



2025-2026

ANNUAL REPORT

Workforce Demographics

August 1, 2025 to July 31, 2026

Prepared by Human Resources



University
of Regina

Go far, together.

Headcount

July 31, 2026, the University employed **2,510 employees**. Employees are individuals who are compensated by the University through its payroll system.

- **81%** were **staff** positions (2,036)
- **19%** were **academic** positions (474)

Headcount remained the same compared to July 31, 2025.

	% of Workforce	Count	Perm	Term	■ Perm % □ Term %
CUPE 5791	29%	723	376	347	52% 48%
*Academic	19%	474	456	18	96%
APT	16%	406	339	67	83% 17%
CUPE 5791 Research	12%	289	0	289	100%
CUPE 2419	10%	257	0	257	100%
Out-of-Scope	9%	215	190	25	88% 12%
Non-union	6%	146	0	146	100%
*Academic excludes Sessionals		2,510	1,361	1,149	

See [Appendix A](#) for further information on Employee Headcounts including employee group year-over-year comparisons and Academic headcounts within faculties and faculty ranks.

Sex

Female employees represented **59%** of total employees, up 3% from 2024/2025.

Excludes:
Non-Union employees
Sessionals
45 employees without a sex designation
3 employees listed as Non-Binary

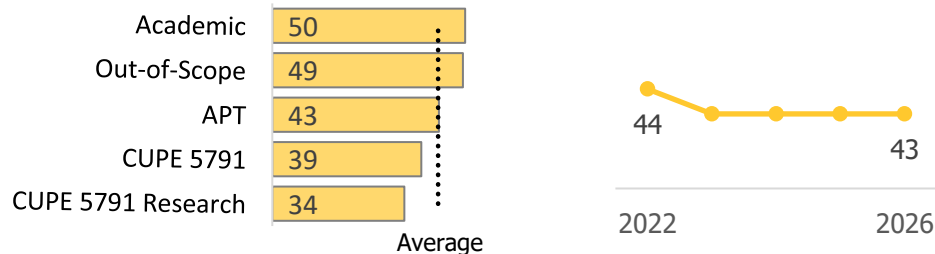
Employee Group	Female	Male	■ Female % □ Male %
Out-of-Scope	154	66	70% 30%
APT	286	139	67% 33%
CUPE 5791	429	308	58% 42%
CUPE 2419	153	113	58% 42%
CUPE 5791 Research	126	101	56% 44%
Academic	230	242	49% 51%

See [Appendix B](#) for further information on Sex including Academic faculty and faculty ranks.

Age

Average age was 43 years, unchanged from 2024/25.

33% of employees are 50 years of age and over.



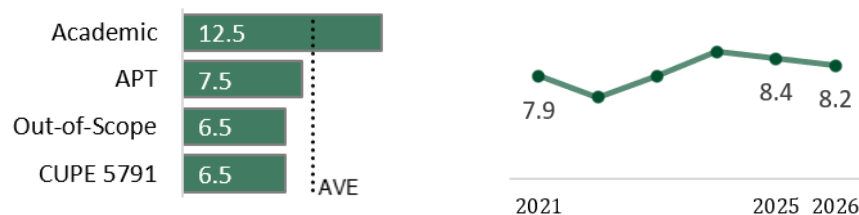
Excludes: Non-Union employees, Sessionals, Student Positions

See [Appendix C](#) for further information on Age including breakdown of employee groups.

Service

Average service was 8.2 years, a slight decrease from 2024/25.

65% of the workforce has less than 10 years of service.



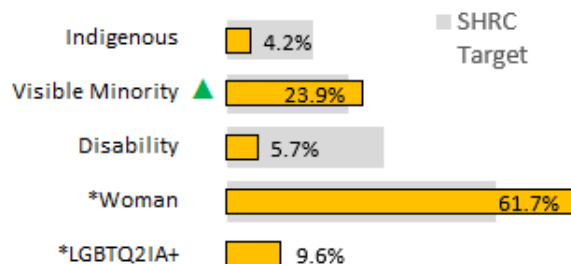
Excludes: Non-Union employees, Student Positions, CUPE 5791 Research, Sessionals

See [Appendix D](#) for further information on Years of Service by Employee Groups.

Diversity

UofR exceeded 2 of 4 SHRC Targets: Visible Minority and *Woman

Representation increased within 1 diversity group from 2024/25



Note: diversity statistics represent employees who have completed the survey and chosen to self-identify

*Based on new survey only, representing 57% of total workforce

See [Appendix E](#) for further information on Diversity.

