

The Board Team wishes to address concerns raised by ULFA about two interconnected issues. The first is the perceived salary disparity between the University of Lethbridge and the comparators that ULFA uses (UALberta, UCalgary, USask, Trent University and URegina). The second issue is whether these comparators that ULFA is using are the correct or most appropriate set of comparators for the University of Lethbridge. Both parties want to compensate our Academic Staff fairly; we are of the view that our compensation is fair and reasonable.

The Board Team has identified the following as appropriate comparators for the purpose of collective bargaining: Athabasca University, University of Regina, Trent University, Ontario Tech University, University of Winnipeg, University of the Fraser Valley, and Lakehead University.

The Board Team recognizes that the University of Lethbridge is unique within the post-secondary sector as a small to medium sized University (based on student population and complement of Academic Staff) that is also a research comprehensive University. All Universities are unique in their own way, so a broad set of comparators is needed to align different facets of the University with specific comparators. For example, comparing the University of Lethbridge to a primarily undergraduate University based on student population *alone* is not fair. However, comparing the University of Lethbridge to universities with 15+ faculties, medical doctoral programs, four times the student population, and 5 times the research funding per faculty member, is also not helpful for the purpose of addressing compensation in the context of collective bargaining.

To identify a broad set of comparators, the Board Team considered a number of factors including the following: student population, Provincial Funding per student, Research Income per faculty Member, Income of the Institution, and Faculty to Student ratio.

The following tables provide data (from 2022) for these factors from a number of potential comparator institutions. The institutions that we maintain are appropriate comparators have been highlighted.

Number of FTE Students

Number of FTE students	
Thompson Rivers University	19,227
Athabasca University	17,124
University of Regina	15,765
MacEwan University	15,501
Mount Royal University	14,346
Trent University	12,159
University of Ontario Institute of Technology	10,968
The University of Winnipeg	10,926
University of the Fraser Valley	10,314
<u>University of Lethbridge</u>	<u>9,117</u>
Lakehead University	8,571
Laurentian University / Université Laurentienne	8,052
Université du Québec à Chicoutimi	7,659
Saint Mary's University & affiliates	6,741

U of Alberta	43,902
U of Calgary	37,197
U of Saskatchewan	21,573

Provincial Funding per Student

Brandon University	10,590 \$
University of Prince Edward Island	10,372 \$
Total Prince Edward Island	10,372 \$
University of Lethbridge	10,254 \$
Laurentian University / Université Laurentienne	9,429 \$
Acadia University	7,624 \$
St. Francis Xavier University	7,367 \$
University of Regina	7,364 \$
Lakehead University	7,188 \$
University of Ontario Institute of Technology	7,182 \$
MacEwan University	6,723 \$
University of the Fraser Valley	6,518 \$
Nipissing University	6,402 \$
The University of Winnipeg	5,998 \$
Cape Breton University	5,680 \$
Saint Mary's University & affiliates	5,655 \$
Saint Mary's University	5,550 \$
Mount Royal University	4,900 \$
Trent University	4,646 \$
Thompson Rivers University	3,924 \$
Athabasca University	2,569 \$

U of Alberta	11,578\$
U of Calgary	12,025\$
U of Saskatchewan	15,879\$

Research Income per Faculty Member

University of Ontario Institute of Technology	110K \$
University of Regina	82K \$
Lakehead University	66K \$
University of Lethbridge	65K \$
The University of Winnipeg	60K \$
Thompson Rivers University	51K \$
Saint Mary's University	51K \$
Université du Québec en Outaouais	48K \$
Saint Mary's University & affiliates	48K \$
Trent University	45K \$
University of Prince Edward Island	45K \$
Total Prince Edward Island	45K \$
Acadia University	42K \$
St. Francis Xavier University	37K \$
Cape Breton University	32K \$
Université de Moncton	32K \$
Brandon University	23K \$
Nipissing University	17K \$
Athabasca University	15K \$
University of the Fraser Valley	11K \$
MacEwan University	8K \$
Mount Royal University	6K \$

U of Alberta	390K\$
U of Calgary	333K\$
U of Saskatchewan	259K\$

Income per Institution (in thousands of Dollars)

University of Regina	302,556K \$
Thompson Rivers University	250,421K \$
MacEwan University	238,107K \$
Trent University	223,240K \$
University of Ontario Institute of Technology	216,683K \$
University of Lethbridge	200,083K \$
Laurentian University / Université Laurentienne	199,864K \$
St. Francis Xavier University	199,439K \$
Lakehead University	192,988K \$
Université de Moncton	181,645K \$
University of Prince Edward Island	180,671K \$
Total Prince Edward Island	180,671K \$
Mount Royal University	177,894K \$
The University of Winnipeg	174,910K \$
Saint Mary's University & affiliates	166,541K \$
Saint Mary's University	163,179K \$
Université du Québec à Chicoutimi	159,727K \$
Athabasca University	158,699K \$
University of the Fraser Valley	157,045K \$
Université du Québec à Rimouski	137,749K \$
Université du Québec en Outaouais	120,744K \$
Acadia University	117,059K \$

U of Alberta	2,083,754K\$
U of Calgary	1,567,363K\$
U of Saskatchewan	1,054,077K\$

Student/Faculty Ratio (2023)

