



University
of Regina

2023-2024 Workforce Demographics

August 1, 2023 to July 31, 2024

Prepared by
Human Resources

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Go far, *together.*

Employment Groups

The University of Regina's workforce comprises the following employment groups:

Academic

- Faculty ranks (Professor, Associate Professor, Assistant Professor, Lecturer)
- Laboratory/Clinical Instructor ranks (I to III)
- Librarian ranks (I to IV)
- Instructor ranks (I to III)
- Sessional Instructor (I to IV)

APT (Administrative, Professional and Technical)

- Faculty administrators, academic advisors, program coordinators
- Student recruiters, instructional designers, graphic developers
- Business analysts, financial analysts, programmer analysts, project managers
- Communication officers, liaison officers, donor relations officers
- Directors, managers, division heads

CUPE 2419

- Students employed to provide teaching and research assistance within the University

CUPE 5791

- Applied Scientific Services (positions that perform tasks of a scientific and technical nature)
- Facility Services (positions that perform tasks to support the maintenance and/or operation of physical facilities and/or equipment)
- Operational Services (positions that perform clerical, library, customer service or printing services tasks)
- Security Services (positions that perform tasks focused on providing campus safety through policing services for the University community and property)
- Trade Services (positions that perform tasks in compliance with the processes and standards specific to the trade being applied)

CUPE 5791 Research

- Post-Doctoral Fellows
- Research Associates, Research Assistants, and Research Technologists

Out-of-Scope

- Senior administration (president, vice-presidents, associate vice-presidents, chief governance officer, registrar, deans, and directors)
- Out-of-scope faculty (assistant and associate deans and librarians)
- Managerial positions in Student Affairs, Facilities Management, Information Services, and University Advancement & Communications
- All employees in Human Resources, Office of Institutional Research, and Executive Offices
- Executive administrative support
- Coaches

Non-Union

Accompanists, Conservatory, Consultants, Contracts, Co-op Students, Centre for Health, Wellness and Performance, Elders, Facilitators, Fellowships, Instructors (Non-Degree), Models, Projects, Resident Attendants, Writers.

Overview

Headcount
2,303 employees
2,490 positions
82% Staff
18% Academic

Sex
Female: 56%
Male: 44%
Non-Binary: <1%

Age
Average: 43 years
Over 50: 36%

Service
Average: 8.6 years
10 Years or less: 67%

Diversity
Indigenous: 4.4%
Visible Minority: 2.2%
Disability: 5.5%
Women: 61.5%

Appointments
898 appointments
80% Term
20% Perm

Departures
152 departures
64% Perm
36% Term

Retirements
245 Staff and
152 Academic
in the next ten years

Headcount

At July 31, 2024, the University employed **2,303 employees**, resulting in **2,490 positions** with **1,345 permanent** and **1,145 term/casual** positions.

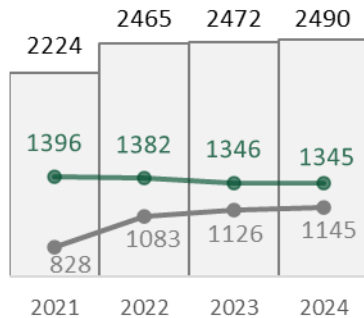
- 82% (2,036) are staff positions
- 18% (454) are academic positions.

Figure 1.1:
Workforce Position Headcount at July 31, 2024

	% of Workforce	Total	Perm	Term	■ Perm □ Term
CUPE 5791	29%	720	390	330	54% Perm, 46% Term
*Academic	18%	454	436	18	96% Perm, 4% Term
APT	17%	427	340	87	80% Perm, 20% Term
CUPE 2419	11%	266	0	266	100% Term
CUPE 5791 Research	9%	235	0	235	100% Term
Out-of-Scope	8%	203	179	24	88% Perm, 12% Term
Non-union	7%	185	0	185	100% Term
		2,490	1,345	1,145	

*Academic Excludes Sessionals

Figure 1.2
Overall Workforce Headcount YoY



Compared to 2023, **overall workforce position headcount increased by 1% (+18).**

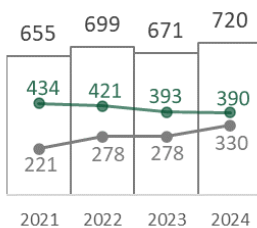
- Perm decreased <1% (-1)
- Term increased 2% (+19)

Since 2021, position headcount has increased by 12% (+266)

- Perm decreased 4% (-51)
- Term increased 38% (+317)

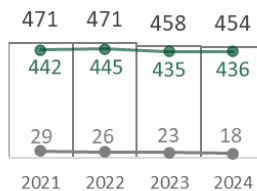
Year over Year Headcount by Working Group

Figure 1.3:
CUPE 5791 YoY Headcount



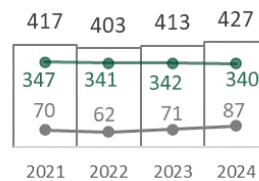
Compared to 2023:
Total +7% (+49)
Perm -1% (-3)
Term +19% (+52)

Figure 1.4:
Academic YoY Headcount



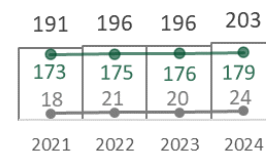
Compared to 2023:
Total -1% (-4)
Perm <1% (+1)
Term -22% (-5)

Figure 1.5:
APT YoY Headcount



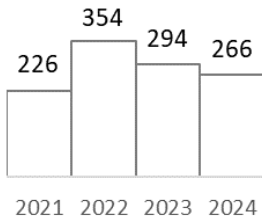
Compared to 2023:
Total +3% (+14)
Perm -1% (-2)
Term +23% (+16)