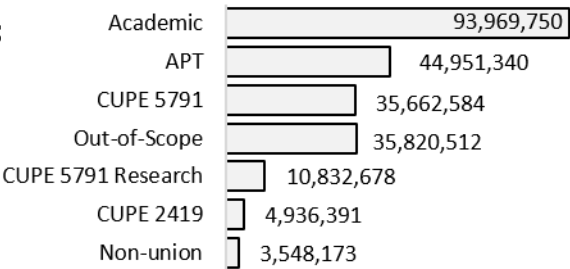
Compensation

In 2025/26, the University's total expenditure:

Salaries \$197.1 million

Benefits \$32.8 million

Note: Excluding Sessionals



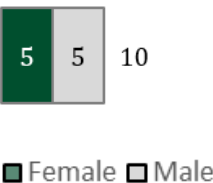
See [Appendix F](#) for further information on Salaries and Benefits by Employee Groups, Academics by years of service and market supplements.

Academic Promotions

10 promotions to Professor.

5 females and 5 males

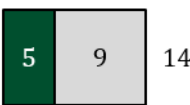
Average time for promotion was 8.3 years.



14 promotions to Associate Professor.

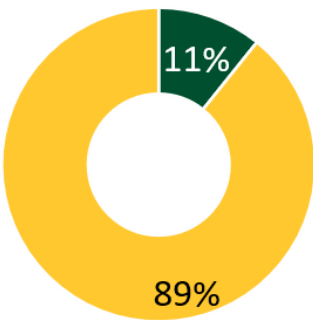
5 females and 9 males

Average time for promotion was 6.1 years.



See [Appendix G](#) for further information on Academic promotion including year-over-year by headcount, average years until promotion and promotion/denial rates.

Appointments & Renewals



910 appointments in 2025/26, a 5% decrease (-48) from 2024/25.

11% Permanent (98), decrease of 53% (-110) from 2024/25.

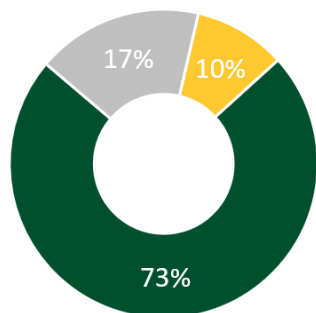
89% Term (812), up 8% (+62) from 2024/25.

- Of the term appointments, 12% (97) were reappointments and 88% (715) were new appointments.

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

See [Appendix H](#) for further information on Appointments including year-over-year comparisons.

Departures



There were **155 departures in 2025/26**, a 17% increase (+22) from 2024/25.

73% Voluntary, a 23% (+21) increase

17% Retirements, unchanged

10% Involuntary, a 7% (+1) increase

The 2024/25 "job hugging" trend, where employees chose to stay in their current jobs, resulting in lower turnover, appears to have subsided, with voluntary turnover returning to levels consistent with 2023/24

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

See [Appendix I](#) for further information on Departures including year-over-year comparisons and diversity.

Retirements

Classification Group	Female	Male	Total
Academic	61	97	158
APT	28	25	53
CUPE 5791	83	48	131
OOS	37	26	63
Total Academic	61	97	158
Total Staff	148	99	247
Grand Total	209	196	405

Academic excludes Sessionals

Over the next ten years, **405 permanent employees** will reach their retirement date.

158 Academic members, representing **35% of current members**.

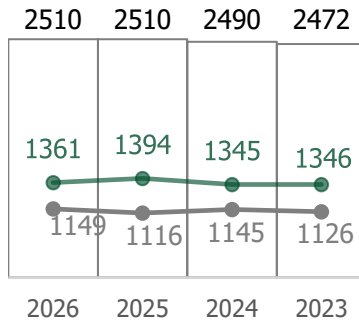
247 Staff employees, representing **27% of current employees**.

See [Appendix I](#) for further information on Retirements over the next 10 years.

Appendix A

Headcount

Figure 1.1
Overall Workforce Headcount YoY



Compared to 2025, **overall workforce position headcount has remained the same.**

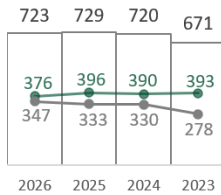
- Perm decreased 2.4% (-33)
- Term increased 3.0% (+33)

Since 2022, position headcount has increased by 1.8% (+45)

- Perm increased <1% (+12)
- Term increased 3.0% (+33)

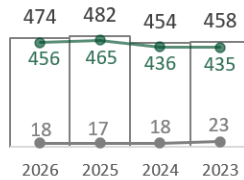
Year over Year Position Headcount by Working Group

Figure 1.2:
CUPE 5791 YoY Headcount



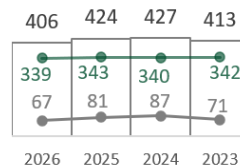
Compared to 2025:
Total -0.8% (+6)
Perm -5.0% (-20)
Term +4.2% (+14)

Figure 1.3:
Academic YoY Headcount



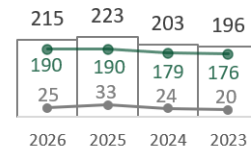
Compared to 2025:
Total -1.7% (-8)
Perm -1.9% (-9)
Term +5.9% (+1)