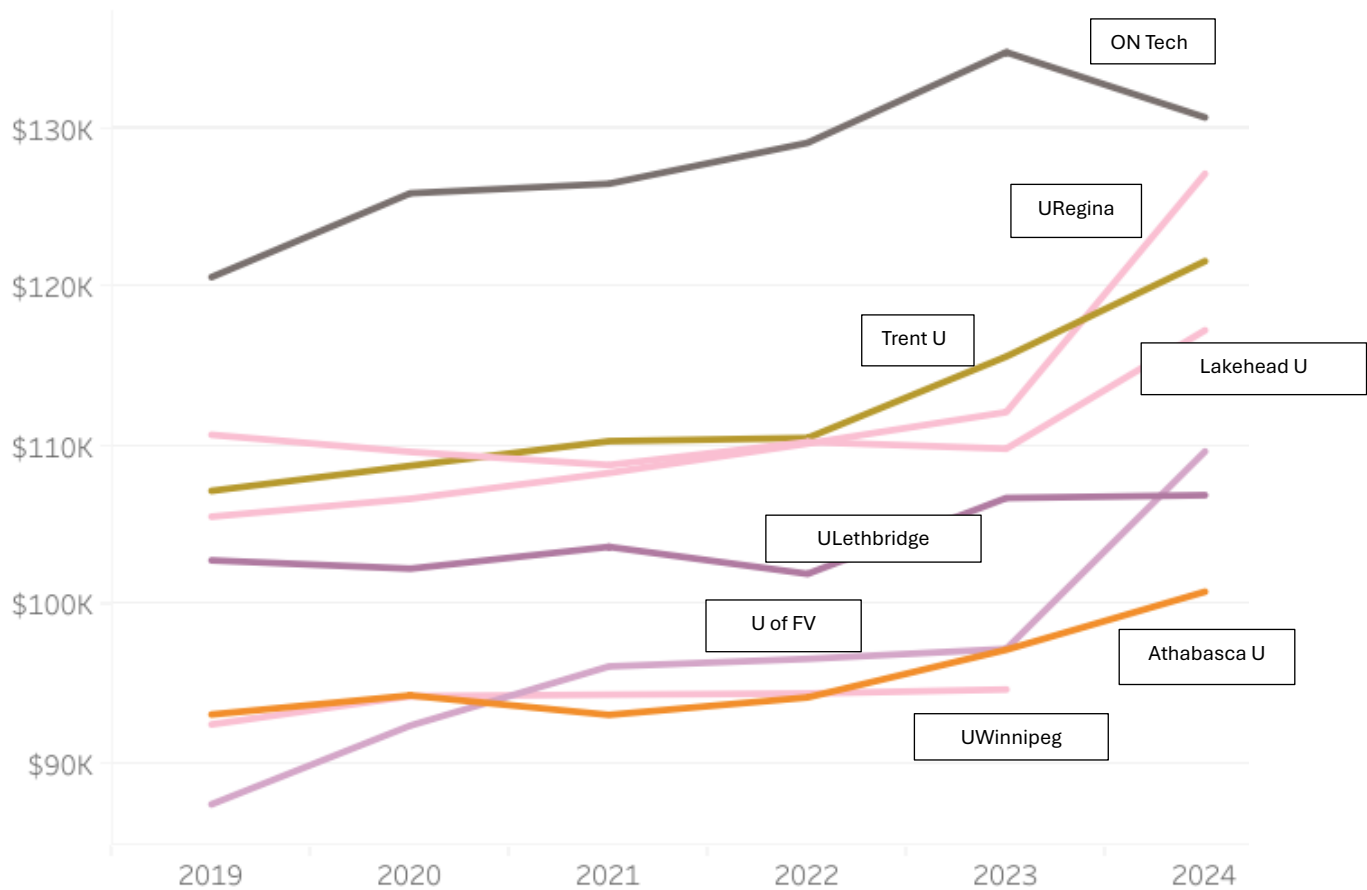
Distribution by institution Student/Faculty ratio			
Athabasca University	77.3		
Thompson Rivers University	56.6		
Trent University	40.5		
Mount Royal University	36.7		
MacEwan University	34.1		
University of the Fraser Valley	33.9		
Laurentian University / Université Laurentienne	33.8		
University of Regina	31.6		
Nipissing University	31.5		
Cape Breton University	29.4		
Université du Québec à Chicoutimi	29.1		
The University of Winnipeg	28.9		
Université du Québec à Rimouski	27.1		
Université du Québec en Outaouais	26.1		
Lakehead University	25.5		
St. Francis Xavier University	20.7		
University of Lethbridge	19.7		
Total Prince Edward Island	19.0		
University of Prince Edward Island	19.0		
Brandon University	17.4		
Université de Moncton	15.8		

U of Alberta	29.3
U of Calgary	21.3
U of Saskatchewan	21.6

After using these factors to identify appropriate comparators, we then compared average salaries between these institutions and the University of Lethbridge across Assistant, Associate, and full Professors. The following data do not include the proposed wage increase of 3% that the Board’s Bargaining Team has tabled.

Assistant Professors

Average Salaries (\$)

