

MUFA

SINCE 1951



McMASTER UNIVERSITY
FACULTY ASSOCIATION

ANNUAL GENERAL MEETING

WEDNESDAY — MAY 2, 2012 — 3:00 PM
GREAT HALL OF THE UNIVERSITY CLUB

AGENDA

1. **Minutes** of the General Meeting held December 6, 2011
(attached)
2. **Business Arising**
3. **Committee Reports**
 - a. Association Standing Committees (attached)
 - b. University Committees and Boards (attached)
 - c. *Ad Hoc* Committees (attached)
4. **Returning Officer's Report — M. Grasselli**
Election of the 2012/13 Executive Committee
5. **Treasurer's Report — R. Kleiman**
 - a. Preliminary Budget for 2012/13 and Annual Statement of Income and Expenditure (attached)
 - b. Appointment of Auditor for 2012/13 — Hoecht Galvin Chartered Accountants
6. **President's Report — P. Sutherland**
7. **Presentation of CAUT Dedicated Service Awards — P. Sutherland**
8. **Other Business**
9. **Presentation of MUFA Service Award — V. Aksan**

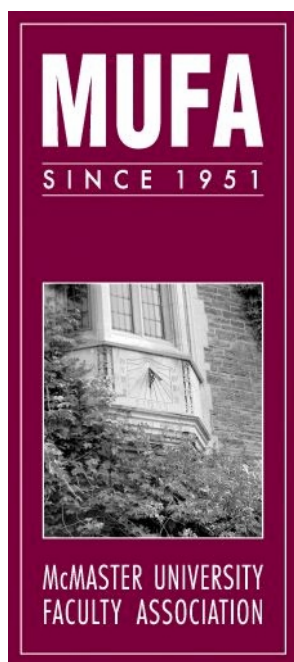
The meeting will be followed by a reception
in honour of the MUFA Service Award winner

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**MINUTES OF THE GENERAL MEETING
HELD ON TUESDAY, DECEMBER 6, 2011, 2:00 PM
COUNCIL CHAMBERS (GH 111)**

PRESENT: Approximately 21 members, P. Sutherland (Chair)

1. Minutes of the Annual General Meeting, April 28, 2011

MOTION

That the minutes of the Annual General Meeting held on April 28, 2011 be approved as circulated.

**V. Aksan/N. Bouchier
Carried Unanimously**

2. Business Arising

There was no business arising from the April 28, 2011 minutes.

3. MUFA Constitution

The MUFA Constitution states, "Amendments may be ratified either by a two-thirds majority vote at a general meeting of at least one hundred full members or, failing attendance of one hundred full members, by a two-thirds majority vote in a mail ballot in which at least one hundred ballots are returned." The Chair announced that since 100 members were not in attendance, a ballot will be sent to all members in the new year.

4. President's Report — P. Sutherland

Thanks to the **SPS Drafting Committee**. When I reviewed the agendas for the MUFA Executive meetings of the last six months or so, the one item that appeared most frequently was our discussion of the proposed revisions to the Supplementary Policy Statements — those statements that comprise the main appendix to the "yellow document" that governs appointments, tenure, promotion, and permanence. The time we spent on the SPSs pales in comparison with the enormous effort made by the Committee in updating, revising, removing inconsistencies, and, in general, bringing uniformity to the 30-odd supplementary policies. So at this time I wish to publicly express our debt of gratitude, and indeed the gratitude of the University, to the Committee, chaired so ably by Lorraine Allan from Psychology, Neuroscience & Behaviour, Katherine Cuff from Economics, Del Harnish from the BHSc Program and advisor to the Provost, and David Wright, formerly Associate Dean of Humanities but now at McGill. The Committee received valuable assistance from Helen Ayre of the University Secretariat, and Barbara Campbell from the Provost's office. One might argue that for some of the individuals I just named this onerous committee work was just part of their day jobs, or represented their share (actually much more than their share) of the service or citizenship component of any academic's life. But neither explanation describes the contribution of Lorraine Allan, for she is a professor emerita, and takes on such an unrewarded task primarily out of a sense of loyalty and commitment to the University. It also helped that Lorraine is, and has been for years, the foremost expert on campus in the area of academic policy. So thank you Katherine, Del, David, Helen, Barb, and especially Lorraine.

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Moving **Forward with Integrity**. The President's intention to transform McMaster's undergraduate programs, through a process underpinned by a deep integrity, have excited in many of us a cautious optimism about what we might aspire to and achieve. I have little new to add here, so I will briefly adopt my usual "the glass is half empty" perspective and make two remarks. First, while many assert that little can be done without new resources, I can't imagine that any will be forthcoming in any substantial measure in the next few years. Sure, the new budget model will lead to some changes, but largely in a zero-sum game, and even in that context changes as large as 5% will be disruptive. Secondly, it is highly unlikely that over the years we have drifted into the "best of all possible worlds" when it comes to undergraduate education. We owe it to our students, and to our own sense of self-worth and satisfaction, to rethink what we are doing and how we are engaging the students.

The new budget model. Three weeks ago the report of the second task force on the actual implementation of a new budget model was released and feedback was invited. In that spirit, I offer the following comments. You will from time-to-time undoubtedly detect the biases of a former Dean of Science. At the highest level, there is much to like in the new budget model, something that has been overdue for years if not decades. It is founded on transparency, on the clear identification of sources and amounts of income, and the attribution of costs. This will provide incentives for moving forward as things change, as inevitably they will. It will provide an environment in which we question how and why we do just about everything.