Figure 1.4:
APT YoY Headcount



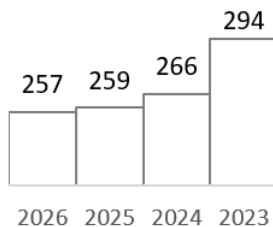
Compared to 2025:
Total -4.2% (-18)
Perm -1.2% (-4)
Term -17.3% (-14)

Figure 1.5:
Out of Scope YoY Headcount



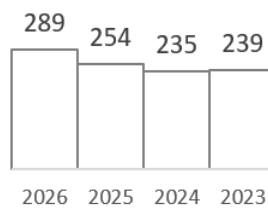
Compared to 2025:
Total -3.6% (-8)
Perm 0% (0)
Term -24.2% (-8)

Figure 1.6:
CUPE 2419 YoY Headcount (all terms)



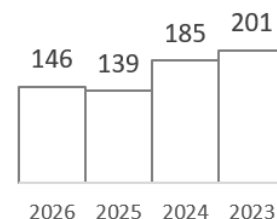
Compared to 2025:
Total -0.8% (-2)

Figure 1.7:
CUPE 5791 Research YoY Headcount (all terms)



Compared to 2025:
Total +13.8% (+35)

Figure 1.8:
Non-Union YoY Headcount (all terms)

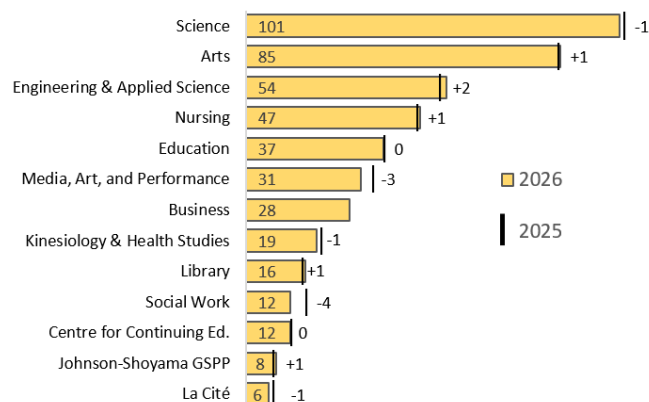


Compared to 2025:
Total +5.0% (+7)

Headcount: 2026 Tenure and Tenure Track Academics

Includes the 456 permanent members. Excludes the 18 term academic members.

Figure 1.9
Faculty Appointments Year over Year Differences



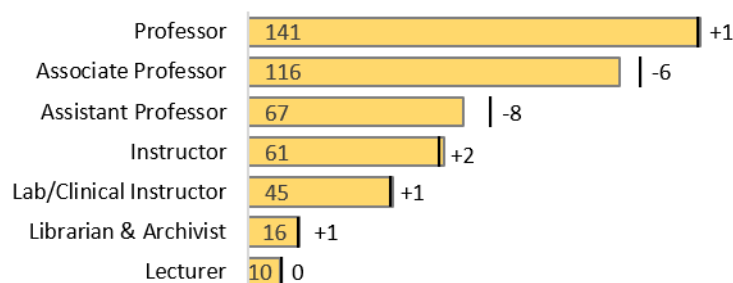
In 2026, the Faculties of Science (101), Arts (85) and Engineering (54) made up 53% of all tenure and tenure track appointments across the University.

Compared to 2025:

The Faculties of Engineering and Applied Science (+2) had the greatest increase in members.

Social Work had the greatest decrease in members (-4).

Figure 1.10
Faculty Rank Appointments Year over Year Differences



The Professor rank (141) made up 31% of all tenure and tenure track appointments in 2026.

Compared to 2025:

Instructor (+2) had the greatest increase in members.

Assistant Professor had the greatest decrease (-8) in members.

Figure 1.11
2025 tenure and tenure track position rank appointments by Faculty

Faculty	Professor	Associate Professor	Assistant Professor	Lecturer	Instructor	Lab/Clinical Instructor	Librarian	Total
Arts	32	31	14	3	5			85
Business	7	9	6		6			28
Centre for Continuing Ed.					12			12
Education	10	18	2		6	1		37
Engineering & Applied Science	24	11	5	1	2	11		54
Johnson-Shoyama GSPP	2	3	3					8
Kinesiology & Health Studies	6	7	1		4	1		19
La Cité	1	1	1		3			6
Library							16	16
Media, Art, and Performance	10	7	11		1	2		31
Nursing	4	6	4	3	18	12		47
Science	45	18	17		4	17		101
Social Work		5	3	3		1		12
Total	141	116	67	10	61	45	16	456