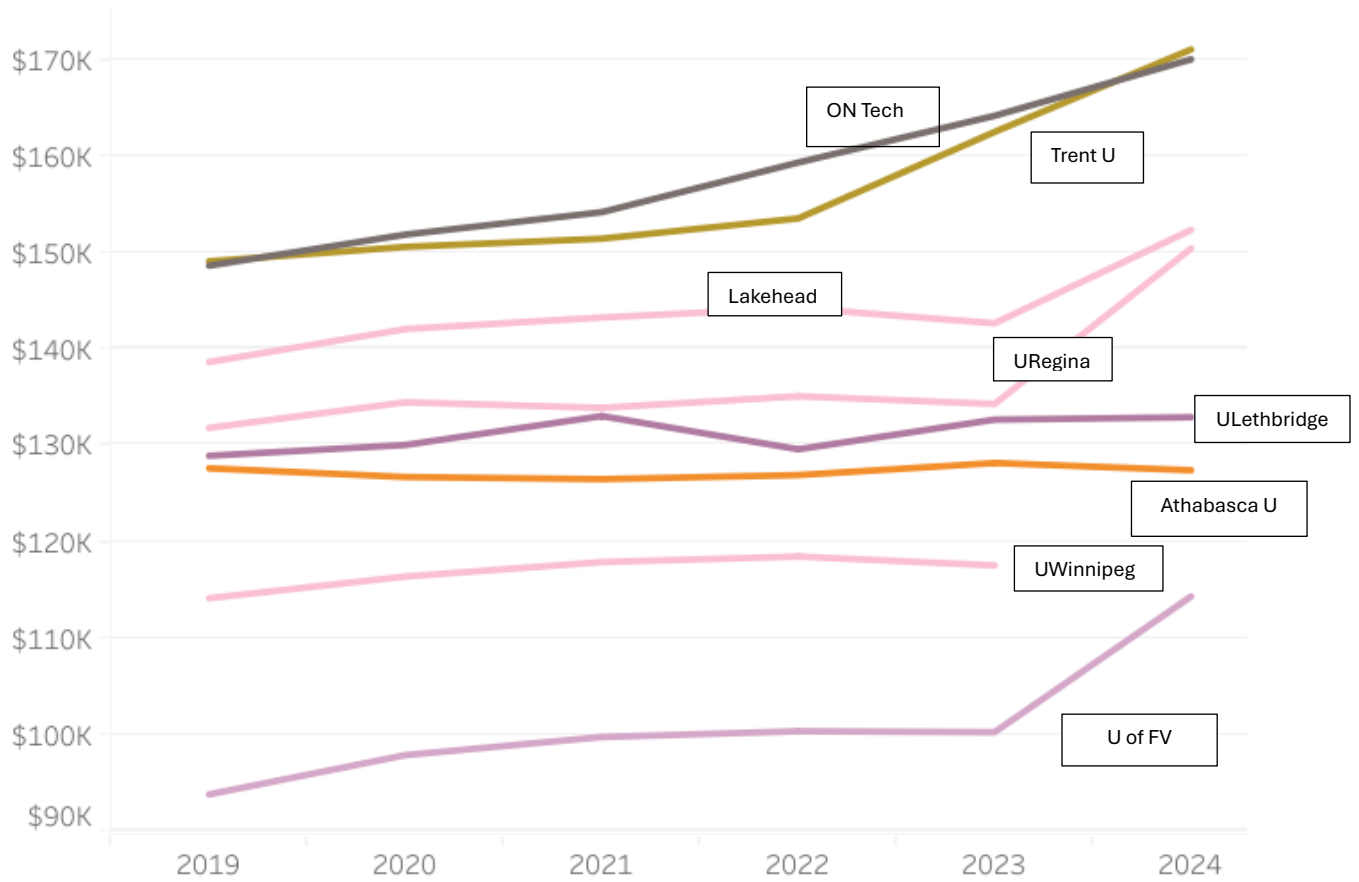


Colour Legend

- Athabasca University
- Lakehead University
- Ontario Tech University
- Trent University
- University of Lethbridge
- University of Regina
- University of the Fraser Valley
- University of Winnipeg

Associate Professors

Average Salaries (\$)

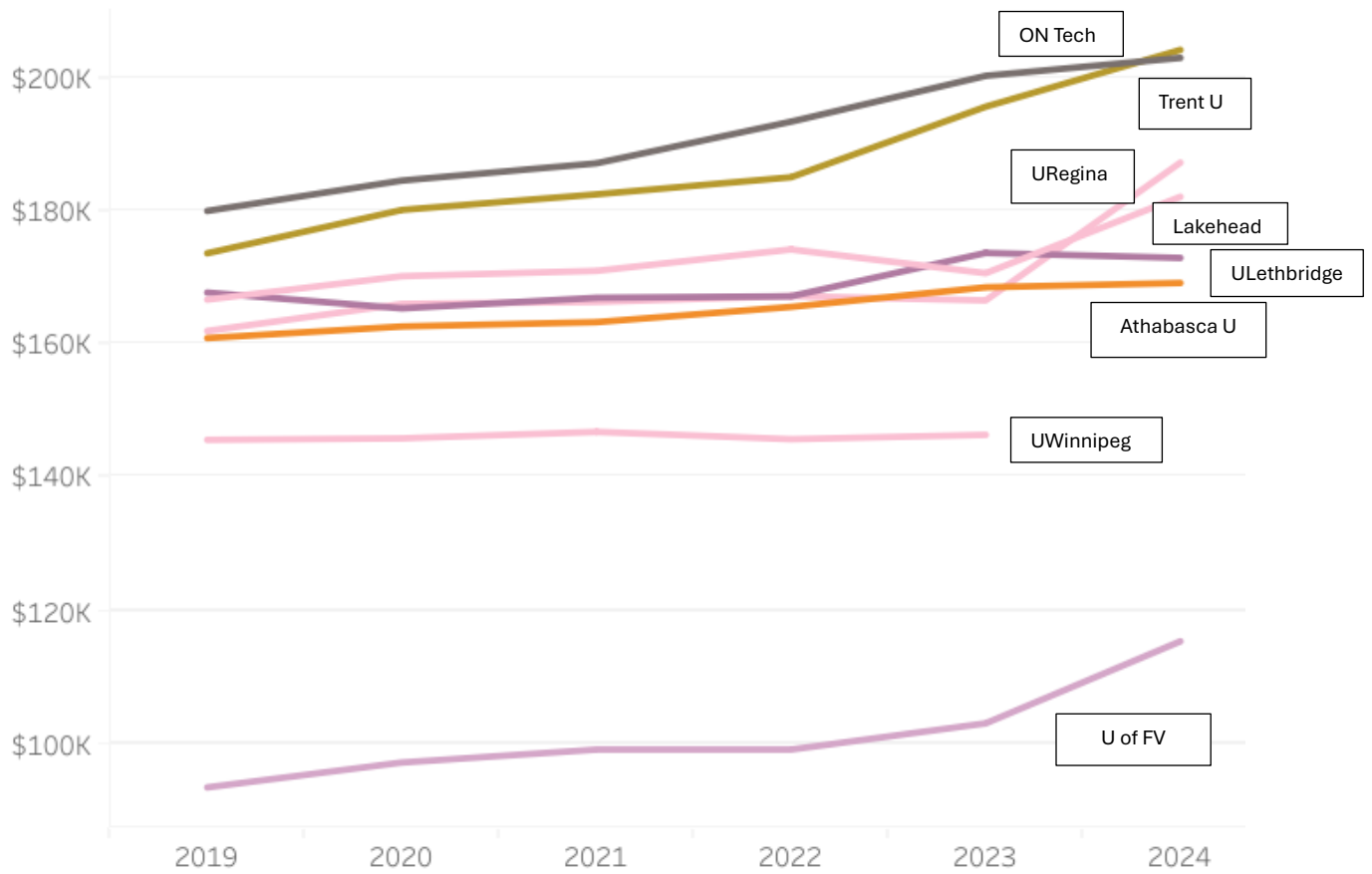


Colour Legend

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Professors

Average Salaries (\$)



Colour Legend

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- University of the Fraser Valley
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Instructors and teaching stream faculty comparisons

The same data are not available for the teaching stream, and teaching stream faculty are more difficult to compare as the role varies across institutions. We have endeavoured, however, to provide similar comparison as we have with research stream faculty. We will go through each institution identify similarities or differences and outline the compensation scheme for each.

