

# MUFA Newsletter

April/May 2014— Volume 40.5 — Janice Hladki, Editor

## Executive Committee

2014/2015

Here are the members of the Executive Committee of the McMaster University Faculty Association for 2014/2015. Their terms of office began on May 7, 2014.

### President

**Rafael Kleiman**

Engineering Physics  
JHE A318/A, Ext. 26290  
[kleiman@mcmaster.ca](mailto:kleiman@mcmaster.ca)

### Vice-President

**Michelle Dion**

Political Science  
KTH 533, Ext. 24029  
[dionm@mcmaster.ca](mailto:dionm@mcmaster.ca)

### Past-President

**Graeme Luke**

Physics & Astronomy  
ABB 260, Ext. 27639  
[luke@physics.mcmaster.ca](mailto:luke@physics.mcmaster.ca)

## Members at Large

**Catherine Anderson**

Linguistics & Languages, TSH 624, Ext. 26241, [canders@mcmaster.ca](mailto:canders@mcmaster.ca)

**Nancy Carter**

Nursing, HSC 3N25A, Ext. 22221, [carternm@mcmaster.ca](mailto:carternm@mcmaster.ca)

**Lilian Chan**

Accounting & Financial Management, DSB 325, Ext. 23974, [ylchan@mcmaster.ca](mailto:ylchan@mcmaster.ca)

**Qiyin Fang**

Engineering Physics, ETB 403, Ext. 24227, [qfang@mcmaster.ca](mailto:qfang@mcmaster.ca)

**Michel Grignon**

Health, Aging & Society, KTH 232, Ext. 23493, [grignon@mcmaster.ca](mailto:grignon@mcmaster.ca)

**Martin Horn**

History, CNH 629, Ext. 24139, [mhorn@mcmaster.ca](mailto:mhorn@mcmaster.ca)

**Michelle MacDonald**

Biochemistry & Biomedical Sci., HSC4H44, Ext. 22316, [macdonml@mcmaster.ca](mailto:macdonml@mcmaster.ca)

**Arthur Sweetman**

Economics, KTH 407, Ext. 23218, [arthur.sweetman@mcmaster.ca](mailto:arthur.sweetman@mcmaster.ca)

**Joe Rose**

Human Resources & Management, DSB 407, Ext. 23951, [rosejb@mcmaster.ca](mailto:rosejb@mcmaster.ca)

## IN THIS ISSUE:

- 1 2014-15 MUFA Executive
- 2 President's Report
- 4 MUFA Service Awards
- 6 CAUT Dedicated Service Award
- 7 Retirement
- 8 Announcements
- 10 John Lott

### McMaster University Faculty Association

Hamilton Hall, Room 103A  
Hamilton, Ontario L8S 4K1

905-525-9140  
EXT. 24682/20297

EMAIL:  
[mufa@mcmaster.ca](mailto:mufa@mcmaster.ca)

MUFA on the WEB  
<http://www.mcmaster.ca/mufa>

# President's Report

(delivered at the April 30<sup>th</sup>, 2014 Annual General Meeting)



with the last of this training now upon us, the President will soon disband the PACDSB and return the DeGroote School of Business to its own governance. A review of the Human Rights and Equity Services and the Anti-Harassment Policy are now underway, informed by the experience of the DSB Tribunal.


It should be noted that the DSB is not the only area of the University where non-collegial behaviour may exist. Other areas have undergone training on appropriate conduct over the past year. The MUFA Executive supports this training and hopes that members always treat each other and all members of the university community appropriately.

In December 2011, the Senate established a committee to review the policies and procedures surrounding the teaching-stream category of appointment. The committee's report is now complete and posted on the Provost's website. The hard work of the committee is apparent in the report, which was the subject of an extended discussion at Senate. The coming years may well see changes to the Yellow Document reflecting some of the report's recommendations as we move forward with this relatively new class of appointment.