The main deficiency of the report is its lack of numbers, so it is difficult to assess the impact of the many principles it elaborates upon for the interpretation of income streams and the attribution of costs. That will all become clearer in the next 16 months when the current budget framework is shadowed by the new one. But here are my concerns, naturally enough about research and teaching. I will use numbers that represent my best understanding of things, but there may be some errors (minor I hope).

The two main income streams are the government grant and tuition. Let me focus on how the report (Budget Model Task Force 2, or BMTF2) would deal with domestic undergraduate income. There are government-set rules for how many Basic Income Units (BIUs) are associated with each program (BA, BComm, BEng, BHSc, BSc, etc.), and the government has also put limits on how tuition has increased over the years. The upshot is that the approximate annual incomes based on a full-time domestic student averaged across the four years of each program are: BA — \$10,500; BSc — \$12,000; BComm — \$12,500; and BEng — \$16,000.

The new budget model, which is activity-based, is to be applauded for recognizing that research is an activity! That may sound ironical, but note that the provincial government has never made an explicit linkage between how it and the students fund universities, and the twin objectives of teaching and research. The allocation in BMTF2 of the effective cost of research is uneven and probably inadequate, because it affiliates the research activity with just 50% of the BIU funding. Not surprisingly, it does not affiliate research with the tuition we charge students, despite our claim that research and teaching are inextricably linked. Here are my estimates of the average annual BIU income per full-time domestic undergraduate: BA — \$4,600; BSc — \$6,500; BComm — \$5,300; and BEng — \$7,600. If the activity of research is 40% of our time, the 50% of the BIU amounts falls short of 40% of the total per student income. The other 50% of the BIU income is retained within each Faculty to support teaching and student services. Up to a point, that makes sense since the government clearly believes it is paying for education. To be fair, the occupancy and infrastructure costs of doing research (or at least those not covered by grants) will have to come out of the income and these are lower on the arts side of campus. However, it seems inevitable that the BIU revenue stream will drive inequities in the student-faculty ratio across Faculties.

It gets worse when it comes to attributing "service" teaching costs to the income based on students. BMTF2 recommends that for cross-Faculty teaching, the Faculty of registration keeps 50% and the Faculty that actually delivers the "service" teaching gets the other 50%, but at the so-called "average" tuition rate. None of the 50% of the BIU funding that is ascribed to teaching is accessible for service teaching. Thus the professional Faculties have higher per-student incomes, do little to no service teaching, and yet get to pay for service teaching by others at a discounted rate. I can only hope that over the 16 months of shadowing the old budget model with the new, the consequences and incentives (of

which many are negative) of these decisions will be identified and moderated. There are other inconsistencies as well. There are programs that cross Faculties: the BAs in psychology and geography where Science provides the resources, but the students are registered in Social Sciences; the BSc in biochemistry where the resources come from Health Sciences and the students are registered in Science; and any number of programs between Humanities and Social Sciences where the resources are shared, but the bulk of the income is not shared but instead goes to one Faculty or the other — clearly a disincentive to cooperation. A more sophisticated allocation of teaching costs must be developed. Going from the more expensive downwards: (a) program teaching; (b) service teaching (with allowance for labs); and (c) teaching of electives.

I make the above points partly to vent, and partly to provoke all faculty to read the BMTF2 report and provide feedback as they see fit. Write to: BMTF2@mcmaster.ca. The nominal deadline is December 10 but I have been assured by the Provost that all submissions before the New Year will be considered. The MUFA Executive will devote its meeting next week to BMTF2 and may file its own analysis.

Information Technology (IT) Systems Renewal, or Enterprise Resource Planning (ERP). The University is entering the vendor selection phase that will lead to a massive, costly, but long overdue renewal of all our IT systems, from student administration (admission, registration, scheduling), to financial services and reporting, to research grants administration and reporting, and to human resources. The full IT renewal will take 5-6 years, and cost upwards of \$25 million. The good news is that an annual allocation of \$5 million has been incorporated into budget plans. The two preferred vendors are Banner and PeopleSoft, and there are ongoing presentations by PeopleSoft all this week and Banner next week. All members of the McMaster community are invited. More information may be found at <http://www.mcmaster.ca/uts/systemsrenewal/welcome.html>.

Travel expenses. This is one of those topics we just love to hate. The provincial government has decided, in the spirit of transparency and accountability, that all employees in the “broader public sector” will in future (after May 1?) have to provide receipts for *all* expenses, and that *per diem* rates for food etc. will no longer be acceptable. McMaster will accordingly revise its policy and we can look forward to details and possibly information sessions in the New Year.



With regard to the comments about the Budget Model, Dr. Shore noted that the Faculty of Social Sciences bears a heavy service teaching load on behalf of the Faculty of Business. Dr. Sutherland added that the Economics Department also does a comparable amount of service teaching for the Faculty of Engineering. It was noted that the Departments of Psychology and Mathematics & Statistics also do a great deal of service teaching.

In response to Dr. Grasselli’s question regarding whether the IT review would include the Learning Management Systems, Dr. Sutherland said no.

5. Other Business

There was no other business.

There being no other business, the meeting was adjourned at 2:25 pm

COMMITTEE REPORTS

Faculty Association Standing Committees

MEMBERSHIP COMMITTEE

Chair: Michelle MacDonald

I am pleased to report that as of April 2012, MUFA had 955 members. Since May 2011, we have added 56 members and lost 31 members, mainly due to moves to other universities. As well, there were 28 retirements. Of the 955 members, there are 22 volunteers who are not on the CP/M scheme but have chosen to become members of MUFA.