University of Lethbridge

At the University of Lethbridge we currently have a three-rank instructor system most closely aligned with the University of Regina and University of Winnipeg. We have proposed to add a teaching stream faculty rank. While having parallel teaching intensive positions is not ideal, it appears it will be necessary for at least a transition period of this Collective Agreement and potentially more.

The most recent proposal from the Board's Bargaining Team for salary ranges for both of these groups are set out here:

Rank	Increase	July 1, 2024	July 1, 2025	July 1, 2026	July 1, 2027
Instructor I	Floor	\$60,000	\$61,800	\$63,654	\$65,564
	Ceiling	\$118,876	\$122,442	\$126,115	\$129,898
Instructor II	Floor	\$61,394	\$63,286	\$65,185	\$67,141
	Ceiling	\$126,433	\$130,226	\$134,133	\$138,157
Instructor III	Floor	\$66,409	\$68,401	\$70,453	\$72,567
	Ceiling	\$133,996	\$138,016	\$142,156	\$147,421
Asst. Teaching Prof	Floor	\$66,950	\$68,959	\$71,028	\$73,159
	Ceiling	\$118,876	\$122,442	\$126,115	\$129,898
Assoc. Teaching Prof	Floor	\$72,100	\$74,263	\$76,491	\$78,786
	Ceiling	\$126,433	\$130,226	\$134,133	\$138,157
Teaching Prof	Floor	\$77,250	\$79,568	\$81,955	\$84,414
	Ceiling	\$133,996	\$138,016	\$142,156	\$147,421

University of Regina

The University of Regina has a similar teaching stream group as our current instructors. They have three ranks of Instructors with no research component to any of their work. The salary scales for the University of Regina Instructors are:

Rank	Increase	July 1, 2025	July 1, 2026
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Instructor I	Salary Floor	\$74,596	\$74,596
	Normal Ceiling	\$89,896	\$89,896
	Merit Ceiling	\$97,546	\$97,546
	Increment	\$2,550	\$2,550
Instructor II	Salary Floor	\$82,426	\$82,426
	Normal Ceiling	\$99,928	\$99,928
	Merit Ceiling	\$108,679	\$108,679
	Increment	\$2,917	\$2,917
Instructor III	Salary Floor	\$93,885	\$93,885
	Normal Ceiling	\$116,831	\$116,831
	Merit Ceiling	N/A	N/A
	Increment	\$3,278	\$3,278

The University of Winnipeg

The University of Winnipeg, like the University of Regina, has a similar category of Instructors as the University of Lethbridge. There are three ranks of instructors and no research component to the work of these instructors. The salary scales for the University of Winnipeg Instructors are:

Rank	Increase	March 30, 2025	March 29, 2026
Instructor I	Salary Floor	\$59,831	\$61,476
	Ceiling	\$65,966	\$67,780
	Increment	\$2,046	\$2,102
Instructor II	Salary Floor	\$71,186	\$73,144
	Ceiling	\$107,431	\$110,385
	Increment	\$2,416	\$2,483
Instructor III	Salary Floor	\$90,381	\$92,866

	Ceiling	\$133,500	\$137,171
	Increment	\$2,875	\$2,954

University of the Fraser Valley

The University of the Fraser Valley only has one category of Teaching faculty. The teaching faculty at the University of the Fraser Valley are compensated on the common BC provincial salary scale which applies to all teaching universities in BC and does not distinguish between different ranks. The salary scale at the University of the Fraser Valley Instructors is:

Rank	Increase	April 1, 2024
Teaching Faculty	Salary Floor	\$70,437
	Ceiling	\$112,872

Athabasca University

Athabasca University utilizes Academic Coordinators for teaching positions. The Academic Coordinators engage in teaching and service duties. The salary scale at Athabasca University for Academic Coordinators is:

Rank	Increase	December 1, 2023
Academic Coordinators	Salary Floor	\$57,316
	Merit Ceiling	\$102,978
	Maximum	\$111,736

Ontario Technical University

Ontario Technical University has two types of teaching intensive positions. Teaching professors (3 ranks – Assistant, Associate, and Senior Teaching Professors) are assigned 70% teaching, 20% service and 10% other duties. The salary grid for this group is as follows:

Increase	July 1, 2024
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Salary Floor	\$72,195
CDI ceiling	\$180,489
Career Development Increment (CDI)	\$3,050

The second teaching intensive position at Ontario Technical University is Academic Associates, they hold term appointments of 12 months to 5 years. These appointments only encompass teaching and service. The salary grid for this group is as follows:

Increase	July 1, 2024
Salary Floor	\$72,195

Lakehead University

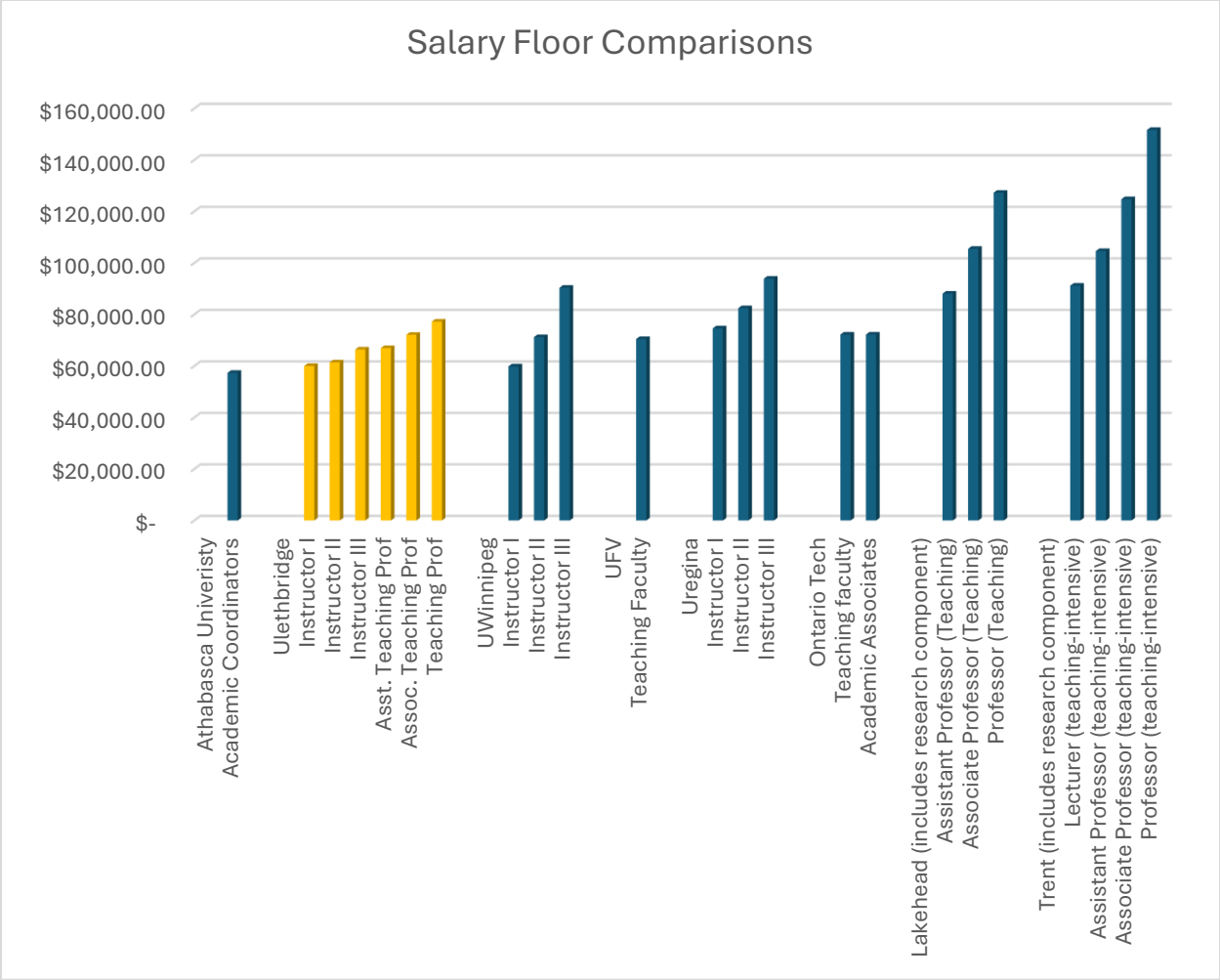
Lakehead University has teaching focused faculty members who have a research component with more teaching assigned than a research-based faculty member. The teaching component appears to have a maximum of 8 teaching units plus service and research. The salary scales for the teaching focused faculty members at Lakehead University are:

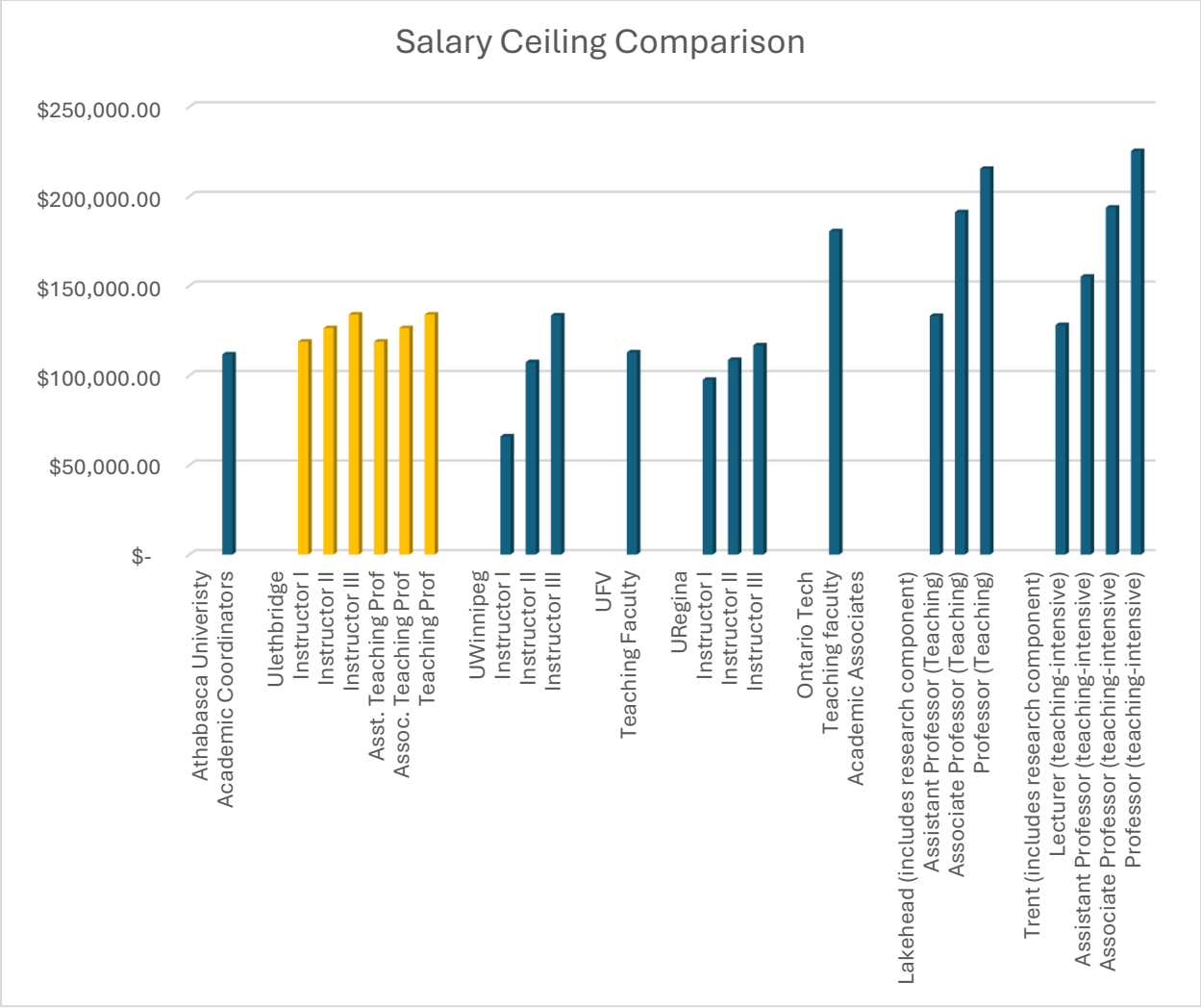
Rank	Increase	September 1, 2025
Assistant Professor (Teaching)	Salary Floor	\$88,094
	Ceiling	\$133,223
	Increment	\$2,937
Associate Professor (Teaching)	Salary Floor	\$105,496
	Ceiling	\$191,099
	Increment	\$2,937
Professor (Teaching)	Salary Floor	\$127,247
	Ceiling	\$215,341
	Increment	\$2,937