Headcount: Term and Sessional Appointments

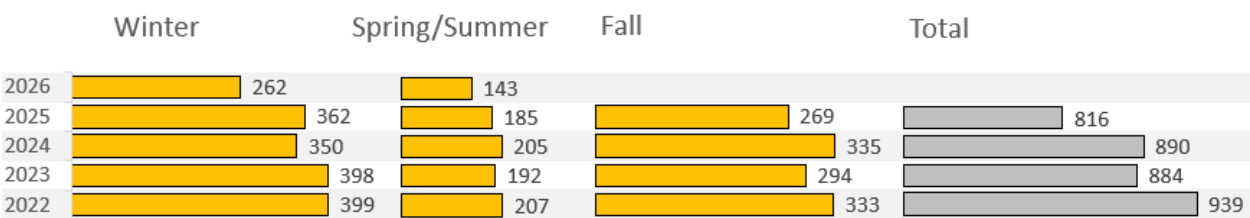
In addition to those academic staff members holding tenured and tenure track appointments, the University also appoints academic staff members to limited-term appointments. These appointments may be to fill vacancies where there is an ongoing search for a permanent position, to replace academic staff 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, 2026, 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 2022-2026. 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



Appendix B

Sex

2026 Tenure and Tenure Track Academics

Excludes the 18 term academic members

Female complement made up 48% of tenure and tenure track members. The female complement in 2025 was 47%.