Figure 1.6:
Out of Scope YoY Headcount



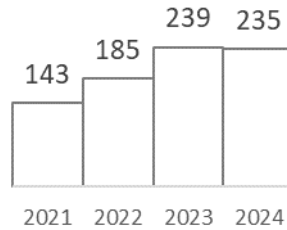
Compared to 2023:
Total +4% (+7)
Perm +2% (+3)
Term +20% (+4)

**Figure 1.7:
CUPE 2419 YoY
Headcount
(all terms)**



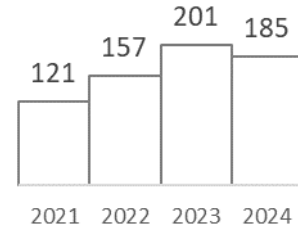
Compared to 2023:
Total -10% (-28)

**Figure 1.8:
CUPE 5791 Research YoY
Headcount
(all terms)**



Compared to 2023:
Total -2% (-4)

**Figure 1.9:
Non-Union YoY
Headcount
(all terms)**

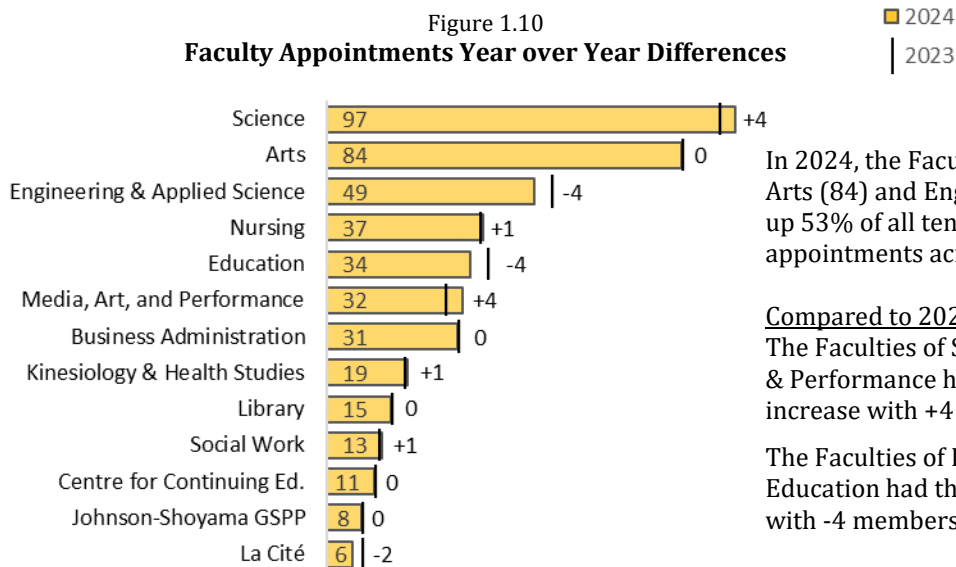


Compared to 2023:
Total -8% (-16)

Headcount: 2024 Tenure and Tenure Track Academics

Includes the 436 permanent members. Excludes the 18 term academic members.

**Figure 1.10
Faculty Appointments Year over Year Differences**

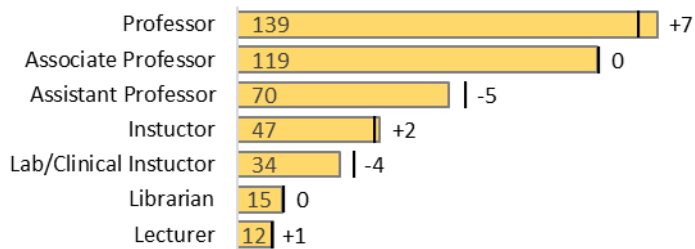


In 2024, the Faculties of Science (97), Arts (84) and Engineering (49) made up 53% of all tenure and tenure track appointments across the University.

Compared to 2023:
The Faculties of Science and Media, Arts & Performance had the greatest increase with +4 members.

The Faculties of Engineering and Education had the greatest decrease with -4 members.

**Figure 1.11
Faculty Rank Appointments Year over Year Differences**



The Professor rank (139) made up 32% of all tenure and tenure track appointments in 2024.

Compared to 2023:
Professor had the greatest increase of +7 members.

Assistant Professor had the greatest decrease with -5 members.

See **Appendix A** for all 2024 tenure and tenure track position rank appointments by Faculty.

Headcount: Term and Sessional Appointments

In addition to those academic staff members holding tenured and tenure track appointments, the University also appoints academic staff members to limited-term appointments. These appointments may be to fill vacancies where there is an ongoing search for a permanent position, to replace academic staff members on sabbatical or leave, or to facilitate the teaching and supervisory needs of an academic unit as part of the academic planning cycle. **At July 31, 2024, there were 18 academic staff members in limited-term appointments.**

The University also hires individuals each semester in a variety of sessional categories as described below. The number of individuals filling these positions may vary by semester. **Figure 1.12** shows the total number of individuals in sessional categories for the winter, spring/summer, and fall semesters for the years 2020-2024. Individuals in these categories may teach one or more courses in a Faculty, Department or Unit, or may provide services as a coach or supervisor. People on sessional contracts may also have several concurrent sessional contracts with the University and one or more of its federated colleges.

Sessional categories:

- Sessional Lecturers – to teach courses
- Sessional Laboratory Instructors – to teach lab sections of courses
- Sessional Supervisors – to supervise interns and pre-interns in the Faculty of Education
- Sessional Practica Coaches/Clinical Nursing Practica Coaches – to prepare Education students to enter the school systems/to prepare Nursing students to enter the health care system

Figure 1.12
Sessional Headcount over Years

	Winter	Spring/ Summer	Fall	Total
2024	350	205		
2023	398	192	355	884
2022	399	207	354	939
2021	402	200	333	956
2020	404	207	294	966

Sex

At July 31, 2024, female employees represented 56% of the total complement.