We have had numerous discussions at the Joint Committee on the issue of teaching professor allocations. We were not able to come to a comprehensive agreement on new allocations and as a result have addressed the pressing situation in the BTech Program by allowing a temporary allocation to Engineering for BTech equal the number of CLA's presently teaching in the program (15). These positions will be tied to the persons eventually hired into them through the normal appointment process. We anticipate that a broader agreement will, when reached, incorporate all of the temporary increases in the different faculties. We note that most Deans are not in a position to hire additional teaching track faculty (or any other faculty) due to their own budget pressures.

2013/14 has been an interesting and mostly pleasant year, though it has not been without its challenges. I would like to start off by thanking all of the members of the MUFA Executive whose hard work and dedication, even during 8:30am biweekly meetings, have been invaluable. The contributions of Mara Giannotti and Kelly McCaughey cannot be overstated, both for their service to members and to the executive. We welcome Jessica Weyman who will be joining us in the MUFA office shortly.

This past year saw the DeGroote School of Business Tribunal complete its work and issue confidential and public reports regarding issues of harassment within the School. Among the remedies imposed by the President were some lengthy suspensions of individuals and broad-based training across the entire school and for various individuals. It appears that



There have been several studies on the broad topic of gender equity within the university over the past year. The “Yates Report” which investigated factors influencing career trajectories of women faculty at McMaster is now posted on the Provost’s website. The McMaster Office of Institutional Analysis (IRA) conducted a study to investigate possible gender differences in salaries of full-time faculty; this report is also now posted on the Provost’s website. MUFA is conducting its own analysis based on the methodology of a previous study at UBC, which we hope to complete shortly.

There has been significant discussion recently, related to Faculty policies regarding increased teaching assignments for faculty deemed to be less research active. The Provost issued a statement on his website entitled “Statement on Balancing Contributions at McMaster University,” which, while not a new statement of policy should be closely studied as it may lead to new more prescriptive policies in the future. This is likely to be an area of concern for faculty and MUFA in the future.

The faculty (and staff) have been adjusting to the introduction of MOSAIC, our new information system. The system seems to be evolving and people are becoming more familiar with its various intricacies. Hopefully the rollout of the HR and student modules will go more smoothly.

The new activity-based budget model is now with us. While it is worthwhile that the previous system, with its various deals made and forgotten in the depths of time, is gone, it is clear that the new system brings with it a number of possible unforeseen consequences. Several faculties now have deep structural deficits and face hiring freezes and non-renewal of CLA’s. Some fine-tuning of the budget model’s assumptions may be needed going forward to ensure the health and vitality of all the faculties at the University.

Many things are going extremely well at the University. Faculty are winning awards for both research and research accomplishments. We are

continuing to attract great students; McMaster students this month have been awarded 9! Vanier Fellowships, well above our proportionate share. These awards reflect well on our faculty who are attracting these great students and also helping assemble excellent application packages.

I’d like to recognize Kelly McCaughey for her years of service to MUFA. Kelly is retiring and will be greatly missed for her excellent work and cheerful attitude. I’m sure I speak for all the MUFA presidents who have worked with Kelly that we never once felt pestered to get our reports in, yet somehow she managed to get them out of us! Even this one.

I would like to thank Rafi Kleiman and Michelle Dion, who served with me on the Joint Committee. Both of them brought tremendous skill to the JC. Rafi is now taking the reins as MUFA President, while Michelle assumes the role of Vice-President. I’m happy that Martin Horn has agreed to serve on JC next year alongside Rafi and Michelle. Clearly MUFA is in great hands.

I have very much enjoyed my year as MUFA President. McMaster’s governance model with MUFA’s joint ownership of the Yellow Document helps make the University a great place to be. Even when we disagree with members of the administration on a particular issue there is considerable mutual respect, which allows us to move forward. I’d like to close by wishing you all the best for the coming year and thank you for allowing me the privilege of serving as president.