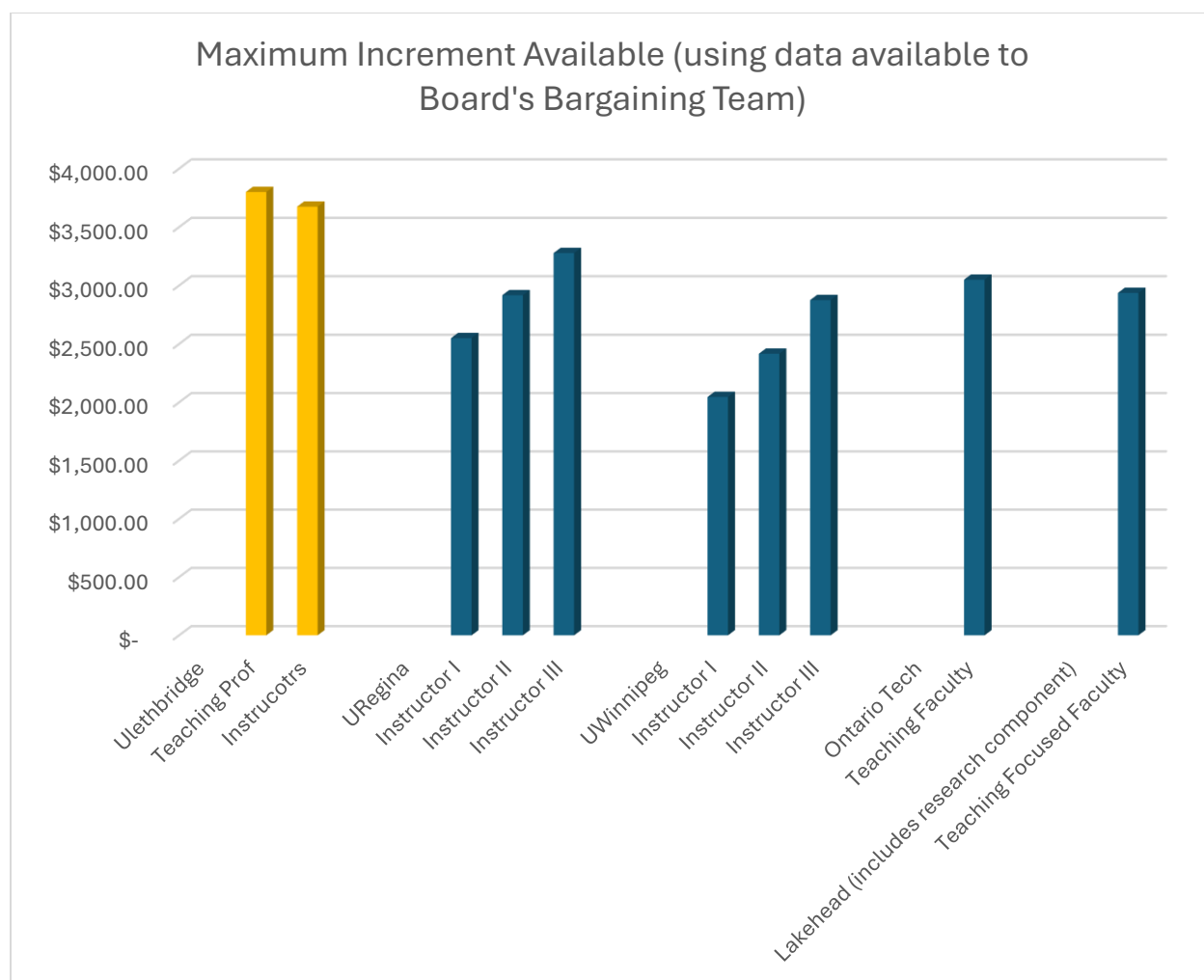
Trent University

Similar to Lakehead University, teaching intensive appointees at Trent University also have a research component to their assignment. They do have more teaching assigned, 150% of that of a research faculty member, but do have service and research as a part of their assigned duties. The teaching intensive appointees are on the same salary scale as research faculty members at Trent University as shown below:

Rank	Increase	July 1, 2024
Lecturer (teaching-intensive)	Salary Floor	\$91,174
	Ceiling	\$128,127
Assistant Professor (teaching-intensive)	Salary Floor	\$104,611
	Ceiling	\$155,147
Associate Professor (teaching-intensive)	Salary Floor	\$124,766
	Ceiling	\$193,720
Professor (teaching-intensive)	Salary Floor	\$151,641
	Ceiling	\$225,281