Figure 2.1:
Tenure and Tenure Track Faculty by Sex

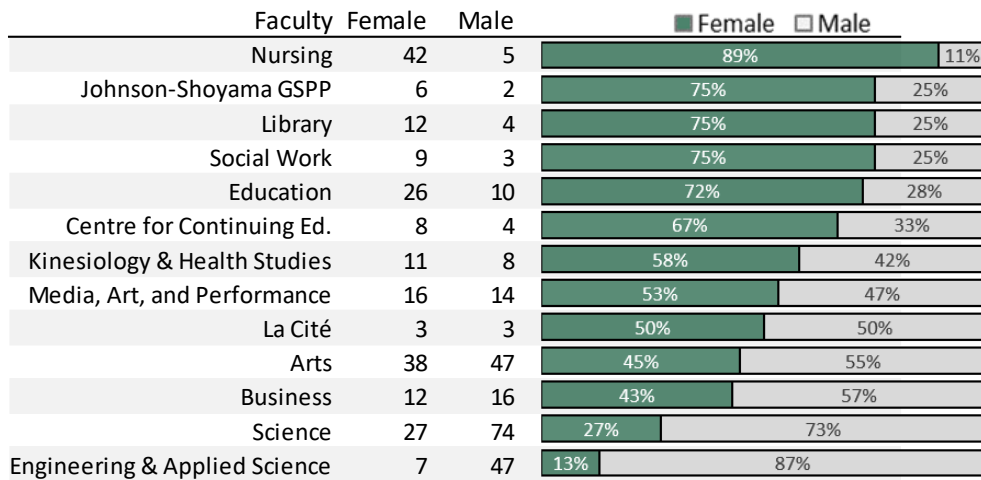


*table does not include two members who chose non-binary as their sex

Figure 2.2:
Rank by Sex

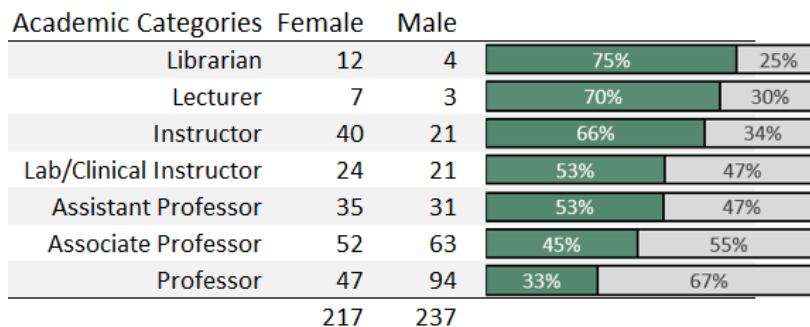


*table does not include three members who chose non-binary as their sex

Appendix C

Age

Age by Working Groups

Figure 3.1:
APT Age Distribution

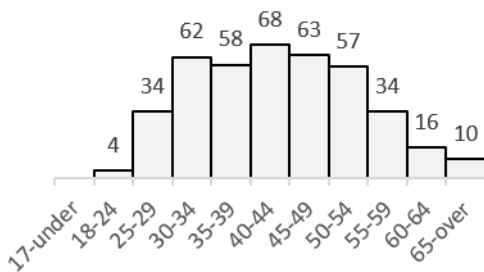


Figure 3.2:
CUPE 5791 Age Distribution

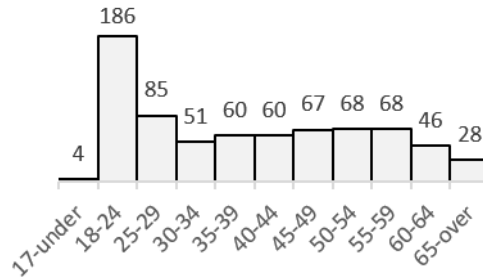


Figure 3.3:
OOS Age Distribution

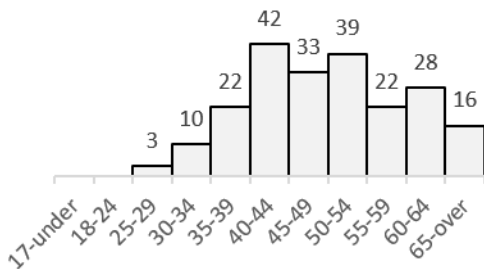


Figure 3.4:
CUPE 5791 Research Age Distribution

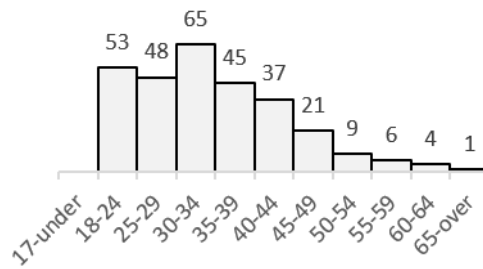


Figure 3.5:
Academic Age Distribution

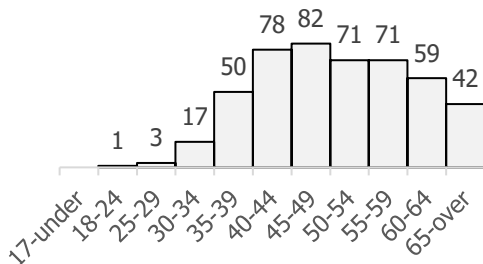
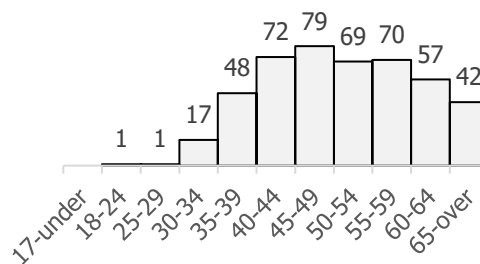


Figure 3.6:
Tenure & Tenure Track Academic Age Distribution



Appendix D

Service

Figure 4.1:
Years and Percentage of Service by Employee Group

Years of Service	% of Total	Academic	APT	CUPE 5791	Out-of-Scope
0-9	65%	202	285	536	161
10-19	21%	138	83	121	37
20-29	12%	114	37	58	15
30-39	1%	17	1	6	1
40-over	<1%	3	0	2	1

Years of Service by Working Groups

Figure 4.2:
CUPE 5791 by YoS

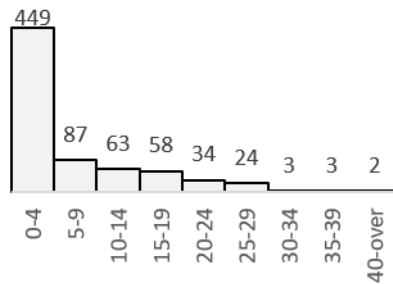


Figure 4.3:
APT by YoS

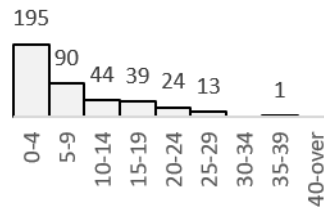


Figure 4.4:
OOS by YoS

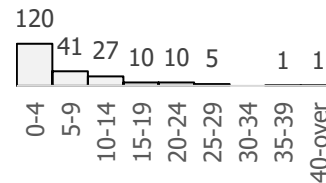


Figure 4.5:
Academic by YoS

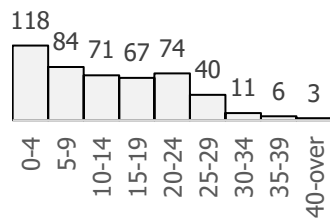
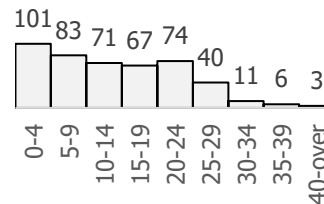


Figure 4.6:
Tenure & Tenure Track Academic by YoS



Appendix E

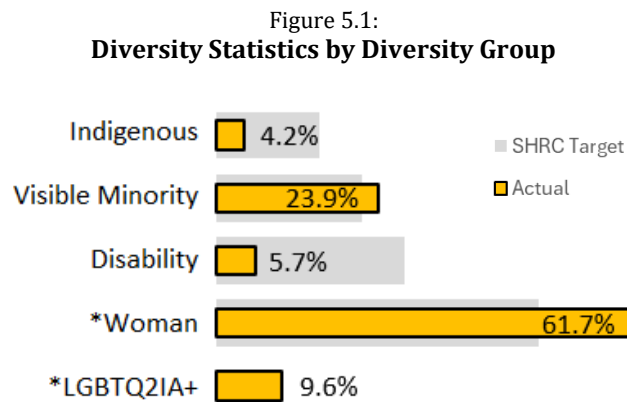
Diversity

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.