**Graeme Luke**

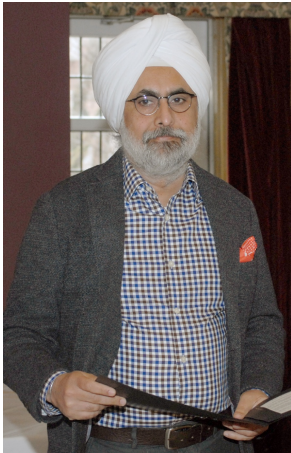
---

## MUFA Service Awards

Following MUFA's Annual General Meeting, a special reception was held in honour of the recipients of the MUFA Award for Outstanding Service. The award was presented to Mandeep Malik, Maureen Padden and Richard Stubbs in recognition of their outstanding contributions to the University. The selection committee, chaired by Past President Martin Dooley, included student Jacob Klugsberg, Librarian Laurie Banfield and faculty member Trevor Chamberlain. Dr. Dooley read the following citations on behalf of the selection committee.

---

**Mandeep Malik** has been a member of the faculty of the DeGroote School of Business since 2000. His success in teaching and his dedication to learning is evident in numerous teaching award nominations. In 2007 he won the provincial award for Leadership in Faculty Teaching and in 2011 he received the McMaster President's Award for Excellence in Instruction.



Mandeep is a strong advocate of problem-based learning and experiential learning teaching approaches. His students describe him as a dynamic instructor who firmly believes that learning should not be confined to textbooks and lectures. For example, he has students role-play tough sales situations, utilize job-shadow opportunities and constantly invites industry experts to

interact with students. They say he has extremely high expectations of his students, but that his supportive and humble nature inspires great loyalty and admiration. He may respectfully challenge someone in class, but his open-door policy and willingness to listen and help beyond the classroom are signs of his never-ending commitment.

Among his colleagues, Mandeep is known as an "ideas lab" because he constantly comes up with great ideas to launch new experiential learning-based educational programs. For example, this year the School celebrated the tenth anniversary of the MARS Apprentice program

and the eighth anniversary of Canada's Next Top Ad Executive program.

Mandeep has also built unique and strong community relationships through his outreach. Initiatives such as the Synergy Business Program and High School Business Heroes allow the School of Business to serve our communities and help high school youth aspire to post-secondary education. His industry affiliations have resulted in Canada's largest Advertising archive finding a home at Mills Library. His experiential programs result in over 20 career placements each year and help the university find new recruitment partners.

---

**Maureen Padden** came to the School of Geography and Earth Sciences from the University of Calgary in 2008. In a short time, she has established herself as one of the best instructors in the School and has been nominated for an MSU Teaching Award. She also makes large contributions to service as co-chair of the School's Social Media committee, the chair of the Community Outreach Committee and a key member of the School's Undergraduate Curriculum Committee.





---

She has quickly established a strong record of community engagement. She serves on five community service committees, three of which directly involve outreach to local elementary and high schools. Her outreach activities go beyond organizing and advocacy. She interacts directly with high schools to promote science education in the classroom—building both an awareness and appreciation for professional training in science. She regularly hosts student visits to see facilities on campus, including the 3D Google Earth system in the Burke Science Building. These vital hands-on experiences contribute to greater interest in post-secondary education and generally raise the profile of the Faculty of Science in the community.

Dr. Padden is also on the Hamilton-Wentworth steering committee for Envirothon, a North American environmental competition for high school students. Maureen's work with Envirothon has helped connect McMaster undergraduate students to local high school students, giving undergraduates an opportunity for community engagement, and high school students peer mentors to guide their participation in the Envirothon competition.

Beyond her service to community education, Dr. Padden has also provided scientific expertise to local environmental causes. As an example, she contributed directly to the Bay Area Restoration Council's (BARC) Monitoring Committee's reports on the safety of the Hamilton Harbour in both 2011 and 2012. Letters from her partners at the Hamilton Conservation Authority and local high schools testify to her strong commitment to community service.

---

**Richard Stubbs** joined the Department of Political Science in 1990. He has published widely on security and political economy issues, especially with regard to East and Southeast Asia. He is described by his colleagues as an outstanding scholar with a world-wide reputation and an excellent teacher, graduate supervisor and mentor. He also served a five year term as Chair of the Department of Political Science.