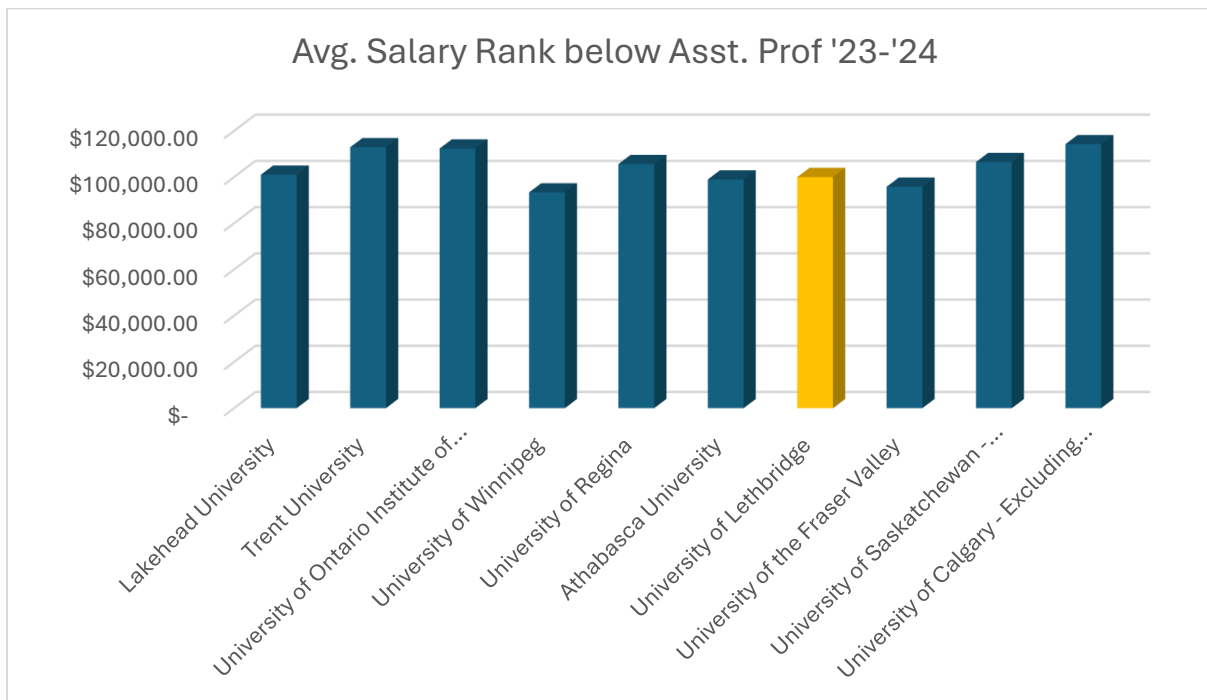




In reviewing the Statistics Canada information available for Academic Staff below the rank of Assistant Professor we can see that the average salary for this group at the University of Lethbridge compares well with the comparator institutions we have identified through this process. We have included the University of Saskatchewan and University of Calgary (both excluding Medical and Dental academic staff) for full comparison purposes, not as an indication of them being a proper comparator to the University of Lethbridge.

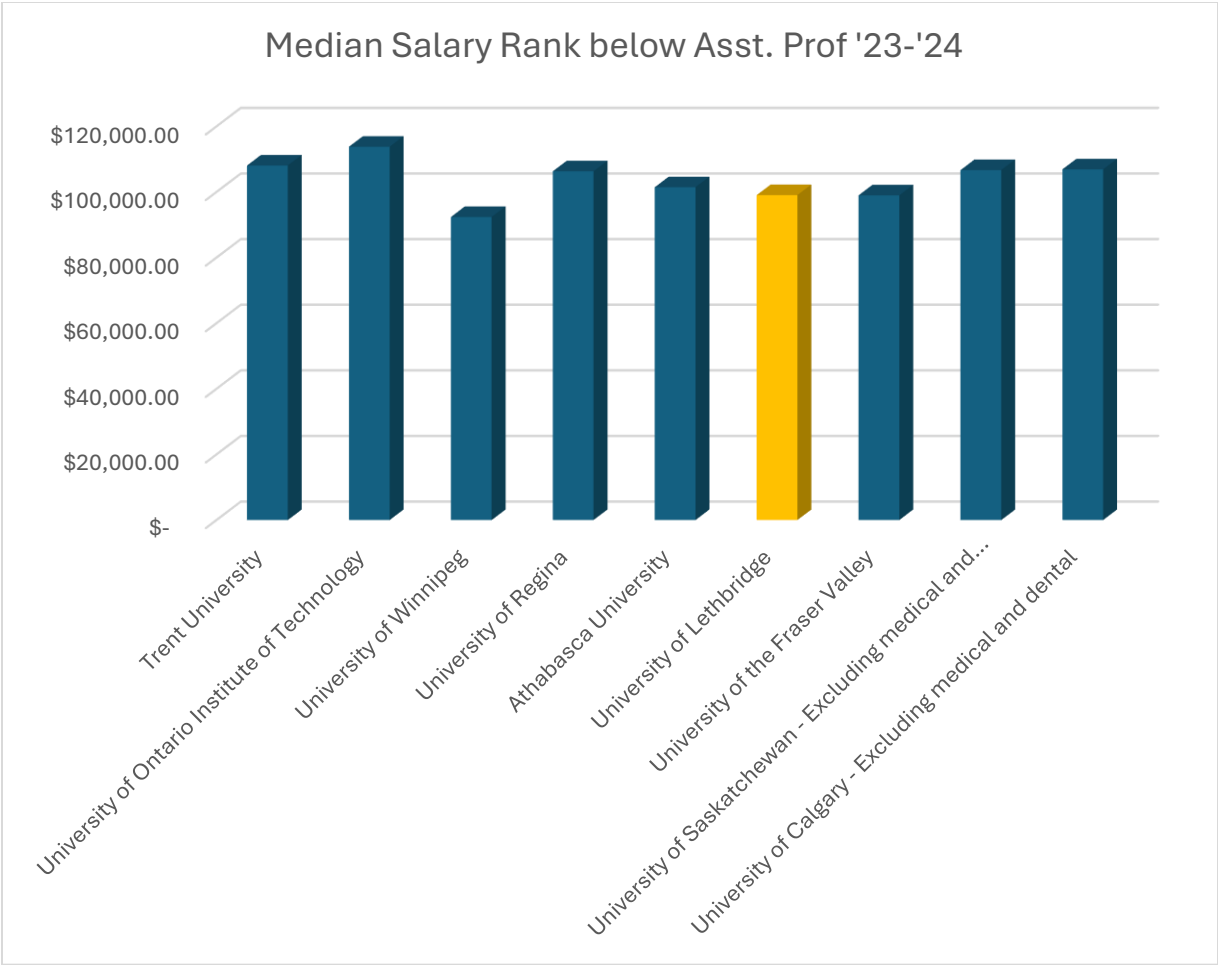
Average salary - Rank below Assistant Professor (2023-2024)	
Lakehead University	\$101,000.00
Trent University	\$112,900.00
University of Ontario Institute of Technology	\$112,350.00
University of Winnipeg	\$93,350.00
University of Regina	\$105,625.00
Athabasca University	\$98,950.00
University of Lethbridge	\$100,000.00