*Responses based on new survey only, representing 57% of the total workforce

As of July 31, 2026, the University increased representation of employees in one diversity group compared to 2024:

- Persons reporting an Indigenous identity – decreased from 4.4% to 4.2% ▼
- Members of a visible minority group – **increased** from 22.6% to 23.9% ▲
- Individuals reporting a disability – remained at 5.7% —
- *Women (gender) – remained at 61.7% —
- *LGBTQ2IA+ - decreased from 11.0% to 9.6% ▼

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

Appendix F

Compensation

Figure 6.1:
Salaries & Benefits by Employee Group

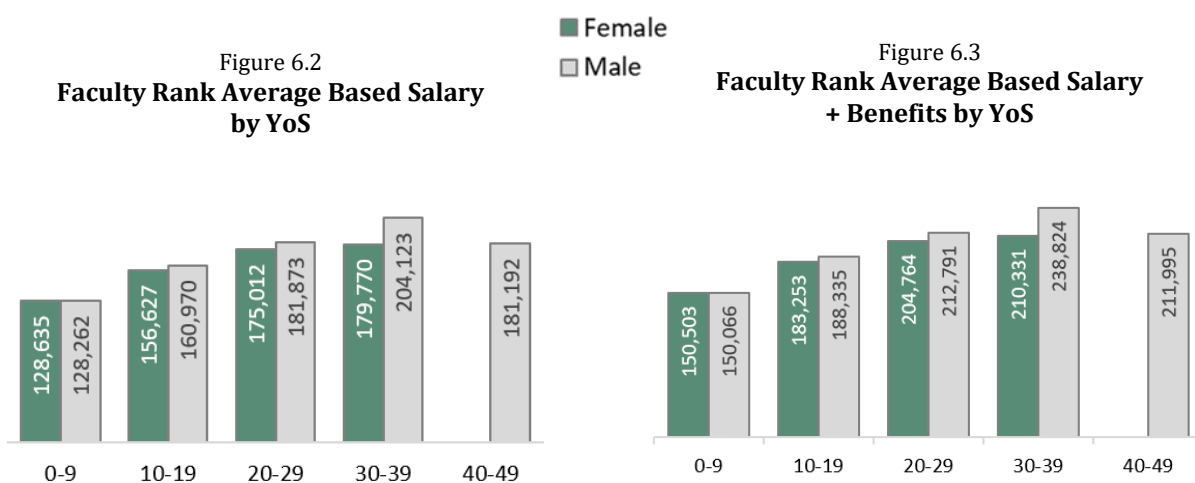
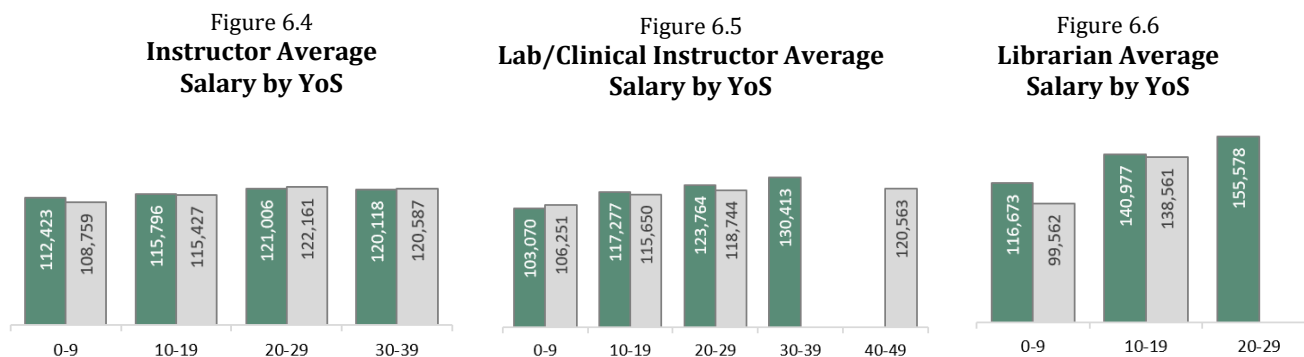
Employee Group	Salary	Benefits
Academic - Perm	67,409,966	11,005,257
Academic - Term	13,874,771	1,679,757
Total Academic	81,284,736	12,685,014
APT - Perm	29,808,511	5,960,064
APT - Term	7,638,773	1,543,992
Total APT	37,447,284	7,504,056
CUPE 5791 - Perm	23,338,417	5,209,995
CUPE 5791 - Term	6,356,200	757,972
Total CUPE 5791	29,694,617	5,967,967
Out-of-Scope - Perm	27,787,258	4,703,018
Out-of-Scope - Term	2,815,215	515,021
Total Out-of-Scope	30,602,473	5,218,039
CUPE 5791 Research	9,967,688	864,990
CUPE 2419	4,610,600	325,791
Non-union	3,286,911	261,261
TOTAL	196,894,309	32,827,118

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 17%. 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 92.0% of male salaries**. **Figure 7.2** combines current average base salaries and average cost of benefits (17%) for male and female academic staff members in the faculty ranks.