OCUFA (Ontario Confederation of University Faculty Associations)

Director: Martin Dooley, OCUFA Director

The Minister of Training, Colleges and Universities, Glen Murray, attended the February 2012 Board Meeting. He has held the portfolio only since November 2011 and readily admitted that he is learning a lot about this new assignment. He welcomed OCUFA to play a role in his on-the-job training. Due to his short tenure in this job and the imminent release of both the Drummond Report and the budget, he did not provide detailed descriptions of policy changes he would like to see. He did indicate an interest in exploring more extensive twelve-month use of universities, on-line education, and adoption of a (possibly modified) version of the Bologna system for Ontario's universities.

OCUFA has energetic plans. An upcoming publicity campaign will stress the importance of scholarship to good teaching. This is to offset the call for more "teaching only" institutions. Many McMaster colleagues kindly offered the call to take part in this campaign by describing their own experiences in bringing research into the classroom. Lobbying Day will take place on Wednesday, April 4, 2012 which, unfortunately, was McMaster's last day of classes. This year OCUFA not only had a late afternoon reception, but also arranged for representatives of university faculty associations to meet with their local MPPs. Many thanks to our former President, Betty Ann Levy, who kindly offered to represent MUFA. OCUFA is also closely monitoring the Auditor General's plan to audit student evaluations of teaching at four universities. No announcement yet on the schools and the nature of the analysis; it appears to be very much a work in progress.

SPECIAL ENQUIRIES AND GRIEVANCES COMMITTEE

Chair: Graeme Luke

Over the past 12 months I have dealt with approximately 15-20 separate matters which were brought to my attention as chair of the Special Enquiries and Grievances committee. Many of the issues were concluded after the exchange of a few emails and/or a face-to-face meeting.

Grievances and enquiries originated in most of the Faculties across campus. The somewhat larger number of issues originating in the School of Business in previous years seems to have returned to a much reduced level this year.

Issues raised by faculty reflect the following themes:

Teaching Load: This is the largest category of enquiry. A significant number of faculty have found themselves being assigned a higher teaching load than many of their colleagues. In at least one Faculty

(Engineering) there is now a policy whereby a faculty member who is considered to be not sufficiently research active can be deemed to have “excess capacity” and be required to accept an increased teaching load. Similar situations have arisen in other Faculties. In the future, as tri-council funding becomes tighter and Faculties face increasingly difficult budget situations issues of teaching load assignment are likely to become even more problematic.

Collegiality: communications with graduate students, faculty, attendance at Faculty events (meetings, recruitment talks etc.). In one case, a department chair sought advice regarding what they considered to be undue pressure from a Faculty dean being brought to bear on the chair and their department.

One grievance which began last year went to a tribunal this year to settle issues of teaching workload. This case was resolved largely in favour of the faculty member.

There were several cases from Health Sciences where faculty with CAWAR appointments were faced with the possible loss of their appointments when Ministry funding which supported their positions was threatened. At least one such faculty member negotiated a retirement “buyout” after consulting with a lawyer specializing in employment law.

TENURE AND PERMANENCE COMMITTEE

Co-Chairs: Virginia Aksan, Martin Horn

2011/12 will be particularly remembered as the year when the SPS (Special Policy Statements) were completely overhauled by a committee chaired by Lorraine Allan. The new SPS documents (and related yellow document changes) passed Senate in January and is available on the MUFA website (see the Faculty Handbook). It has made the job of the Tenure Committee considerably easier. This year, we mostly addressed questions relating to the timing of an individual's process, the rights of the candidate to appear before committees, and what constituted realistic expectations about academic production and teaching assignments. Questions that also came up concerned disciplinary expertise and representation on departmental committees, as well as unclear job expectations. Many questions were raised about permanence and loads in the teaching professor positions which will likely be taken up by an Senate appointed committee (joint SCA/MUFA) in 2012/13.

Two information sessions for tenure and promotion candidates, organized by Del Harnish of the Provost's Office, were delayed until second term when the revised SPS documents became available. V.Aksan represented MUFA at both, and we now have a revised document called "Advice regarding Tenure" on the MUFA website. For those revisions we need to thank Martin Dooley, last year's representative.

Presidential and University Committees

BOOKSTORE BOARD

Representatives: Virginia Aksan, Lillian Chan

There was one meeting on November 14, 2012. The Annual Financial Statement of 2010/11 as well as the budget and projection for 2011/12 were considered. The projected operating surplus for 2011/12 is reasonable. However, the amount of one-time expenditure projected for 2011/12 is over \$900,000 due to severance pay for staff reductions as the plan of closing the Post Office proceeds, reduction in trade inventory, and renovation. The projected closing balance for fiscal 2012 will be reduced by about \$650,000 to \$1.75 million. Other items discussed during the meeting include an update on Access Copyright, the new store layout, organizational and reporting changes, online sales as well as the launch of Google ebooks.

ENROLMENT MANAGEMENT TEAM

Representative: Michelle MacDonald

The Enrolment Management Team Annual Report outlines the action plan and targets for McMaster's undergraduate enrolment targets for the coming academic year. This summary represents the key actions and recommendations that were made by the Enrolment Management Team with regard to the 2012 admissions cycle.