Excludes:
Non-Union employees
Sessionals
43 employees without a sex designation
10 employees listed as Non-Binary

Figure 2.1:
Workplace by Sex

Employee Group	Female	Male	Female	Male
APT	284	141	67%	33%
Out-of-Scope	132	66	67%	33%
CUPE 2419	156	108	59%	41%
CUPE 5791 Research	119	85	58%	42%
CUPE 5791	399	310	56%	44%
Academic	210	242	46%	54%

Sex: 2024 Tenure and Tenure Track Academics

Excludes the 18 term academic members

Female complement made up 46% of tenure and tenure track members. The female complement in 2023 and 2022 was 45%.

Figure 2.2:
Tenure and Tenure Track Faculty by Sex

Faculty	Female	Male	% F/M
Nursing	33	4	89% 11%
Johnson-Shoyama GSP	7	1	88% 13%
Social Work	10	3	77% 23%
Library	11	4	73% 27%
Education	23	10	70% 30%
Centre for Continuing Ed.	7	4	64% 36%
Media, Art, and Performance	19	13	59% 41%
La Cité	3	3	50% 50%
Kinesiology & Health Studies	9	10	47% 53%
Arts	36	48	43% 57%
Business Administration	11	20	35% 65%
Science	24	73	25% 75%
Engineering & Applied Science	7	42	14% 86%
Total	200	235	

*table does not include one member who chose non-binary as their sex

Figure 2.3:
Rank by Sex

Academic Categories	Female	Male	% F/M
Lecturer	9	3	75% 25%
Librarian	11	4	73% 27%
Instructor	31	16	66% 34%
Lab/Clinical Instructor	18	16	53% 47%
Associate Professor	54	65	45% 55%
Assistant Professor	30	39	43% 57%
Professor	47	92	34% 66%
Total	200	235	

*table does not include one member who chose non-binary as their sex

Age

At July 31, 2024, the University's workforce **average age was 43 years**.

881 (36%) of employees are 50 years of age and over.

Excludes: Non-Union employees, Sessionals, Student Positions

Figure 3.1:
Employee Groups by Average Age

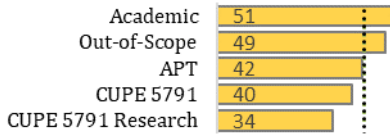


Figure 3.2:
Workforce Average Age YoY

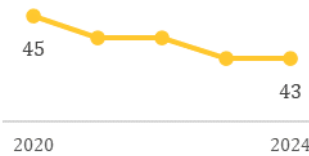


Figure 3.3:
APT Age Distribution

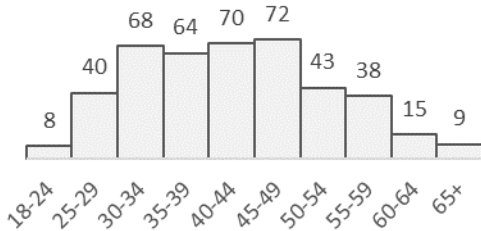


Figure 3.4:
CUPE 5791 Age Distribution

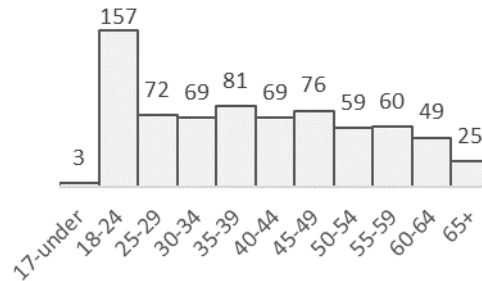


Figure 3.5:
OOS Age Distribution

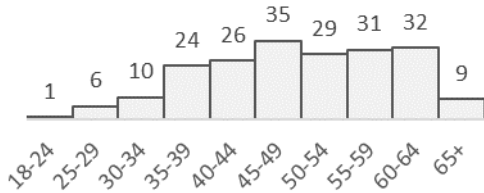


Figure 3.6:
CUPE 5791 Research Age Distribution

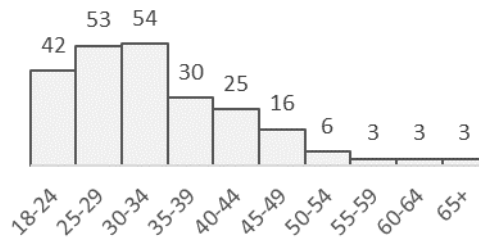


Figure 3.7:
Academic Age Distribution

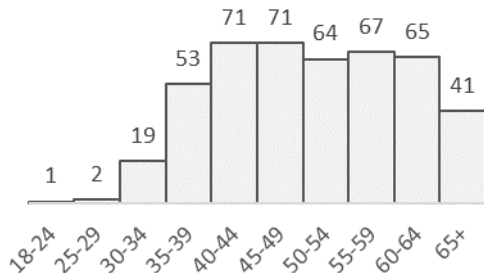
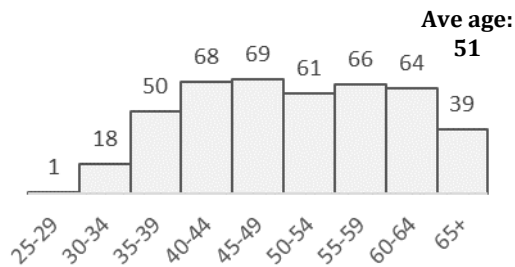


Figure 3.8:
Tenure & Tenure Track Academic Age Distribution



Service

At July 31, 2024, the University's workforce **average service was 8.6 years**.

67% of the workforce has less than 10 years of service.