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



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 6.7
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	Instructor I
Business	15,424	17,965	30,060	14,100	-	-	-	16,390	14,585	-
Computer Science	-	14,372	16,700	-	6,556	5,834	-	-	-	-
Economics	-	5,390	6,680	-	-	-	-	-	-	-
Engineering & Applied Science	1,928	7,186	16,700	14,100	9,834	8,751	7,650	9,834	8,751	7,650
Nursing	-	10,779	13,360	22,560	9,834	14,585	17,850	13,112	20,419	-

Appendix G

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 7.1, 7.2, 7.3 and 7.4 show promotion counts over years and details the average time served in the previous rank before promotion over years.

Figure 7.1
**Promotions from
Assistant Professor to Associate Professor**

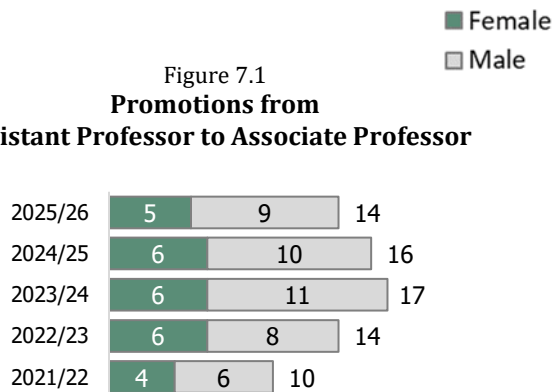
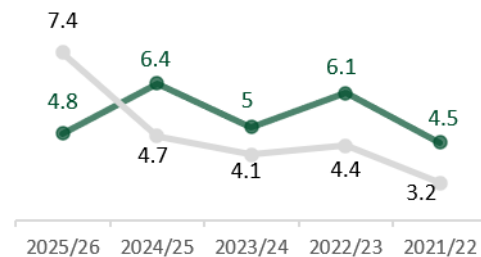


Figure 7.2
**Average Years in Rank Prior to Promotion:
Assistant Professor to Associate Professor**



On average, Females were promoted sooner to Associate Professor than Males by 2.6 years. Average years to promotion for Males is 7.4 years; Females 4.8 years. **Overall average is 6.1 years.**

Figure 7.3
**Promotions from
Associate Professor to Professor**

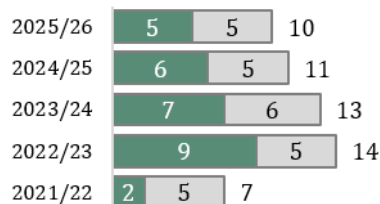
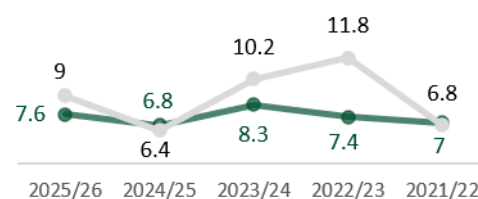


Figure 7.4
**Average Years in Rank Prior to Promotion:
Associate Professor to Professor**



On average, Females were promoted sooner to Professor than Males by 1.4 years. Average years to promotion for Males is 9.4 years; Females is 7.5 years. **Overall is 8.4 years.**

Additional promotions include:

- One Clinical Instructor II was promoted to Instructor III
- One Clinical Instructor I was promoted to Clinical Instructor II
- Two Clinical Instructor II were promoted to Clinical Instructor III
- One Lab Instructor II was promoted to Lab Instructor III

Figure 7.5
**Success Rate: 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	2025/2026	35	8	6	2	23%	75%
	2024/2025	35	8	6	2	23%	75%
	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	2025/2026	31	9	9	0	29%	100%
	2024/2025	37	10	10	0	27%	100%
	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%

Figure 7.6
**Success Rate: Promotions from
Associate Professor to Professor**

	Year	Number In Rank	Number Applied	Number Promoted	Number Denied	Percentage Who Applied	Success Rate of Applicants
Female	2025/2026	52	5	5	0	10%	100%
	2024/2025	54	6	6	0	11%	100%
	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	2025/2026	63	5	5	0	8%	100%
	2024/2025	68	5	5	0	7%	100%
	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%

Appendix H

Appointments

In 2025/26, there were **910 appointments**, a 5% decrease from 2024/25.

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

11% were permanent appointments (98), a 53% decrease (-110) in permanent appointments from 2024/25.

89% were term appointments (812), a 8% increase (+62) in term appointments from 2024/25.

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, 12% (97) were reappointments and 88% (715) were new appointments.