- Enrolment targets will not increase to 5500 as originally planned.
- Enrolment targets will revert to the 2010 target of 5220 due to resource and space limitations that could negatively impact the quality of education.
- McMaster University is unable to guarantee residence spaces to all incoming level I students. As a result, spaces are guaranteed based on admission averages. This has led to Humanities and Social Sciences students being under-represented in the residences.
 - In 2012, 50 residence spots will be reallocated from upper year students as follows: 20 spots for Humanities students, 20 spots for Social Sciences students and 10 spots for Aboriginal students.
 - The Provost has centrally funded 11 high-demand courses with 2800 seats in the Faculties of Humanities, Science and Social Sciences to improve fluidity during the registration periods.

The following action item is in progress and on-going:

- To develop two online courses per year to relieve the constraints of timetable scheduling and offer increased flexibility to students. These 'elective-type' courses would be of broad appeal to university students and will be created and developed in conjunction with the Centre for Leadership in Learning. The goal is to have two online courses available for the 2013-14 academic year.

HONOUR M SELECTION COMMITTEE

Representative: Martin Dooley

The Committee met and a recipient of the Award has been chosen.

McMASTER CHILDREN'S CENTRE

Representative: Gillian Goward

The following is the Annual Report that was presented to the Board of Governors by Maureen MacDonald in November 2011:

I am pleased to present the Annual Report of the McMaster Children's Centre, Inc. (Centre) to the Board of Governors of McMaster University.

Financial Health

As the financial statements support, the financial position of the Centre remains positive, however the Board of Directors and the Executive Director are particularly apprehensive about the potential impact of the implementation of the provincial "Full-Day of Learning" plan on enrollment and management of the McMaster Children's Centre. In anticipation of increasing expenses, a fee increase of 3% was approved, effective June 1st. The current Full-time fees in the Toddler group are \$1005/month and \$852 in all other groups. With these increases, our fees remain competitive among high-quality centres in the city. The main source of funding continues to be the fee-paying parents, with approximately 95 percent of these parents being faculty, staff, or students of McMaster University. Other sources of funding include

subsidy for families through a contract with the City of Hamilton, cost-sharing grants from the Ministry of Community and Social Services/Ministry of Children and Youth Services, grants to increase staff salaries (Direct Operating Grants, Wage Enhancement Grant and Pay Equity monies), and fund-raising events. Government financial support has remained stable. In the last fiscal year the Board of Directors conducted a compensation review in which the total compensation package (salary and benefits) were evaluated in comparison to 5 local childcare providers suggested by staff. Effective September 1st, all full-time and part-time permanent employees received a 2% salary increase, which maintains them in a competitive position to those evaluated.

Enrollment

The demand for daycare far outweighs our ability to meet the need primarily due to space restrictions. In terms of enrollment, the wait list for full-time spots is long. For example, the toddler room wait is now approximately two years. The Centre weekly receives inquiries from families needing infant care. However, the Centre's license and facilities prevent us from offering an infant program at this time. The Centre is licensed for 71 full-time spots, some of which are split into part-time spots with the result being that there are 89 children currently enrolled in the Centre. We continue to work with George R Allan Elementary School in Westdale to provide afternoon care for some Kindergarten children at the school. This fall we have 14 Kindergarten students who are met at George R Allen at 11:30 AM by 2 staff members. The children are then escorted to the MCC and they attend the Centre for the afternoon.

Staff

The Centre is fortunate to employ outstanding, dedicated, and certified staff. In addition to Early Childhood Educator certification, the staff regularly attends professional development workshops and conferences. During the past year, we have had three long-standing staff resign which has presented opportunities for staff renewal.

The Executive Director, Debbie Crickmore, continues to serve as Chair of the Hamilton Supervisor's Network Group and sits as a member of the Ministry of Training, Colleges and Universities – Early Childhood Educator Industry Committee. On behalf of the childcare community, she is a member of the Hamilton Best Start Network and the Early Years Research Committee is a member of the City of Hamilton Child Care Systems Management & Child Care Subsidy Committee (CMSM) and the ECE Recruitment and Retention Committee (Working Group of the CMSM) and this year was a guest lecturer at Mohawk College in the Leadership and Administration graduate certificate program offered to Early Childhood Educators.

The Centre participates in the "Raising the Bar on Quality" program of the Hamilton Supervisor's Network Group. This is a community accreditation project aimed at improving the quality of childcare in the City of Hamilton. For the tenth year in a row, the Centre has been awarded excellence in all three categories: Best Practices in Child Care Management, Staff Professional Development and Quality Assurance Cycle. The staff and Executive Director are committed to excellence and work to continue to achieve this outstanding accreditation.

Curriculum

The Centre continues to develop its curriculum in accordance with the philosophy of the Reggio Emilia approach. This curriculum is developed over time based on the children's interests, as observed and documented by their teachers, as well as the interests of the families, staff and the community. As part of this approach, the Centre is the lead agency in the Artists at the Centre Project, where professional artists are placed in Hamilton daycare centres and Ontario Early Years Centres to work with children in a variety of media. The Project is financially sustained through fund-raising activities, a grant from the City of Hamilton, as well as financial contributions from the participating centres.

Teaching and Research Participation

McMaster Children's Centre, Inc. continues to play a key role in teaching and research activities at the University and in the community. One of the indicators of the quality of our programming is the high number of requests we receive from other institutions for their respective students to work with our staff. The Centre is frequently asked to take students on placement from local high schools, community colleges, and from various programs at McMaster University. The children benefit from these

interactions as much as the students. All students and volunteers are interviewed and subject to a criminal reference check before commencing work with the children.

