

## **Report of the Western University Career Trajectory Fund Committee**

**August 31, 2026**

### **Background and Mandate**

The Career Trajectory Fund (CTF) Committee was established in accordance with Clauses 21 and 33 of the Compensation and Benefits Article of the 2022-2026 Collective Agreement between the University of Western Ontario and the University of Western Ontario Faculty Association. Under Clause 33, the value of the CTF was “\$1,023 multiplied by the number of eligible Full-Time Probationary, Tenured, Continuing Status, and Limited Term Members as of June 30, 2025, who are also eligible Probationary, Tenured, Continuing Status or Limited-Term Members on July 1, 2025.” At that time, there were 1,285 members, so the total fund available for distribution was  $1,285 \times \$1,023 = \$1,314,555$ .

The CTF Committee was charged with distributing this fund in accordance with Clauses 33.2 through 33.4 of the Collective Agreement (see Annex 1). Clause 33.2 provides that anomaly adjustments are to be assigned to Full-Time Members whose salaries are anomalously low because of their gender. It also directs the Committee to investigate “the feasibility of reviewing anomalies based on other equity-oriented demographic parameters”. It further provides that these adjustments are to be made before any adjustments are considered under Clause 33.3. Clause 33.3 provides that salary adjustments are to be “distributed systematically to Full-Time Members based on experience and accomplishment, but in a manner that gives special consideration to faculty whose salaries are determined to be below a trajectory appropriate to their career stage, compared to similar faculty at Western.” Finally, Clause 33.4 limits the maximum allowable salary adjustment to \$10,000 less 50% of any excess of the Member’s 2024-25 salary over \$180,000.

### **2026 Committee Membership**

As per Clause 33.1 of the Article on Compensation and Benefits, the CTF Committee consisted of five members, with two members chosen by the Association, two members chosen by the Employer, and a chair who was chosen jointly by the Employer and the Association. The committee membership was:

#### **Chair**

Andrew Johnson

Associate Dean (Undergraduate), Faculty of Health Sciences

## **UWOFA Appointees**

Yini Liu

Associate Professor, DAN Management

Leslie Boisvert

Research and Data Officer, UWOFA

## **Employer Appointees**

Ken Coley

Dean, Faculty of Engineering

Carol Jones

Associate Dean (Faculty & Staff Relations), Faculty of Science

## **Resource Person**

Margaret Poirier

Senior Analyst, Office of the Vice Provost Academic Planning, Policy, and Faculty

## **Timelines**

Under Clause 33.4, the CTF Committee was required to complete its analysis and make recommendations to the Provost by July 15, 2025, with all payments retroactive to July 1, 2025. Committee membership was confirmed on February 23, 2026. The Committee was granted an extension until August 31, 2026, for the final report due to delays in receiving the data underlying these adjustments. The Committee completed most of its analyses on July 30, 2026, and confirmed the conclusions of that meeting by email with members who were unable to attend. The final committee meeting was held on August 27, 2026, to ratify final modifications to the analysis, and the report was submitted on August 31, 2026.

## **Committee Meetings**

### **The dates of the Career Trajectory Fund Committee meetings were:**

March 31, 2026

April 23, 2026

July 20, 2026

July 27, 2026

July 30, 2026

August 27, 2026

## **Data Used**

The CTF Committee had access to detailed Western data that organized all UWOFA Members by Faculty, discipline (typically, department), faculty grouping (e.g., probationary, tenured, continuing teaching scholar, and limited term), and rank. These data also included fields for gender, years since first degree, years since highest degree, years at Western, years at rank, and relative PAI score (the average PAI over the last three years relative to the average PAI in the individual's department). The only "equity-oriented demographic parameter" was, therefore, gender.

## **Data Analysis**

The data set used for the analyses excluded:

- former Brescia Faculty now at Main, given that there is a special Letter of Understanding (LOU) to consider with respect to these Members (see Annex 2)
- faculty members on LTD (these salaries have been moved to Pensions and Benefits) or on Long-Term Leave (these salaries have been removed from their Home Department)
- visiting full-time UWOFA faculty
- externally funded UWOFA faculty excepting externally funded basic scientists
  - basic scientists in externally funded appointments are deemed to be in Limited Term Appointments
- senior administrators (Associate Deans, Deans, Vice-Provosts, Special Advisors, etc.)