Excludes: Non-Union employees, Student Positions, CUPE 5791 Research, Sessionals

Figure 4.1:
Employee Groups by Average YoS

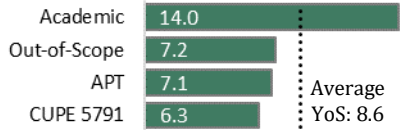


Figure 4.2:
Workforce Average YoS

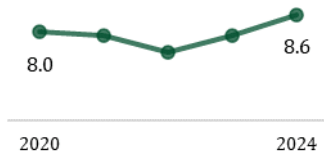


Figure 4.3:
Years and Percentage of Service by Employee Group

Years of Service	% of Total	Academic	APT	CUPE 5791	OOS
0-9	65%	187	301	533	143
10-19	22%	142	88	125	43
20-29	11%	102	36	52	15
30-39	2%	20	2	9	2
40-over	< 1%	3	0	1	0

Figure 4.3:
CUPE 5791 by YoS

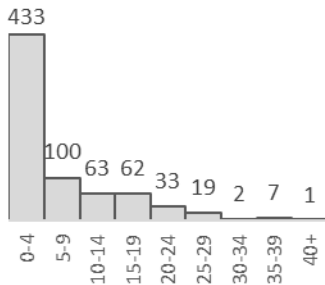


Figure 4.4:
APT by YoS

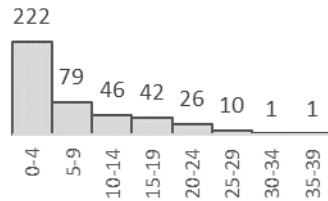


Figure 4.5:
OOS by YoS

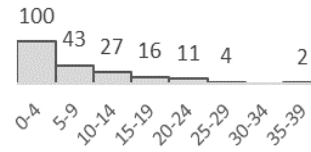


Figure 4.6:
Academic by YoS

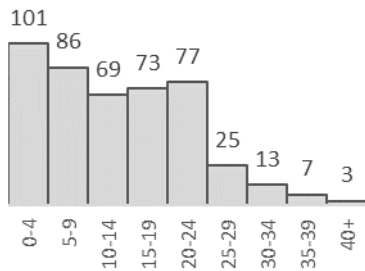
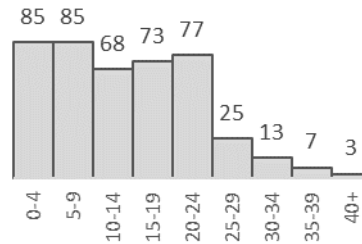


Figure 4.7:
Tenure & Tenure Track Academic by YoS



Diversity

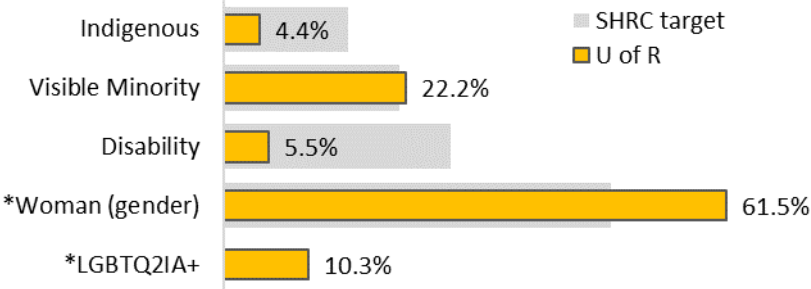
A representative workforce is one where the four diversity groups, as designated by the Saskatchewan Human Rights Commission, are represented at all occupational levels (entry level, middle and senior management) in proportion to the province’s working age population.

The Saskatchewan Human Rights Commission (SHRC) updates the employment targets every 5 years. Current update was 2024. The targets for the diversity groups are as follows:

- Persons reporting an Indigenous identity: 15.2%
- Members of a visible minority group: 21.5% in Regina and Saskatoon
- Individuals reporting a disability: 27.7%
- Women: 47.5%

Although not a SHRC designated group, the University tracks LGBTQ2IA+ group designations but without a targeted measure.

Figure 5.1:
Diversity Statistics by Diversity Group



*Responses based on new survey only, representing 55% of the total workforce

As of July 31, 2024, the University increased representation of employees in all four diversity groups compared to 2023:

- Persons reporting an Indigenous identity – **increased** from 4.1 % to 4.4% ▲
- Members of a visible minority group – **increased** from 22.1% to 22.2% ▲
- Individuals reporting a disability – **increased** from 4.9% to 5.5% ▲
- Women (gender) – **increased** from 60.9% to 61.5% ▲
- LGBTQ2IA+ - **increased** from 9.9% to 10.3% ▲

Note: diversity statistics represent employees who have completed the survey and chosen to self-identify as belonging to a designated group.

Compensation

In 2023/24, total expenditure on **salaries was \$199 million** and **benefits was \$30.7 million**.

Note: Compensation was calculated September 1, 2023, to August 31, 2024 to include 2023/24 Academic retro payments paid August 30, 2024.

Figure 6.1 illustrates the combined salary and benefits costs by group.

Figure 6.2 shows the breakdown of salaries and benefits by employee group.

Figure 6.1:
Combined Salaries & Benefits by Employee Group

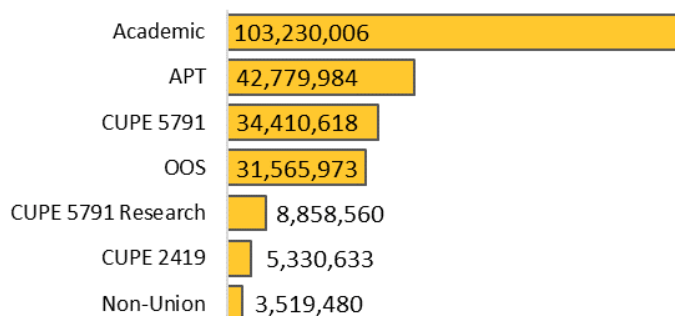


Figure 6.2:
Salaries & Benefits by Employee Group

Employee Group	Salary	Benefits
Academic - Perm	57,695,032	10,160,797
Academic - Term	33,165,765	2,208,412
Total Academic	90,860,796	12,369,210
APT - Perm	27,608,468	5,229,169
APT- Term	8,287,123	1,655,224
Total APT	35,895,592	6,884,393
CUPE 5791 -Perm	21,916,541	4,780,602
CUPE 5791 - Term	6,868,853	844,622
Total CUPE 5791	28,785,394	5,625,224
Out-of-Scope - Perm	25,234,502	4,205,410
Out-of-Scope - Term	1,818,248	307,813
Total Out-of-Scope	27,052,749	4,513,224
CUPE 5791 Research	8,142,462	716,099
CUPE 2419	4,974,342	356,291
Non-union	3,246,356	273,125
Total	198,957,690	30,737,565