Current research project involvement includes:

- The HOPP study: Health Outcomes and Physical Activity in Preschoolers; local principle investigator Brian Timmons, Funded by CIHR,
- Research opportunities in the McMaster University Infant Studies Group; investigators: Laurel Trainor, Mel Rutherford, Daphne Maurer, Terri L. Lewis, and Louis Schmidt
- Testing reliability and Validity of the NDDS (Nippissing District Developmental Screen; Offord Centre for Child Studies
- Knee Biomechanics in Child Care Workers; Stacey Acker, Postdoctoral fellow, School of Rehabilitation Science, McMaster University.

Facilities

The Centre benefits from its campus location. Short, curriculum-based field trips and swimming lessons at the McMaster University pool are some of the unique learning opportunities that are offered to children. We are looking forward to working with McMaster University to determine the eventual permanent location for McMaster Children's Centre and are currently investing in a process of strategic planning to evaluate our mission and vision and revise operational outcomes including required facilities to continue to serve the McMaster Community.

Conclusion

McMaster Children's Centre, Inc. continues to provide a valuable service to the McMaster University community by contributing to the quality of life of many of the University's faculty and staff on campus. The programming challenges and enriches the minds of children enrolled in the Centre. Presently, we have over 480 families on our waiting list. We are proud to have serviced the campus community and the City of Hamilton for over 30 years and look forward to maintaining and strengthening our relationship with McMaster University in the future. We respectfully request your ongoing support of the McMaster Children's Centre, Inc.

Sincerely,
Maureen MacDonald
President, Board of Directors
McMaster Children's Centre, Inc.

PARKING APPEAL BOARD

Representative: Trevor Chamberlain

The Parking Appeals Board did not meet in 2011/12. All parking appeals were adjudicated by the Parking Office, with none referred to an Appeals Board tribunal for further review.

PENSION TRUST COMMITTEE

Representatives: Trevor Chamberlain, Sherman Cheung, Marc-André Letendre

The financial markets turned in a mixed performance in 2011. Equities in general displayed negative returns in 2011, with the exception of US equities. The US S&P 500 gained merely 4.6% in Canadian currency. Bonds experienced a very strong year with returns of about 10 percent or more. Due to the weak performance in equities, the pension has delivered an overall return of 3.5% in 2011 before fees. Our benchmark return based on a proper mix of the asset classes and indices would result in a positive return of 1.7% in 2011. Our pension therefore outperformed our benchmark. Our active managers mostly have been able to outperform their individual benchmarks.

The 4-year annualized return was only 1.5% before fees. The 4-year annual performance still was above our own benchmark of 0.5%.

Annual Returns Ending December 31 (%)

2011	2010	2009	2008
3.5	9.1	13.5	-17.1

4-year Annualized Returns Ending December 31 (%)

2011	2010	2009	2008
1.5	1.1	2.0	1.4

The indexation of the retirees' pension payments has been in jeopardy with no relief in sight because of the weak long-term performance of the stock markets.

The recently completed asset-liability study of our pension has been approved by the Board of Governors. The major conclusion of the study is to re-structure the asset mix more in line with the risk profile of the pension liabilities. The implementation process has been well underway. The equity component has been changed to reflect a higher Canadian content. The restructuring of the bond component has been put on hold until the conditions in the bond market become more conducive to a restructuring. Alternative asset classes beyond traditional bonds and stocks will also be examined.

PRESIDENT'S AWARD FOR OUTSTANDING SERVICE

Representative: Virginia Aksan

The Committee met and a recipient of the Award has been chosen.

PRESIDENT'S ADVISORY COMMITTEE RE BUILDING AN INCLUSIVE COMMUNITY

Representative: Nancy Bouchier

As the MUFA representative to PACBIC, I am pleased to note that this Committee has been very active this past year. For those unfamiliar with it, PACBIC's mandate is to identify and anticipate issues affecting equity-seeking communities both within the University and relevant to those seeking access to the University, and advise the President on such issues. It provides a forum for discussion, reflection and learning on issues of inclusion, equity and community-building and, in keeping with the spirit of the University, seeks to create spaces for respectful debate on important social issues. PACBIC provides advice to the President on the planning and development of policies and programs related to "*building an inclusive community with a shared purpose*" (the third strategic goal of *Refining Directions*), and in the spirit of his recent *Forward with Integrity* Letter, both within the University and in the broader McMaster community. The Committee meets with the President at least once a year to discuss its work and progress. PACBIC provides reports and makes recommendations for action to the President, the University Planning Committee (UPC) and other relevant University bodies in order to channel advice through the University structure and thus sustain a University culture that advances equity and inclusion. It monitors and evaluates the implementation of recommendations. And, it communicates implementation plans and progress reports to the university community. Programming and administrative support are provided by the staff of the Office of Human Rights & Equity Services (who attend PACBIC meetings as *ex officio* members) as well as the Provost's and President's Offices. [For more info on PACBIC and its various reports see, <http://www.mcmaster.ca/pacbic/index.html>]

While existing for a number of years, this year PACBIC became much more formalized, with an application process for membership that included formal criteria and procedures for both individual members of the University community and to University organizations committed to diversity,

accessibility, equity and inclusion. An elected nominating committee scrutinized applications and proposed names, approximately half being individual members and half organizational members (i.e., representatives of designated organizations such as MUFA, MSU, PAC Indigenous Issues, CAW, OPIRG, etc.). President Deane appointed 36 members to hold 1, 2, and 3 year terms. Two co-chairs were nominated and elected — one of whom is an experienced faculty or staff member and one an experienced student representative (Dr. Jane Aronson and the MSU President). They will serve 2-year terms.