The data included 530 female and 755 male faculty members. There were 237 limited-term members, 1020 probationary or tenured members, and 31 teaching scholars. Two of the limited-term members were in the Brescia School of Food and Nutritional Sciences. Because all former Brescia Faculty were removed for separate consideration under the LOU for Application of CTF for former BFA members, only these two faculty members remained in the data for the Brescia School of Food and Nutritional Sciences. The committee was concerned about the effect of this small cell size on the coefficient for this academic unit. Accordingly, for the purposes of this analysis, these two individuals were considered to be within the School of Health Studies. This aligns with the approach (and the School) chosen for these faculty members when Brescia faculty salaries were considered in 2024.

Several faculty members included in the analysis received market adjustments to their salaries after July 1, 2025. All individuals who received market adjustments were included in all analyses using their July 1, 2025 salary. Of those receiving market adjustments, six

would have been eligible for a CTF adjustment. In all six cases, the subsequent market adjustment raised their salary above the amount projected by the final adjustment model. As a result, the Committee determined that these individuals would not receive an additional CTF adjustment, as their market adjustment had already exceeded the projected amount identified through the CTF process.

Prior to our first meeting, the analyst ran a stepwise regression and two forced regressions. The forced regressions were run both with and without outliers. Outliers were defined as observations with a percentage difference of  $\pm 20\%$  from their predicted values.

This initial model predicted salary using the following variables:

- years since first highest degree (YHD)
- years at Western (YAW)
- gender
- rank
- appointment type (probationary, LT, teaching scholar)
- an interaction between gender and PAI
- an interaction between rank and PAI
- discipline/department

The correlation between years since first highest degree, and years of service at Western, was 0.75.

The committee discussed these preliminary analyses at our first meeting. In particular, we noted that neither forced regression showed a statistically significant gender effect, nor did either show any statistically significant interactions between other variables and gender. We decided to seek clarification on how PAI is measured, as we thought it important to understand how this variable may factor into anomalously low salary. A concern for the committee was how to measure “sustained performance”, particularly in the context of the averaged performance indicator and the move to non-annual Performance Evaluations established within the Collective Agreement. We also discussed the utility of “rank” within the model and noted that this variable is likely to show significant collinearity with other factors in the model (most notably, years since highest degree, PAI, and years of service). At this meeting, we determined that the variables in which we were most interested were: gender; YHD; YAW; PAI; appointment type; and discipline/department. All models would be calculated with outliers removed, as defined earlier.

The committee decided to investigate the impact of directly combining the PAI and YAW by evaluating the interaction between these two variables. A potential problem with this

interaction term is that it may magnify the effect of the most recent performance evaluation (either to the Member's benefit or detriment). To address this, we explored using a Bayesian Average for the PAI. Conceptually, this method "pulls" a Member's performance indicator towards the departmental average until they have enough data to demonstrate their "true" performance level, which may create a more equitable prediction of a Member's salary from their PAI. Another method we explored was a time-weighted average that weights historical performance at 40% and the most recent three-year performance at 60%. This approach is similar in spirit to the Bayesian Average, requires less data (notably historical departmental PAI data), and is easier to understand. For these reasons, the committee elected to adopt a time-weighted average for PAI, incorporating records as far back as we could (2015), given available data. There were no PAIs in 2021, so this gave us 10 years of historical data.

The next model evaluated by the Committee included: PAI; gender; gender\*PAI; gender\*YAW; YAW; PAI\*YAW; and discipline. This model ( $R^2_{adj} = 0.87, p < 0.0001$ ) indicated statistically significant effects for gender, YAW, and the PAI\*YAW interaction. Although gender, PAI, and YAW all showed statistically significant effects, gender did not show a statistically significant interaction with either PAI or YAW. Accordingly, we removed the gender interactions from the model to assess the average impact of gender on salary prediction. This model ( $R^2_{adj} = 0.87, p < 0.0001$ ) showed a statistically significant gender effect, with female professors earning \$3094 less than their male counterparts.

After reviewing the first reduced model, the Committee decided that it may be informative to consider the impact of appointment type. This model ( $R^2_{adj} = 0.88, p < 0.0001$ ) showed that probationary and tenured members had significantly higher compensation than limited-term members. In this model, the gender effect remained statistically significant and increased to \$3624.

The Committee was concerned that the gender effect remained statistically significant, despite having been adjusted recently (i.e., within the last CTF process). We noted that the previous committee used "years since first highest degree" (YHD) instead of "years at Western" (YAW). As noted previously, these two variables are highly correlated ( $r = 0.75$ ) but represent very different constructs. We thought it likely that YHD may be the better construct to use in this model, as it accounts for hiring individuals at different career stages (rather than assuming that faculty are hired at the very beginning of their careers). We defined YHD as the time since the "first terminal degree" (i.e., first PhD or professional doctorate) or, for individuals without a terminal degree, the number of years since the completion of a Member's highest level of professional training.