Compensation: Tenure and Tenure Track Academics

Salaries and the cost of benefits are the major component of each Faculty’s budget, and of the University’s overall operating budget. Individual salaries vary considerably depending upon rank, years of service, past experience and academic discipline. The individual benefits cost for academic staff members varies depending on family status (single versus spouse and/or dependents) and age (members working beyond their Normal Retirement Date cease to be eligible for the Long Term Disability plan). However, the average benefits cost for academic staff members is 15.7%. The benefits percentage does not include paid time off for vacation, University closures, etc.

Figure 7.1 illustrates the current average base salaries for male and female academic staff members **in the faculty ranks** (Professor, Associate Professor, Assistant Professor, Lecturer). Note that **female salaries are 91.0% of male salaries**. **Figure 7.2** combines current average base salaries and average cost of benefits (15.7%) for male and female academic staff members in the faculty ranks. See **Appendix B** for further analysis by years of service within each Faculty.

Figure Notes: *does not include one staff member who chose non-binary as their sex and average base salaries do not include market supplements or stipends.*

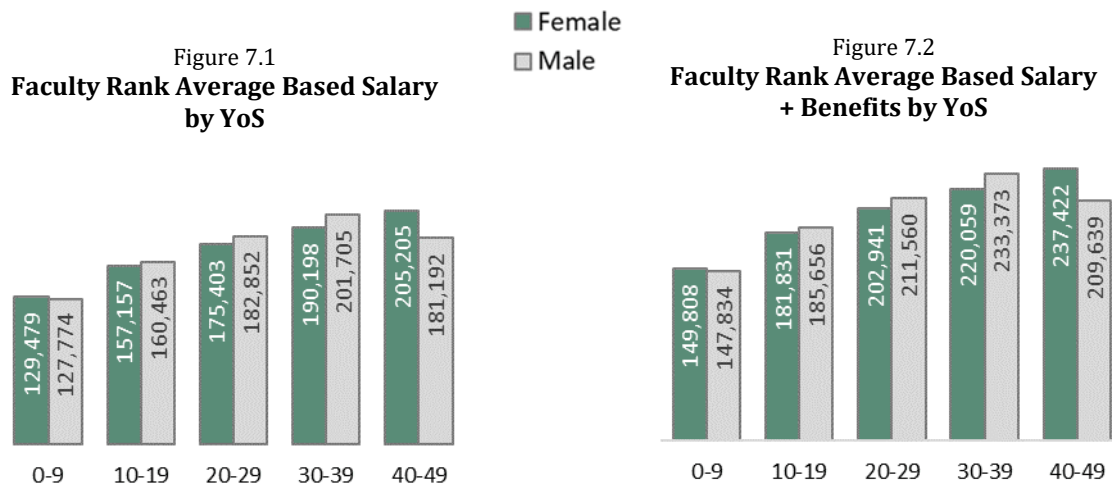


Figure 7.3
Instructor Average Salary by YoS

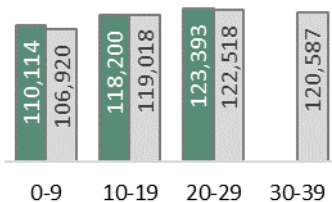


Figure 7.4
Lab/Clinical Instructor Average Salary by YoS

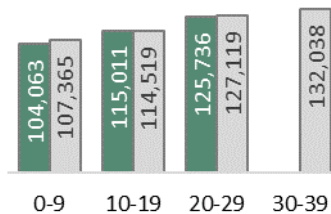
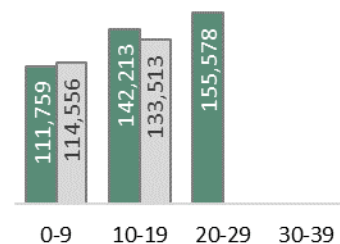


Figure 7.5
Librarian Average Salary by YoS



The collective agreement also provides for market supplements to be paid when it can be demonstrated that competitive pressures in the academic market require such payments for the recruitment and retention of academic staff member. In addition to the base salaries identified in the following tables, market supplements are paid as follows:

Figure 7.6
Market Supplements by Faculty and Positions

Faculty/Department	Professor	Associate Professor	Assistant Professor	Lecturer	Lab/ Clinical Instructor III	Lab/ Clinical Instructor II	Lab/ Clinical Instructor I	Instructor III	Instructor II
Business Administration	15,424	17,965	26,720	14,100	-	-	-	16,390	14,585
Computer Science	-	14,372	16,700	14,100	-	-	-	-	-
Economics	-	5,390	6,680	-	-	-	-	-	-
Engineering & Applied Science	1,928	7,186	16,700	14,100	9,834	8,751	-	9,834	8,751
Nursing	-	10,779	13,360	22,560	9,834	14,585	17,850	13,112	20,419

Promotions: Tenured and Tenured Track Academics

A significant indicator of academic achievement is the success rate when applying for promotion. There are four Faculty ranks, with progression through the ranks from Lecturer to Assistant Professor to Associate Professor to Professor. Few appointments are made at the Lecturer level and generally, promotion to Assistant Professor is awarded immediately upon completion of the PhD.

Figures 8.1, 8.2, 8.3 and 8.4 show promotion counts over years and details the average time served in the previous rank before promotion over years.