PACBIC has met monthly since September with meeting dates publicized at the beginning of the year. Meetings are open and observers are welcome to attend. Smaller PACBIC Working Groups meet regularly, which are convened to focus on particular themes or issues that vary over time. They consist of both PACBIC members and others in the University community, constituted with an eye to balancing inclusion, familiarity with the issue of concern and workable size. They examine and discuss the identified issues and report back to PACBIC with their recommendations or analysis: Planning and Priorities; Interfaith Issues Working Group; PACBIC Dialogues; Access and Accommodation; Employment Equity; Communications and Visibility; and Climate Assessment.

PRESIDENT'S ADVISORY COMMITTEE ON TRANSPORTATION AND PARKING (PACTP)

Representatives: Nancy Carter, Trevor Chamberlain

PACTP met five times in 2011/12. The main issues on the Committee's agenda this year were as follows:

1. Review of the Appeals Process

Parking appeals are reviewed by the Parking Office Supervisor and may be referred to the Director of Security and Parking Services or a designate for a further review. Appellants unsatisfied with the Director's decision may seek a further review by the Parking Appeals Committee Chair or designate. In addition, in order to expedite the appeals process, appeals may now be submitted online.

2. Parking Survey for Accessibility and Suitability of Accessible Parking

Of particular concern are those people who have disabilities, but are unable to obtain an MTO permit. An online survey was developed in order to obtain input from the McMaster community, and with a view to identifying strategies to improve the availability and function of accessible parking.

3. The Flex Pass

The Flex Pass was created in order to provide those who do not ordinarily drive to work with the flexibility to bring their vehicle on campus on occasion. Pricing is a central issue inasmuch as the goal of encouraging alternative transportation has to be balanced against the need to bring a vehicle on campus. A survey was devised in order to gauge demand for the Flex Pass.

4. Other issues

Other issues discussed during the year included, *inter alia*, the shuttle bus summer schedule; Hamilton Car vehicles on campus; Carpool Week; the Clean Air Commute; Summer Works projects relating to campus parking and safety; bike lockers and storage (including a Bike Plan); creation of a Way Finding Committee to oversee campus signage; hybrid vehicle technology (including an electric car charging station on campus; and pedestrian safety. With regard to pedestrian safety, the areas of particular concern are the Cootes and Main Street and Forsythe and Sterling intersections.

RUDY HEINZL AWARD OF EXCELLENCE

Representative: Michelle MacDonald

The Committee met and a recipient of the award has been chosen.

Ad Hoc University Committees

DRAFTING COMMITTEE TO REVIEW SUPPLEMENTARY POLICY STATEMENTS (SPS)

Representatives: Lorraine Allan, Katherine Cuff

Background

The *ad hoc* Drafting Committee was established by the Senate Committee on Appointments (SCA) and the McMaster University Faculty Association (MUFA) in January 2010. Del Harnish and David Wright were appointed by SCA. Lorraine Allan and Katherine Cuff were appointed by MUFA. Helen Ayre and Barb Campbell are Consultants to the Committee. At the Committee's first meeting on March 30 2010, Lorraine Allan was selected as Chair.

The Committee's Terms of Reference were reported to Senate on February 10, 2010: The university has regularly added supplementary policies to clarify administrative issues pertaining to the work of faculty members. This includes the range of Supplementary Policy Statements (SPS), administrative letters that clarify procedures (e.g. administrative leave for chairs) and a variety of guidelines. Newer policies are current, but we have not had a regular review of many older policies.

The drafting committee is charged with:

1. a review of existing policies to identify required administrative changes and to recommend a procedure for regular updating of existing policies for minor changes.
2. developing and recommending new policies as identified and required (e.g. conversion of teaching track to tenure track or CLA to teaching track appointments)
3. identifying gaps in the application of existing policies and recommending remedies.

These Terms were subsequently amended. In a letter to MUFA, dated May 31 2010, SCA proposed that the formulation of a Special Leave Policy for Academic Administrators be removed from the Drafting Committee's mandate. In their response to SCA, dated September 8 2010, MUFA agreed to the SCA proposal with the stipulation that a new Joint Senate-Faculty Association drafting committee be struck to develop the Special Leave Policy. In a letter dated February 9 2011, SCA informed MUFA and the Drafting Committee that a Special Leave Policy for Academic Administrators will be addressed by a separate drafting committee, which will be appointed by SCA, and that the Provost will consult with MUFA about the membership of that Committee. In March 2011, the membership of a Joint Drafting Committee on a Special Leave Policy for Academic Administrators was approved by the Senate Committee on Appointments and consisted of Lorraine Allan, Del Harnish, Les King and Steve Hanna, with Helen Ayre as the consultant.

Committee Report (March 2011-2012)

At the October 2011 Senate meeting, the Senate Committee on Appointments proposed the approval of the recommendations of the Drafting Committee (see Appendix B, Attachment V in http://www.mcmaster.ca/univsec/mtgdocs/senate/S_MINAP_111012.pdf). At the meeting, some Senators raised a few concerns about some of the proposed recommendations. Subsequently, a vote on the proposed recommendations was not taken. The Drafting Committee was instructed to incorporate some changes proposed by Senate as well as to address other concerns raised by the Senators. Following consultations with MUFA and SCA, the Committee's revised recommendations were taken back to Senate in December. Both the Senate and Board approved the committee's revised recommendations at their December 2011 meetings and the January 2012 Policy is now in effect.