We then ran a model that replaced YAW with YHD, keeping the time-weighted PAI score, gender, appointment type, and the interaction between PAI and YHD. This model explained more variance than those using YAW ( $R^2_{adj} = 0.90$ ,  $p < 0.0001$ ), and the gender effect was no longer statistically significant in this model ( $B = -1203.20$ ,  $p = 0.2021$ ). Although this reduced gender effect was not entirely unexpected, given that the previous committee adjusted salaries using YHD rather than YAW, the committee wanted to investigate whether gender may mediate the relationship between YAW and compensation. This may occur if female faculty members have more career interruptions than men (e.g., childbirth and care). To test the mediating effect of gender, we calculated the correlation between YAW and YHD separately for men and women. The difference between the correlation for men ( $r = 0.74$ ) and women ( $r = 0.76$ ) was negligible, suggesting that a substantively significant mediating effect of gender is unlikely. The committee identified this as the base model to be used for salary adjustment.

Although the gender effect was non-significant in the model, the committee wanted to ensure that it diligently explored any possible impact of gender on salary. To this end, we calculated salary adjustments: (1) using a model that included the non-significant gender effect, and (2) using a model that removed the gender effect from the prediction equation. Ideal adjustments to salary were then summed to determine our “ideal adjustment” (i.e., the adjustment that would be applied if we were working with an unlimited pool of anomaly adjustment funds). For each method, we calculated the proportion that the available pool of anomaly adjustment funds represented within this larger “ideal adjustment pool”, and then applied this proportion to the adjustments for all members included in the analysis. After this proportion was applied to the adjustments, we applied the adjustment cap for each member to determine their final adjusted salary. Consistent with past practice for this committee, we set a minimum threshold of \$100 for salary adjustments.

We then ran our final adjustment model (including the gender effect) using adjusted salary as the dependent variable. In this way, we hoped to test the success of each model in correcting the remaining gender effect. The remaining gender effect for salaries adjusted using the model with gender included as a predictor was -1043.42 ( $p = 0.25$ ), and the remaining gender effect for salaries adjusted using the model with the gender effect removed was -973.59 ( $p = 0.28$ ). Based on these analyses, the committee decided to adjust salaries using the model that did not include gender (noting that this method produced a slight, non-significant improvement in our control of gender anomalies). The proportion for the adjustment (i.e., the proportion of “ideal adjustments” represented by the available pool of funds) was 19.77%.

## **Adjustments Made Under the Letter of Understanding for the Application of Career Trajectory Funds for Former BFA Members**

The committee also considered the appropriate adjustments for 32 former BFA Members, under the guidelines of this LOU:

- Adjustments to salary for this cohort were applied to former BFA Members using the same method, and model coefficients, used for the analysis described previously.
- Salary adjustments were capped at \$15,000 minus 50% of the excess of the Member's 2024-25 salary over \$170,000.
- The proportion applied to the final adjustments (39.54%) was equal to twice the ratio determined for Association Members in the previous analysis (19.77%).
  - After this proportion was applied, these initial salary adjustments were summed to come up with a value for our "ideal adjustment pool", and this was used to determine the proportion to be used in adjusting these values to conform to the pool of available anomaly funds (\$195,000).
  - The previously mentioned salary adjustment cap (specific to this LOU) was then applied to each faculty member.