His letters of support all mention these foregoing contributions, but emphasize even more strongly his devotion to improving the governance of McMaster University. Richard's most intense period of service to MUFA and the university overlapped with a difficult time in the university's history when McMaster was experiencing a very large increase in the student body without a commensurate increase in faculty. As Vice-President and President of MUFA, Richard served on the Joint Committee and the Remunerations Negotiating Committee and had two terms on the University Senate.

One of the most notable ways in which Richard served MUFA and the university was as "Loyal Opposition" on the matter of the university budget. When he became president of MUFA in 2008, one of Richard's first acts was to form the MUFA Budget Advisory Committee



which, in its annual reports, provided a critical analysis of many multiyear trends in University metrics, including increases in the size of both classes and the administration, decrease in faculty salaries as a component of the budget and, importantly, increases in University revenues. These reports were effective in provoking new dialogues on University strategic

allocations. The MUFA reports, initiated by Richard, served as a template for numerous other faculty associations in their own independent analyses of university finances at their respective institutions. As his letters of support point out, Richard undertook this activity at a time when relations between the top levels of the university administration and MUFA were not at a historic high and constructive criticism was not always warmly welcomed. Richard's arguments for change at the Faculty Association, the Senate and the Board of Governors were carefully crafted, backed up by solid research and motivated by a concern for the academic goals of the university.

---

Nominated by the MUFA Executive:

**Virginia Aksan**  
(History)

**Richard Stubbs**  
(Political Science)

have received the **CAUT dedicated Service Award** in recognition of their exceptional service to the Faculty Association. They deserve the thanks of MUFA membership for their efforts on your behalf.



Virginia Aksan

Graeme Luke

Richard Stubbs

# Be Prepared for Retirement

**Electronic Mail Accounts:** *(Re-endorsed by Joint Committee — May 29, 2001)* It is agreed that provision of e-mail computer accounts for retired faculty members is to be treated similarly to the provision of mail boxes or library cards. All retired faculty should have access to an e-mail account on the same terms as active faculty. Like the mail box or library card, the e-mail account is to be used for University or academic business.

Given past experience with illegitimate use of computer accounts by "hackers", it is recognized that for management purposes it might be necessary to require retired faculty to renew the e-mail computer account from time to time, or for CIS to remove accounts that are inactive over a long period of time.

## **Post-Retirement Benefit Program for Members of MUFA**

If you are eligible for post-retirement benefits, please review your corresponding Retiree Benefit Booklet to become familiar with your retiree benefit plans. Active employee benefit plans cease upon retirement. To be eligible for post-retirement benefits, the MUFA member must have been enrolled in the extended health and dental benefit plans as an active employee on their last day of work, and must meet the eligibility requirements as defined in the applicable Sun Life MUFA Faculty/Librarian Retiree Benefit Plan Booklet. If eligible for Post-Retirement Benefits, the Post-Retirement Benefit Co-Pay Program applies to all MUFA members (faculty and librarians) who retired after July 1, 2012. Eligibility for post-retirement benefits and the applicable percentage of the cost that a MUFA member is responsible for paying is based on cumulative years of service as at the date of retirement.

For additional information, please review the following:

- [MUFA Faculty/Librarian Post-Retirement Benefit Co-Pay Program](#)
- [Retiree Benefit Booklets](#)
- [Employee Life Changes](#)
- [Retiree Out of Province Coverage Summary](#)

**Life Insurance:** At retirement you will be provided with a paid up policy of \$5,000. If you wish to convert your insurance to a private insurance plan, you must apply within one month of your retirement date. Please contact Human Resources for more information.

If you take early retirement, you are able to keep your current coverage (Grandfathered Plan) or the basic plan of 175% of salary (maximum salary \$100,000) by paying the full premium which is based on age factors, gender and smoking vs non-smoking. At age 65, however, the policy will be reduced to the Paid Up policy of \$5,000.