The final (approved) report of the Drafting Committee is available in Appendix G, Attachment III of http://www.mcmaster.ca/univsec/mtgdocs/senate/S_MINAP_111214.pdf.

The 2012 Tenure and Promotion Policy is available at <http://www.mcmaster.ca/mufa/handbook/cover-c.htm>.

SPS 23: Faculty Reduced Workload Policy

When meeting with the Senate Committee on Appointments in September 2011, the Drafting Committee was instructed to remove SPS 23 (Faculty Reduced Workload Policy) from the package of SPSs being considered for revisions. The SPS 23 has not yet been revised.

Committee on a Special Leave Policy for Academic Administrators

Both the Senate and the Board approved this Committee's proposed Administrative Leave Policy at their December 2011 meetings. The policy is to take effect July 1, 2012 and is available at

<http://www.mcmaster.ca/policy/AdminAcad/AdminProcedures/AdministrativeLeavePolicy.pdf>.

Committee to Review the Academic Rank of Teaching Professors

At the December 2011 Senate meeting, Senate passed a motion "that a drafting committee between the Senate and the McMaster University Faculty Association be established for the purpose of reviewing policies and procedures surrounding the academic rank of Teaching Professors." This motion/proposal was referred by the Senate Committee on Appointments to the Joint Committee for advice/input on the committee's mandate and possible membership, but as of the date of this report this Committee has not been appointed.

Statement of Cash Receipts and Expenditures as of March 31, 2012

	2010/11												2011/2012	
	TOTAL	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MARCH	TOTAL
CASH RECEIPTS														
Membership Dues	\$470,411.24	\$67,430.61	\$45,127.35	\$45,179.59	\$46,978.12	\$47,283.05	\$70,388.22	\$47,043.00	\$46,685.01	\$47,037.86	\$46,892.57	\$46,720.37	\$467.43	\$557,233.18
Interest	\$14,161.94	\$27.39	\$31.64	\$33.37	\$28.13	\$30.34	\$30.44	\$14.80	\$4.72	\$53.13	\$39.66	\$44.10	\$38.52	\$337.72
Miscellaneous	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
TOTAL RECEIPTS	\$484,573.18	\$67,458.00	\$45,158.99	\$45,212.96	\$47,006.25	\$47,313.39	\$70,418.66	\$47,057.80	\$46,689.73	\$47,090.99	\$46,932.23	\$46,764.47	\$505.95	\$557,570.90
EXPENSES														
Bank Charges	\$29.50	\$25.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$25.00
CAUT Fees	\$131,879.07	\$11,857.84	\$11,861.36	\$11,885.11	\$11,873.22	\$11,964.52	\$11,909.10	\$11,890.17	\$11,868.73	\$11,893.24	\$11,941.26	\$11,879.97	\$11,864.11	\$142,688.63
Contingency	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Donations	\$5,423.00	\$0.00	\$0.00	\$200.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$4,247.00	\$0.00	\$0.00	\$4,447.00
Employee Benefits	\$53,052.72	\$4,262.63	\$3,013.43	\$4,175.53	\$3,644.97	\$3,823.46	\$3,823.46	\$4,226.05	\$3,883.44	\$10,834.54	\$3,858.80	\$4,580.50	\$4,666.14	\$54,792.95
Employee Salaries	\$135,050.22	\$11,555.01	\$17,256.97	\$11,555.01	\$11,626.31	\$12,215.50	\$12,215.50	\$12,215.50	\$12,215.50	\$18,077.34	\$12,051.56	\$12,051.57	\$12,051.56	\$155,087.33
Equipment	\$3,203.41	\$0.00	\$1,213.57	\$62.22	\$0.00	\$20.00	\$446.59	\$0.00	\$0.00	\$758.59	\$0.00	\$0.00	\$591.95	\$3,092.92
Insurance	\$1,729.08	\$1,729.08	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,729.08
Meetings	\$7,671.55	\$1,829.11	\$1,233.70	\$619.43	\$608.24	\$0.00	\$24.36	\$0.00	\$5,462.08	-\$2,555.73	-\$496.54	\$634.26	\$0.00	\$7,358.91
Miscellaneous	\$450.92	\$79.00	\$48.44	-\$1,196.93	\$1,414.91	-\$1,345.20	\$1,345.20	\$0.00	\$0.00	\$2,588.87	-\$2,555.99	\$0.00	\$0.00	\$378.30
MUFA Awards	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Office Supplies	\$2,292.94	\$61.04	\$77.16	\$37.08	\$0.00	\$0.00	\$369.16	\$37.10	\$0.00	\$76.79	\$38.23	\$0.00	\$63.39	\$759.95
OCUFA Fees	\$111,132.42	\$10,065.94	\$10,068.45	\$10,089.16	\$10,137.66	\$10,212.92	\$10,163.78	\$10,146.23	\$10,128.25	\$10,149.09	\$10,190.75	\$10,139.72	\$10,125.03	\$121,616.98
Postage	\$2,688.98	\$232.30	\$115.00	\$198.57	\$83.68	\$86.62	\$84.66	\$488.72	\$94.37	\$209.32	\$79.53	\$85.42	\$81.38	\$1,839.57
Printing	\$7,022.76	\$0.00	\$414.00	\$0.00	\$0.00	\$0.00	\$0.00	\$301.15	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$715.15
Prof. Fees (Legal)	\$630.00	\$0.00	\$0.00	\$0.00	\$27,900.19	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$27,900.19
Prof. Fees (Other)	-\$1,537.50	\$0.00	\$5,852.84	\$0.00	\$6,390.15	\$0.00	\$0.00	\$0.00	\$1,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$13,242.99
Telephone	\$433.46	\$35.30	\$35.30	\$35.30	\$35.30	\$40.84	\$35.30	\$35.30	\$35.30	\$35.30	\$35.30	\$37.10	\$37.61	\$433.25
Travel	\$8,920.13	\$1,118.92	\$2,271.43	\$1,063.75	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$853.71	\$303.77	\$0.00	\$524.76	\$6,136.34
TOTAL EXPENSES	\$470,072.66	\$42,851.17	\$53,461.65	\$38,724.23	\$73,714.63	\$37,018.66	\$40,417.11	\$39,340.22	\$44,687.67	\$52,921.06	\$39,693.67	\$39,408.54	\$40,005.93	\$542,244.54
SURPLUS (DEFICIT)	\$14,500.52	\$24,606.83	-\$8,302.66	\$6,488.73	-\$26,708.38	\$10,294.73	\$30,001.55	\$7,717.58	\$2,002.06	-\$5,830.07	\$7,238.56	\$7,355.93	-\$39,499.98	\$15,364.88