Figure 8.1
Promotions from
Assistant Professor to Associate Professor

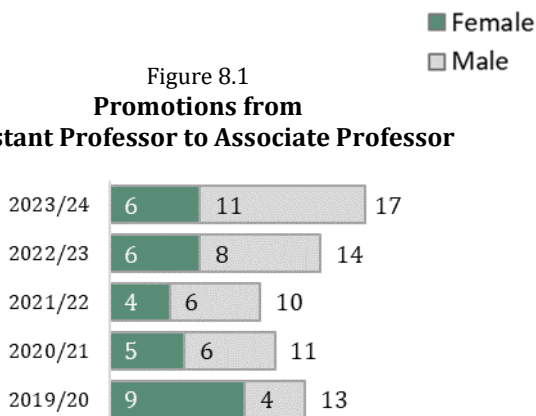
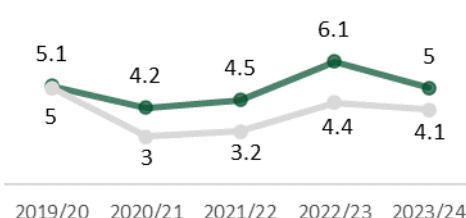


Figure 8.2
Average Years in Rank Prior to Promotion:
Assistant Professor to Associate Professor



On average, Males are promoted sooner to Associate Professor than Females by 1.1 years. Average years to promotion for Males is 3.9 years; Females 5.0 years. **Overall is 4.5 years.**

Figure 8.3
Promotions from
Associate Professor to Professor

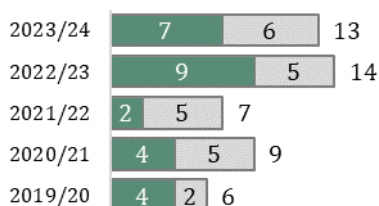
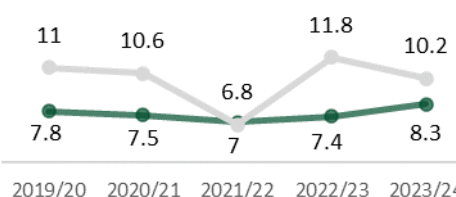


Figure 8.4
Average Years in Rank Prior to Promotion:
Associate Professor to Professor



On average, Females are promoted sooner to Professor than Males by 2.5 years. Average years to promotion for Females is 7.6 years; Males 10.1 years. **Overall is 8.8 years.**

Additional promotions include:

- One Lab Instructor I was promoted to Lab Instructor II
- One Lab Instructor II was promoted to Lab Instructor III
- One Lecturer was promoted to Assistant Professor
- One Lab Instructor was promoted to Assistant Professor
- One Librarian II was promoted to Librarian III
- One Librarian III was promoted to Librarian IV

For further details on promotions, such as application count, denial count, percent of application and success rate, see **Appendix C**.

Appointments

In 2023/24, there were **898 appointments**, a 1% decrease from 2022/23.

Excludes Non-Union, student appointments, Sessionals, University Teaching Fellows, Casual appointments, and Research Chairs

20% were permanent appointments (177), a 30% increase (+41) in permanent appointments from 2023/22.

80% were term appointments (721), a 6% decrease (-48) in term appointment from 2023/22.

Term appointments are designed for temporary staffing needs and to cover employee leaves such as medical, maternity/parental, education and transfers.

Of the term appointments, 88% (636) were new appointments and 12% (85) were reappointments.

Reappointments are term positions that are extended and those who have left their home position for a term position.

Figure 9.1
Appointments over Years

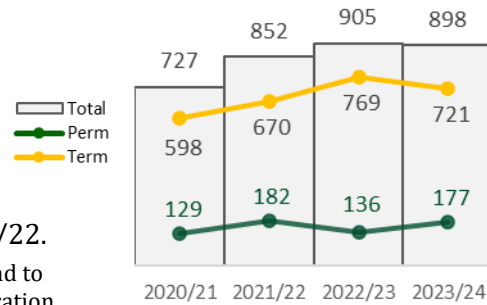


Figure 9.2
CUPE 5791 Appointments YoY

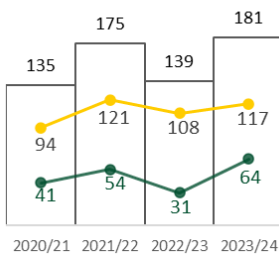


Figure 9.3
APT Appointments YoY

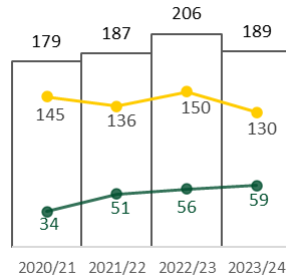


Figure 9.4
OOS Appointments YoY

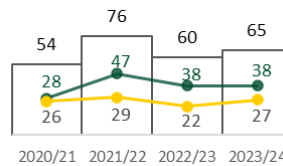


Figure 9.5
CUPE 5791 Research Appointments YoY

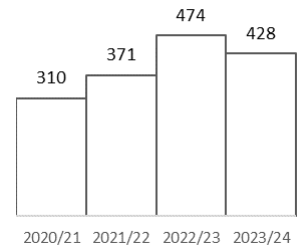


Figure 9.6
Academic Appointments YoY

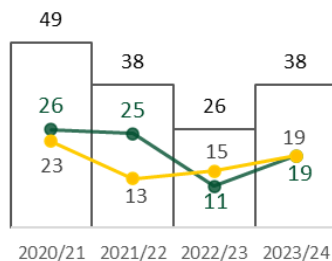
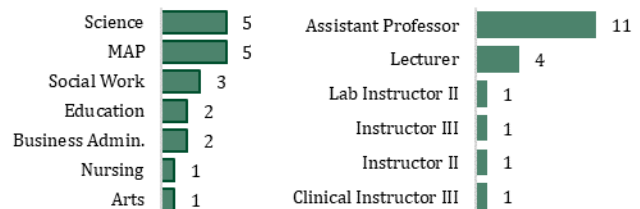


Figure 9.7
Tenure & Tenure Track Academic Appointments 2023/24



Additional Appointments:

- 2,135** CUPE 2419 Student appointments (2,039 Teaching Assistants & Research Assistants, 93 University Teaching Fellows, 3 Graduate Teaching Fellows)
- 485** CUPE 5791 Student Clerical Appointments
- 1,324** Sessional Lecturer Appointments

Indigenous Engagement

In 2023/24, there were **329 engagements of elders and indigenous persons**, a **29% increase from 2022/23** and **223% increase from 2021/20**.