**Recreational Facilities** *(Approved by Joint Committee — June 21, 1999):* Anyone who retired prior to 1999 will continue to receive free membership at the Ivor Wynne Centre [Athletics & Recreation Complex]. Those who retired in 1999 may apply for membership at one-half price. All retirees after 1999 are eligible for membership in the Ivor Wynne Centre at a rate that will be prescribed annually and approved by the Board of Governors.

**CAUT Services:** Individuals who were eligible for membership in CAUT through MUFA before

retirement are eligible for membership as CAUT retirees. Individual retired members may join CAUT as Retired Associate Members for an annual fee of \$30. For this fee they receive a subscription to the CAUT *Bulletin*, and may join a number of group plans offered for life insurance, personal accident insurance, family life insurance, professional property insurance, group home insurance, travel insurance, and other financial services. Retired members can also hold office and serve on CAUT committees. The application form may be downloaded by going to:

[http://www.caut.ca/docs/member-services/retired\\_pamphlet\\_v2012\\_en.pdf?sfvrsn=0](http://www.caut.ca/docs/member-services/retired_pamphlet_v2012_en.pdf?sfvrsn=0)

For more details regarding How to Prepare for Retirement visit the Working at McMaster website at:

<http://www.workingatmcmaster.ca/med/document/How-do-I-prepare-for-retirement-1-40.pdf>

**Please note:** Optional Group Life Insurance Rates have decreased effective May 1, 2014.

For more information on this benefit and how to apply, please see:

<http://www.workingatmcmaster.ca/benefits/calculator.php>

### Passages

John Lott, **Biology**, April 2, 2014

## University Club

### Trial Membership

The University Club of McMaster is currently offering a trial membership for the fiscal year ending June 30, 2015.

This offer is being made available to Mac retirees, alumni, staff, faculty and grad students - no membership fees, until July 1, 2015. This offer does not apply to current members.

Individuals who are interested should contact Al Mercato, Club Manager, by email at [mercato@mcmaster.ca](mailto:mercato@mcmaster.ca) or by telephone at the University Club - 905-525-9140, extension 23246 to obtain an application form and other details about the club. Alternately, the application and information is available on the Club website

Member Benefits of the University Club of McMaster:

- ▶ Use of the Club dining facilities and attending special events.
- ▶ Reciprocal signing privileges to the Dundas Valley Golf and Curling Club. UC members are permitted to play golf on their "short course" (this fee is \$15).
- ▶ Reciprocal signing privileges to the Royal Hamilton Yacht Club.
- ▶ Discount membership at the Royal Botanical Gardens (RBG).
- ▶ Discount rate at the Holland Park Garden Gallery.
- ▶ Discount rate at the Westdale Florist.
- ▶ Reciprocal arrangements at faculty clubs across Canada and the US.

Please pass this information along to individuals who may be interested in joining the Club. This is greatly appreciated.



## MUFA Staff Member Retires...

In the last year, the Faculty Association office has lost and will be losing shortly, both of their long-term staff to retirement. Last September, Phyllis DeRosa-Koetting (Executive Director) retired and this year, Kelly McCaughey will also be joining the ranks as of July 1. As we bade farewell and give our thanks to Kelly for the many years of dedicated service, we thought who better then to pay her tribute then the one person that has worked closely with her for the last two decades.



“It’s so good to be back on this very special occasion. Just a year ago I joined the ranks of the retired and today I’m here to welcome Kelly into the fold.

You’ve all heard of Bert & Ernie, Holmes & Watson, Batman & Robin. Each pair has a “noisier” member who gets more of the attention, but in fact both are essential to the appointed tasks. Kelly was my partner.

She quietly performed her duties, listened to my ranting and raving and served as a calming and sensitive influence.

One of Kelly’s most significant assets is that she is the mistress of small talk. She can start up a conversation with anyone. I always joked that when we traveled to a conference, she would know, by the time we arrived, the middle name and shoe size of the person sitting next to her on the plane. But this talent was also good for the Faculty Association.