Members Equity — March 31, 2012

\$267,072.50

Statement of Cash Receipts and Expenditures at March 31, 2012

	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12 ACTUAL	2012/13 PRELIMINARY
CASH RECEIPTS:							
Membership Dues	\$434,257	\$464,436	\$433,451	\$470,411	\$576,457	\$557,233	\$625,250 ¹
Interest	\$5,578	\$7,510	\$8,499	\$14,162	\$454	\$338	\$7,225 ²
Miscellaneous	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CASH RECEIPTS	\$439,835	\$471,946	\$441,950	\$484,573	\$576,911	\$557,571	\$632,475
EXPENSES:							
Bank Charges	\$29	\$30	\$25	\$30	\$35	\$25	\$30
CAUT Fees	\$114,874	\$118,586	\$123,134	\$131,879	\$139,564	\$142,689	\$148,000
Contingency	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000
Donations	\$10,176	\$4,876	\$4,673	\$5,423	\$4,973	\$4,447	\$6,000
Employee Benefits	\$33,882	\$33,325	\$40,732	\$53,053	\$46,090	\$54,793	\$57,900 ³
Employee Salaries	\$116,486	\$123,858	\$140,142	\$135,050	\$146,323	\$155,087	\$163,800
Equipment	\$1,040	\$852	\$699	\$3,203	\$1,537	\$3,093	\$4,000
Insurance	\$1,647	\$1,647	\$1,647	\$1,729	\$1,729	\$1,729	\$2,160
Meetings	\$6,432	\$6,765	\$8,517	\$7,672	\$6,879	\$7,359	\$8,000
Miscellaneous	\$363	\$410	\$513	\$451	\$460	\$378	\$600
MUFA Service Award	\$5,986	\$2,750	\$5,799	\$0	\$4,527	\$0	\$6,000
Office Supplies	\$1,351	\$1,906	\$1,619	\$2,293	\$1,830	\$760	\$2,000
OCUFA Fees	\$95,001	\$97,865	\$102,192	\$111,132	\$118,524	\$121,617	\$127,000
Postage	\$2,437	\$2,746	\$3,297	\$2,689	\$2,442	\$1,840	\$2,500
Printing	\$7,385	\$7,660	\$8,290	\$7,023	\$2,455	\$715	\$1,000
Professional Fees-Legal	\$0	\$0	\$1,008	\$630	\$0	\$27,900	\$30,000
Professional Fees-Other	\$15,917	\$20,385	\$9,150	-\$1,538	\$54,653	\$13,243	\$40,000 ⁴
Telephone	\$424	\$424	\$572	\$433	\$425	\$433	\$500
Travel	\$6,883	\$8,053	\$6,389	\$8,920	\$4,481	\$6,136	\$9,000
TOTAL EXPENSES	\$420,313	\$432,138	\$458,398	\$470,073	\$536,927	\$542,245	\$610,490
SURPLUS (DEFICIT)	\$19,522	\$39,808	-\$16,448	\$14,501	\$39,984	\$15,326	\$21,985

ASSETS	
Cash in Bank	\$ 93,238
GIC and Bonds	\$267,073
	\$360,311

LIABILITIES	
M. MacDonald (OCUFA Conference)	\$ 525

EQUITY	
Long-Term Reserves	\$267,073
Current Reserves (Cash in Bank less Liabilities)	\$ 92,714
	\$360,311

Rafael Kleiman, Treasurer

NOTES:

1. Income is based on a 5.0 mill rate.
2. Most interest is automatically reinvested in our reserve savings. Approximately \$175 will be available for spending.
3. Includes \$6,500 for pension deficit payment
4. Includes costs associated with release time and final offer selector.

**The Executive of the
McMaster University Faculty Association**

requests the pleasure of your company
at a reception in honour of

**The Recipient of the
MUFA Award for Outstanding Service**

JOHN BERLINSKY

Wednesday, May 2, 2012

3:30 pm (following the Annual General Meeting)
Great Hall of the University Club

RSVP by April 25, 2012
905-525-9140, ext. 24682 — mufa@mcmaster.ca

McMaster University Faculty Association
Hamilton Hall, Room 103A

MU
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