Figure 9.6:
Indigenous Engagement YoY

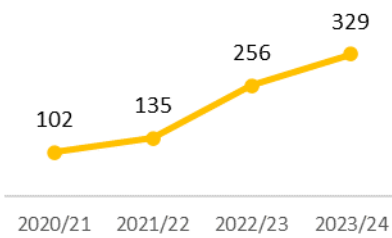


Figure 9.7:
Indigenous Engagement YoY Details

Engagement	2020/21	2021/22	2022/23	2023/24
Elder	67	77	111	107
Indigenous	35	58	145	222
Total	102	135	256	329

Engagements include both appointments and stipends.

Indigenous Engagement Notes:

Active engagements at July 31, 2024 are included in Non-Union Headcount (Figure 1.1, 1.2 & 1.9).

Engagements are not included in the self-declaration diversity statistics (Figure 5.1).

2023/24 engagements are included in Non-Union compensation (Figure 6.1 & 6.2).

Departures

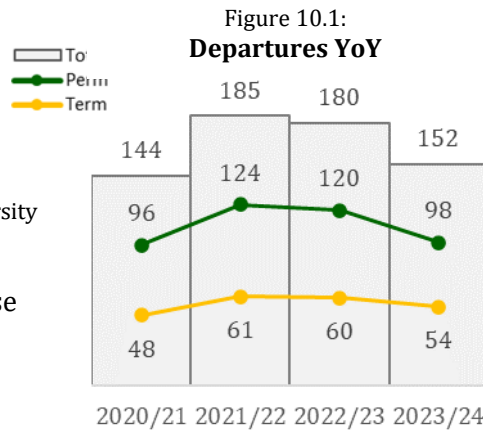
In 2023/24, there were 152 departures, a 16% decrease (-28) from 2022/23.

Departures include Dismissals, Resignations, Retirements, and Early Retirements.

Excludes Non-Union, student appointments, Sessionals, University Teaching Fellows, Casual appointments & Research Chairs.

64% (98) were permanent, an 18% (-22) decrease from 2022/23.

36% (54) were term, a 10% decrease (-6) from 2022/23.



Underrepresented Working Groups:

Of the 152 departures, 140 submitted a self-declaration diversity form while employed. Of those 140 departures:

- 2% identified as Indigenous
- 15% identified as a Visible Minority
- 8% identified as a Person with a Disability
- 61% identified as a Woman.

Figure 10.2: CUPE 5791 Departures YoY

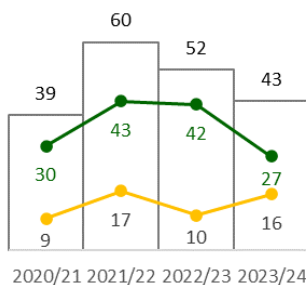


Figure 10.3: APT Departures YoY

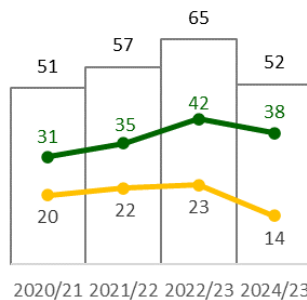


Figure 10.4: OOS Departures YoY

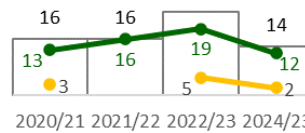


Figure 10.5: CUPE 5791 Research Departures YoY

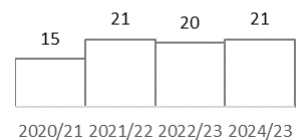


Figure 10.6: Academic Departures YoY

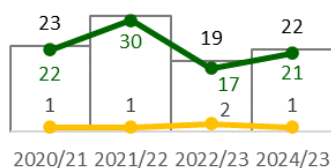
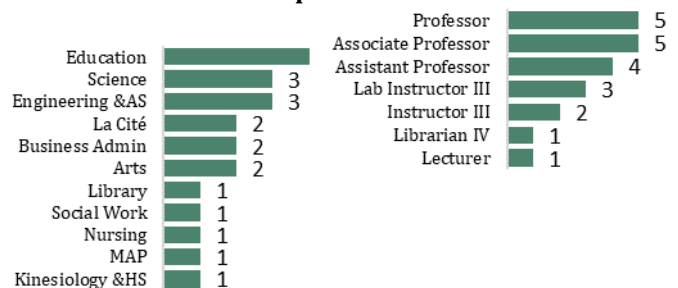


Figure 10.7: Tenure & Tenure Track Academic Dep:



Projected Retirements

Over the next ten years, 367 employees – **148 academic members** and **219 administrative employees** will reach what had traditionally been viewed as their normal retirement date or their deferred retirement date or have already elected early retirement.