## **Annex 1: Relevant Clauses of the 2022-26 Collective Agreement**

### Career Trajectory Fund

33. A Career Trajectory Fund (CTF) shall be established in 2025-26. The value of this Fund shall be \$1,023 multiplied by the number of eligible Full-Time Probationary, Tenured, Continuing Status and Limited Term Members as of June 30, 2025, who are also eligible Probationary, Tenured, Continuing Status or Limited-Term Members on July 1, 2025.
- 33.1 The CTF shall be administered by a Career Trajectory Fund Committee composed of five members, as follows:
- a) two members (or alternates) chosen by the Association;
  - b) two members (or alternates) chosen by the Employer;
  - c) the chair of the Committee, who shall be chosen jointly by the Employer and the Association.
- 33.2 Gender-based anomaly adjustments shall be assigned from the CTF to Full-Time Members whose salaries are determined to be anomalously low because of their gender. The Committee shall investigate the feasibility of reviewing anomalies based on other equity-oriented demographic parameters, including Indigeneity, disability, membership in a racialized group, sexual orientation, and gender identity. Where there is sufficient supporting data, anomaly adjustments shall be assigned from the CTF to Full-Time Members whose salaries are determined to be anomalously low because of an equity-oriented demographic parameter. These adjustments shall be made from the CTF before any Career Trajectory Adjustments are considered under Clause 33.3 of this Article.
- 33.3 Funds remaining after application of Clause 33.2 of this Article shall be distributed systematically to Full-Time Members based on experience and accomplishment, but in a manner that gives special consideration to faculty whose salaries are determined to be below a trajectory appropriate to their career stage compared to similar faculty at Western. All Full-Time Members shall be eligible to receive CTF distributions.
- 33.4 The distribution of the CTF using the provisions of Clauses 33.2 and 33.3 of this Article shall be recommended to the Provost by the CTF Committee no later than July 15, 2025. Payment shall be retroactive to July 1, 2025. Recommendations for adjustments of a Member's salary using the provisions of Clause 33.3 of this Article shall not exceed \$10,000 minus 50% of the excess (if any) of the Member's 2024-25 salary over \$180,000.

## **Annex 2: LOU for Application of Career Trajectory Fund for Former BFA Members**

The Parties agree that this Letter of Understanding forms part of the 2022-2026 Faculty Collective Agreement for the life of the Collective Agreement.

WHEREAS the Parties signed a Memorandum of Agreement (“MOA”) on November 15, 2023 pursuant to the integration of Brescia University College (“Brescia”) into the University of Western Ontario (“Western”);

WHEREAS the Employer offered a maximum of 44 faculty from Brescia full-time positions at Western (40 full-time tenured, tenure-track, limited-term appointments and 4 contract faculty with teaching sessional appointments) and of those offered, 33 of these individuals are current Members of the Association as of July 1, 2025 (“former BFA Members”);

WHEREAS the parties negotiated a Career Trajectory Fund (“CTF”) to adjust for salary anomalies among Members as part of the 2022-2026 Collective Agreement to be distributed according to the relevant articles in the *Compensation and Benefits* Article retroactive to July 1, 2025.

WHEREAS clause 2 of the MOA specifies that all funding related to the appointment of Brescia faculty shall be solely from the central budget and none will come out of the Career Trajectory Funds or unit budgets;

WHEREAS clause 4 a) of the MOA specifies that no existing UWOFA Member (“Association Member”) will lose any existing right or entitlement as a result of the integration;

WHEREAS the Parties share a commitment to the positive integration of former BFA Members; and

WHEREAS the negotiated CTF has never been of sufficient size to completely redress salary anomalies;

Now therefore, the Parties agree as follows:

1. Former BFA Members shall not be entitled to participate in the CTF established under clause 33 of the *Compensation and Benefits* Article.
2. For the purpose of calculating the size of the CTF under clause 33 of the *Compensation and Benefits* Article, former BFA Members shall not be counted as part of the eligible Full-Time Probationary, Tenured, Continuing Status and Limited-Term Members.
3. Former BFA Members shall be removed from the data used by the CTF Committee to determine anomalies for Association Members under clauses 33.2 and 33.3 of the

*Compensation and Benefits Article.*

4. A separate CTF will be established for former BFA Members which will be administered as follows:
  - a. The CTF Committee shall determine whether the salaries of former BFA Members are determined to be below a trajectory appropriate to their career stage compared to similar faculty at Western using the full set of factors as outlined in Clauses 33.2 and 33.3 of the *Compensation and Benefits Article*.
  - b. The adjustment for each former BFA Member shall be an amount equal to twice the ratio determined by the CTF process for Association Members using the process articulated in point 6 of the Summary of Recommendations section of the '*Report of Western University Career Trajectory Fund Committee October 17, 2022*' (i.e., total amount left in the CTF after gender anomaly increases divided by the total of internal anomaly projections).
  - c. The distribution of the CTF shall be recommended to the Provost by the CTF Committee no later than July 15, 2025. Payment shall be retroactive to July 1, 2025. Recommendations for adjustments of a former BFA Member's salary shall not exceed \$15,000 minus 50% of the excess (if any) of the Member's 2024-25 salary over \$170,000.
5. The Employer shall provide to the Association the salary data for former Brescia Members before and following the adjustments. In their report, the CTF Committee shall include a report of the CTF process for former BFA Members.