University of the Fraser Valley	\$95,825.00
University of Saskatchewan - Excluding medical and dental	\$106,500.00
University of Calgary - Excluding medical and dental	\$114,225.00



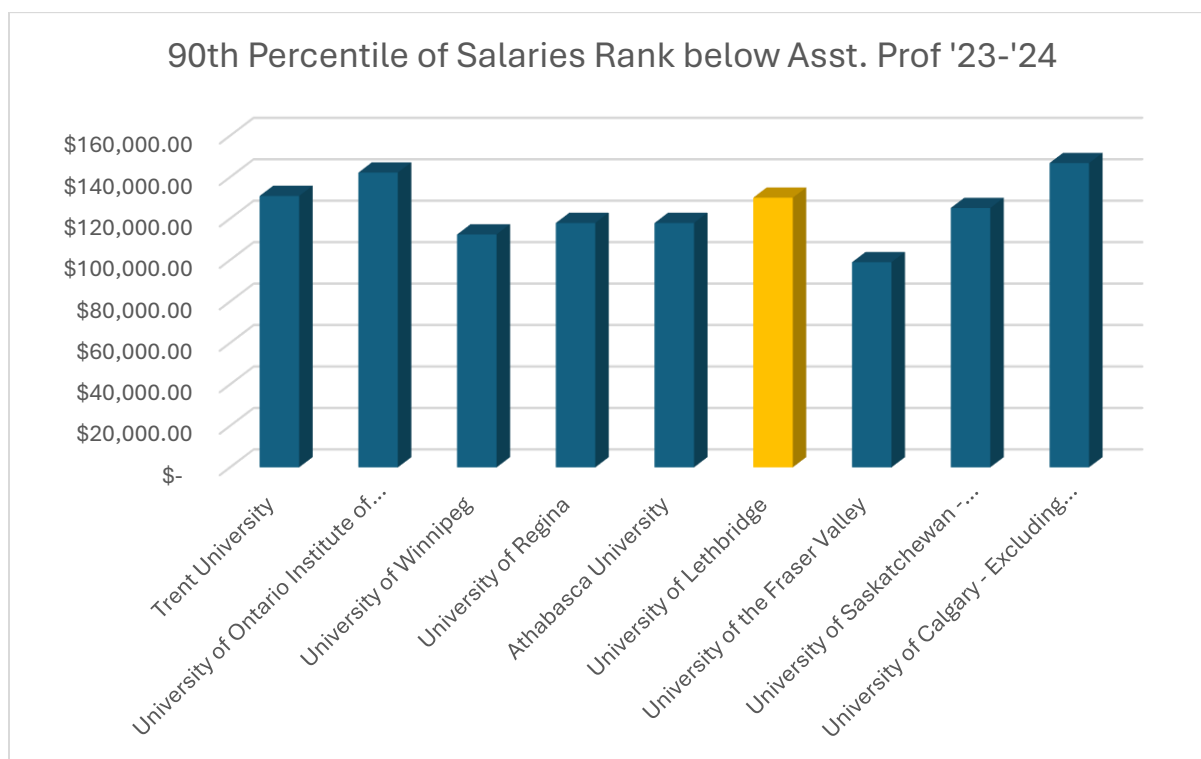
We have looked at the same comparator group for the median salary and the University of Lethbridge, once again compares favourably with similar institutions in our sector.

Median salary - Rank below Assistant Professor (2023-2024)	
Lakehead University	n/a
Trent University	\$108,075.00
University of Ontario Institute of Technology	\$113,800.00
University of Winnipeg	\$92,375.00
University of Regina	\$106,300.00
Athabasca University	\$101,450.00
University of Lethbridge	\$99,050.00
University of the Fraser Valley	\$98,975.00
University of Saskatchewan - Excluding medical and dental	\$106,675.00
University of Calgary - Excluding medical and dental	\$106,900.00



Lastly, we looked at the 90th percentile for this group, this is where the University of Lethbridge differentiates itself, certainly from its Western Canadian counterparts. As a result of our ceiling being higher, our salaries at the top end are demonstrably higher than many of our comparable counterparts.

90th percentile - Rank below Assistant Professor (2023-2024)	
Lakehead University	n/a
Trent University	\$130,925.00
University of Ontario Institute of Technology	\$142,200.00
University of Winnipeg	\$112,375.00
University of Regina	\$117,900.00
Athabasca University	\$117,900.00
University of Lethbridge	\$130,100.00
University of the Fraser Valley	\$98,975.00
University of Saskatchewan - Excluding medical and dental	\$125,125.00
University of Calgary - Excluding medical and dental	\$146,775.00



We have approached this exercise using a data driven process that allows us to compare the University of Lethbridge with similar institutions. We have concluded from this comparison that the U of L, when compared to similar institutions, is not out of market.

Although our salary floors are on the low end, our increment opportunities more than make up for this, certainly when contrasted with our Western Canadian comparators. The higher increment opportunities for academic staff at the University of Lethbridge allows academic staff to move through their salary range more quickly and achieve a higher salary faster than at other similar institutions. Also, our ceilings are quite favourable in relation to our comparators.

Based on these data, we concluded that our compensation is fair, reasonable, and will allow us to continue to attract and retain excellent academic staff to the University of Lethbridge.