Figure 9: 2024-2032 Retirements by Employee Group by Year

Employee Group	2024		2025			2026		2027			2028			2029		2030			2031			2032		Total
	F	M	F	M	N	F	M	F	M	N	F	M	N	F	M	F	M	N	F	M	N	F	M	
Academic	9	11	10	7	0	2	10	3	15	0	10	11	0	6	11	11	12	0	4	6	0	3	7	148
APT	5	1	1	2	0	1	3	1	0	1	5	2	0	1	2	7	5	0	2	2	0	5	3	49
CUPE 5791	4	3	5	6	1	4	4	6	6	0	7	4	1	7	8	8	4	1	14	4	1	8	5	111
OOS	1	1	3	1	0	3	1	5	5	0	2	5	0	4	4	5	8	0	5	1	0	3	2	59
Total Academic	20		17			12		18			21			17		23			10			10		148
Total Staff	15		19			16		24			26			26		38			29			26		219
Grand Total	35		36			28		42			47			43		61			39			39		367

Notes:

- Academic membership does not include sessional lecturers
- Out-of-Scope does not include Research or EX - Special Contracts
- Federated, Communities of Tomorrow, MAGI, PTRC not included
- Members on LTD not included

Appendix A

Faculty	Professor	Associate Professor	Assistant Professor	Lecturer	Librarian	Lab/ Clinical Instructor	Instructor	Total
Arts	31	33	11	4			5	84
Business Administration	7	11	7				6	31
Centre for Continuing Ed.							11	11
Education	9	15	6			1	3	34
Engineering & Applied Science	23	12	5	1		8		49
Johnson-Shoyama GSP	2	4	2					8
Kinesiology & Health Studies	6	7	3				3	19
La Cité	1	2					3	6
Library					15			15
Media, Art, and Performance	13	8	9			1	1	32
Nursing	1	8	4	3		8	13	37
Science	45	12	22			16	2	97
Social Work	1	7	1	4				13
Total	139	119	70	12	15	34	47	436

Appendix B

Average Base Salaries By Years of Service - Faculty Ranks (Female, Male, Non-Binary)						
Faculty	0-9	10-19	20-29	30-39	40-49	Ave. by Faculty
Arts	133,016	151,745	173,612	178,888	201,349	153,966
Business Administration	122,611	146,640	152,196			140,199
Centre for Continuing Ed.	100,441	117,651	120,109			116,831
Education	128,268	150,180	165,744			141,209
Engineering & Applied Science	123,113	174,763	177,828	192,846		154,916
Grad Studies & Research	89,243					89,243
Johnson-Shoyama GSPP	129,246	169,648				147,203
Kinesiology & Health Studies	110,646	164,603	150,493	189,784		141,109
La Cité	123,649		128,314			124,982
Library	112,692	140,038	155,578			130,135
Media, Art, and Performance	126,730	157,012	173,204	200,702		147,004
Nursing	117,737	130,774				121,965
Science	119,303	146,518	174,713	188,603	161,035	152,481
Social Work	115,572	152,463			205,205	125,305
Average by Years of Service	122,628	149,017	169,047	187,806	189,196	144,622

Average Base Salaries By Years of Service - Faculty Ranks (Female)						
Faculty	0-9	10-19	20-29	30-39	40-49	Ave by Faculty
Arts	132,719	152,874	161,703	158,455		149,078
Business Administration	125,247	138,765	151,099			132,935
Centre for Continuing Ed.	100,441	118,143	121,748			116,831
Education	129,175	145,097	189,790			137,331
Engineering & Applied Science	125,604	154,641	186,578	201,349		162,142
Grad Studies & Research	89,243					89,243
Johnson-Shoyama GSPP	124,213	169,648				146,931
Kinesiology & Health Studies	103,398	147,904	154,060	189,784		137,206
La Cité	94,092		128,314			116,906
Library	111,759	142,213	155,578			132,354
Media, Art, and Performance	131,414	175,145	161,450	200,702		148,774
Nursing	118,081	128,476				121,546
Science	113,914	152,502	149,201			140,509
Social Work	115,155	152,463			205,205	127,891
Average By Years of Service	121,819	145,838	154,668	190,198	205,205	137,200

Average Base Salaries By Years of Service - Faculty Ranks (Male)						
Faculty	0-9	10-19	20-29	30-39	40-49	Ave by Faculty
Arts	132,903	150,443	181,269	182,974	201,349	157,881
Business Administration	122,083	148,327	152,635			145,728
Centre for Continuing Ed.		116,831	116,831			116,831
Education	127,054	173,055	160,935			153,195
Engineering & Applied Science	122,850	179,235	176,237	190,011		153,712
Johnson-Shoyama GSPP	149,379					149,379
Kinesiology & Health Studies	116,445	174,623	139,792			145,012
La Cité	131,039					131,039
Library	114,556	133,513				124,035
Media, Art, and Performance	115,620	146,133	179,082			146,882
Nursing	115,215	156,060				125,426
Science	121,099	143,350	182,913	188,603	161,035	156,525
Social Work	116,685					116,685
Average By Years of Service	123,740	152,195	175,924	187,008	181,192	151,478

Appendix C

Promotions from Assistant Professor to Associate Professor

	Year	Number In Rank	Number Applied	Number Promoted	Number Denied	Percentage Who Applied	Success Rate of Applicants
Female	2023/2024	30	6	6	0	20%	100%
	2022/2023	34	6	6	0	18%	100%
	2021/2022	38	4	4	0	11%	100%
	2020/2021	35	5	5	0	14%	100%
Male	2023/2024	38	12	11	1	32%	92%
	2022/2023	40	9	8	1	23%	89%
	2021/2022	43	7	6	1	16%	86%
	2020/2021	41	6	6	0	15%	100%

Promotions from Associate Professor to Professor

	Year	Number In Rank	Number Applied	Number Promoted	Number Denied	Percentage Who Applied	Success Rate of Applicants
Female	2023/2024	53	6	6	0	11%	100%
	2022/2023	58	9	9	0	16%	100%
	2021/2022	61	3	2	1	5%	67%
	2020/2021	64	4	4	0	6%	100%
Male	2023/2024	65	7	7	0	11%	100%
	2022/2023	61	5	5	0	8%	100%
	2021/2022	64	6	5	1	9%	83%
	2020/2021	67	5	5	0	8%	100%