2024*

The MUFA Member Forum Editorial Policy can also be found on the [MUFA website](#).

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.

Thursday, January 23 Generative AI and Academic & Research Integrity

The McMaster Guidelines on the Use of Generative AI in Teaching and Learning - August, 2024 offer a starting point for educators to understand and respond to generative AI in teaching and learning, including how to approach academic integrity with respect to generative AI. The Academic Integrity Policy and Research Integrity Policy, outline expectations and procedures for addressing academic and research integrity offences.

Register at: [AI](#)

Thursday, February 13 Societal Impact through Experiential Learning, Community Engagement and Research

Discover how research, education, and community collaboration intersect to address pressing societal challenges.

Join Sukhvinder Obhi and other university leaders as they discuss McMaster's commitment to research, community engagement and experiential learning. Learn how to leverage academic resources to create meaningful societal impact..

Register at: [Societal Impact](#)

Tuesday, February 4 Career Progress/Merit Scheme (CP/M) and Record of Activities (RoA) Workshop for Chairs, Directors & Administrators

This one-hour online workshop for Chairs, Directors and Administrators provides an overview of the CP/M process, focusing on best practices for reviewing Records of Activities and assigning CP/M scores..

Register at: [CPM/ROA](#)

Thursday, March 20 Local & Global Collaborations

Explore how internationalization efforts intersect with collaborative initiatives, emphasizing interdisciplinary approaches for positive global impact. Learn how to embrace collaboration across disciplines and borders, leveraging internationalization efforts.

Register at: [Collaborations](#)

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