She could diffuse a difficult situation by her warm and sincere responses to callers. She could be heard chatting happily on the phone, discussing the weather, a new-found restaurant, an excellent hiking trail, whatever. There would be laughing and even a certain amount of motherly care coming out of her mouth. I would find out later that she was talking to one of our more “demanding” members. Members, who had not always received a good outcome to their concerns, accepted their disappointment more gracefully after speaking with Kelly. Hers is a skill that cannot be taught and one that I valued highly.

And then there were the treats. Who will forget the witches fingers at Halloween (but watch out that you don’t eat the rubber spiders and ants that she sprinkled generously around them!), the shortbread at Christmas and the bunny cookies at Easter. She decorated the office and set the meeting table to fit the occasion providing a cosy environment which was commented on and appreciated by those who visited the Association Office.

Always willing to make some coffee or turn on the kettle for tea. A welcoming hostess.”

Kelly has been a good friend to me over the years and a good friend to the Association and its members. I know she will be missed, but I’m glad that she will now have more time to waste with me – reunited partners ready for new adventures.



**Kelly McCaughey**

**Phyllis DeRosa-Koetting**

---

## John Lott Biology April 2, 2014



It is with profound sadness that we announce the passing of Dr. John N.A. Lott, Professor Emeritus of the Department of Biology at McMaster University. John completed a BSc in Botany and Zoology at the University of British Columbia and then graduated with MSc and PhD degrees from the University of California at Davis, California. Upon completion of his PhD in 1969 he was recruited to McMaster University where he worked, even well past his retirement and election as Professor Emeritus (2005).

John made notable contributions to McMaster University and to his discipline of Botany on the national and international stage. He left a significant body of published work related to nutrient storage in seeds and seed development and in later years published reflections on phosphorous availability and global food security. Over his career he contributed hundreds of illustrations for text books, he contributed to book chapters, and he published a book in 1976 entitled “A Scanning Electron Microscope Study of Green Plants”. John served as Associate Editor of the Canadian Journal of Botany (now “Botany”) for nine years, from 1990. He organized and hosted many workshops at McMaster ranging in topics from Plant Development to Scanning Electron Microscopy. John served various administrative capacities while on faculty including operation of the Electron Microscopy Unit, the Biology Greenhouse and the Biology Histochemistry Unit. Many University and Departmental Committees have benefited from John’s hard work, excellent judgment, and organizational skills. Among his noteworthy administrative contributions was his service as a member of Senate (and Senate Executive) and his longstanding role on the Faculty Association Council (from 1987 until 1999) where he served in various special capacities including President from 1988-89 and member of a Joint Administration/Faculty Association Committee examining and negotiating terms and conditions of employment. In Biology, John’s record of citizenship was outstanding but he is probably most fondly remembered for his role as member and Chair of Biology’s Space and Equipment Committees. In that capacity John instigated and eventually implemented many improvements to the Life Sciences Building; and was deeply involved in planning the much-hoped-for Phase II Life Sciences Building.

The many works, all done with quiet firmness and fairness, were only part of the life we are celebrating. Of more importance was the person. So we wish now to address the warmth of the memories so many of us share of having known John. As he might have asked, following a character in Shakespeare: “...Speak of me as I am – a man”. Students had a special place in John’s attitude to the responsibility of teaching – and mentoring – and drawing out the best a student had to offer – which he achieved by his patient and warm encouragement and by the implicit understanding John showed, that students were not different – only younger and a little less experienced. Everyone who knew John agrees: they are glad they knew him.

John leaves his wife Daphne, his children Steven (Maggie) and Alison (Marc) and three grandchildren, Trevor, Brianna and Elliott.

*Douglas Davidson  
Professor Emeritus*

# McMaster Faculty Salary Statistics 2013-2014\*

	Business	Engineering	Humanities	Science	Social Sciences	Non-Health Sciences Total	Health Sciences (Non-Clinical)	University Total
<b>Full Professor</b>								
No. in Rank	29	78	33	119	43	302	83	385
Avg Age	59.7	54.6	60.4	54.7	59.7	56.5	58.8	57
Avg Yrs in Univ.	21.6	15.7	24.3	19.4	23.1	19.7	22.3	20.3
Avg Salary	\$195,454	\$169,240	\$168,067	\$164,639	\$169,224	\$169,813	\$179,013	\$171,797
10th Percentile	\$170,431	\$147,950	\$142,347	\$142,723	\$152,998	\$146,450	\$149,447	\$147,105
Median	\$182,624	\$162,835	\$163,273	\$160,148	\$166,541	\$164,016	\$168,863	\$164,956
90th Percentile	\$244,960	\$195,645	\$191,566	\$197,733	\$193,302	\$198,814	\$235,429	\$202,716
<b>Associate Professor</b>								
No. in Rank	24	51	52	59	50	236	45	281
Avg Age	50	45.4	52	46.1	48.4	48.1	53.8	49
Avg Yrs in Univ.	12.3	10.1	15.6	11.7	11.1	12.1	15	12.6
Avg Salary	\$161,651	\$142,761	\$130,182	\$133,362	\$131,351	\$137,143	\$145,596	\$138,497
10th Percentile	\$147,766	\$126,838	\$103,211	\$117,571	\$106,972	\$112,234	\$121,093	\$112,275
Median	\$159,038	\$142,361	\$127,606	\$134,729	\$130,102	\$136,727	\$144,562	\$137,373
90th Percentile	\$171,380	\$158,993	\$160,050	\$147,480	\$157,271	\$162,209	\$163,117	\$162,220
<b>Assistant Professor</b>								
No. in Rank	18	30	42	36	36	162	54	216
Avg Age	46.1	37.8	41.4	40.5	40.2	40.8	46.5	42.2
Avg Yrs in Univ.	7.5	2.5	4.6	4.6	3.2	4.2	6.9	4.9
Avg Salary	\$138,336	\$100,582	\$86,121	\$97,312	\$92,791	\$98,570	\$109,716	\$101,356
10th Percentile	\$100,000	\$84,500	\$70,000	\$71,000	\$76,000	\$74,532	\$78,804	\$75,000
Median	\$140,054	\$98,764	\$83,195	\$96,375	\$88,697	\$94,316	\$104,336	\$97,214
90th Percentile	-	\$130,487	\$100,347	\$121,550	\$115,000	\$130,000	\$137,438	\$136,505
<b>Lecturer</b>								
No. in Rank	4	5	3	2	4	18		18
Avg Age	-	41.8	-	-	-	42.8		42.8
Avg Yrs in Univ.	-	2	-	-	-	2.2		2.2
Avg Salary	-	\$102,460	-	-	-	\$87,341		\$87,341
10th Percentile	-	\$71,706	-	-	-	\$62,918		\$62,918
Median	-	\$89,000	-	-	-	\$77,000		\$77,000
90th Percentile	-	-	-	-	-	-		-
<b>Total Faculty</b>								
No. in Rank	75	164	130	216	133	718	182	900
Avg Age	52.3	48.3	50.6	49.8	49.7	49.9	53.9	50.7
Avg Yrs in Univ.	14.1	11.1	14	14.7	12.6	13.3	15.9	13.8
Avg Salary	\$166,233	\$146,410	\$124,158	\$143,986	\$131,351	\$140,933	\$150,190	\$142,805
10th Percentile	\$124,930	\$96,853	\$75,687	\$98,315	\$83,407	\$88,240	\$95,255	\$90,000
Median	\$164,047	\$150,825	\$126,260	\$146,266	\$130,817	\$144,973	\$150,972	\$147,273
90th Percentile	\$205,141	\$183,188	\$172,100	\$180,152	\$175,501	\$180,595	\$192,000	\$182,455

\*Excludes CAWAR and Special Appointments. No statistics are reported for groups of less than 5 persons; the 90th percentile is not reported for any groups with less than 20 persons. Data as of 1 October 2013.

SOURCE: HR Database; Prepared by Office of Institutional Research and Analysis