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

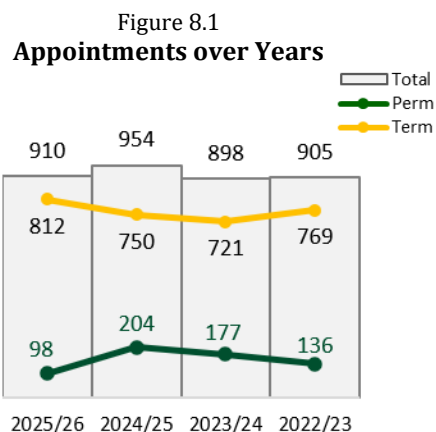


Figure 8.2
CUPE 5791 Appointments YoY

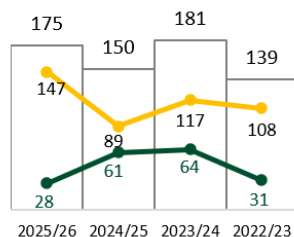


Figure 8.3
APT Appointments YoY

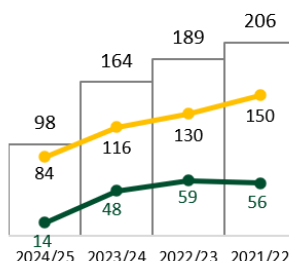


Figure 8.4
OOS Appointments YoY

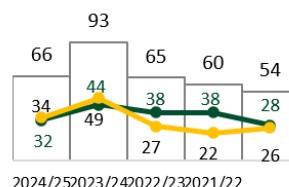


Figure 8.5
CUPE 5791 Research Appointments YoY

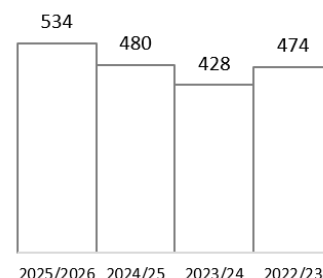


Figure 8.6
Academic Appointments YoY

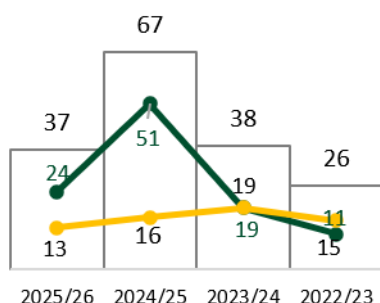
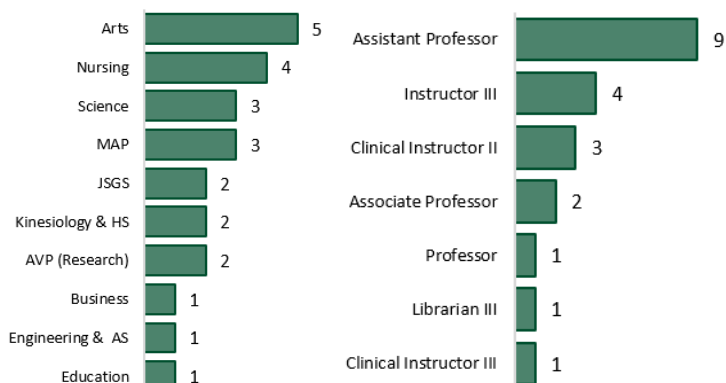


Figure 8.7
Academic Appointments 2025/26



Additional Appointments:

- 1,843 CUPE 2419 Student appointments (1,685 Teaching Assistants & Research Assistants, 95 University Teaching Fellows, 2 Graduate Teaching Fellow)
- 415 CUPE 5791 Student Clerical Appointments
- 1,372 Sessional Lecturer Appointments

Senior Administrative Appointments:

- | | |
|----------------------------|---|
| President | Dean, Faculty of Graduate Studies and Research |
| AVP, Facilities Management | Dean, University Library and Archives |
| AVP, Human Resources | Interim Dean, Faculty of Kinesiology and Health Studies |
| | Interim Dean, Faculty of Nursing |
| | Interim Dean, Faculty of Science |
| | Executive Dir., Strategic Enrolment Mgmt. and Registrar |

Indigenous Engagement

In 2025/26, there were **227 engagements of elders and indigenous persons**, a **22% decrease from 2024/25** but a 22% increase from 2021/22.

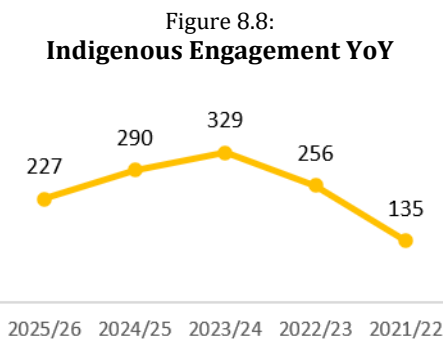


Figure 8.9:
Indigenous Engagement YoY Details

Engagement	2025/26	2024/25	2023/24	2022/23	2021/22
Elder	55	96	107	111	77
Indigenous	172	194	222	145	58
Total	227	290	329	256	135

Engagements include both appointments and stipends.

Indigenous Engagement Notes:

Active engagements at July 31, 2026 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).
2025/26 engagements are included in Non-Union compensation (Figure 6.1 & 6.2).

Appendix I

Departures

In 2025/26, there were 155 departures, a 17% increase (+22) from 2024/25.

Departures include:

Involuntary Turnover: Dismissals, Position Eliminations

Voluntary Turnover: Resignations

Retirements: Normal and Early Retirements.

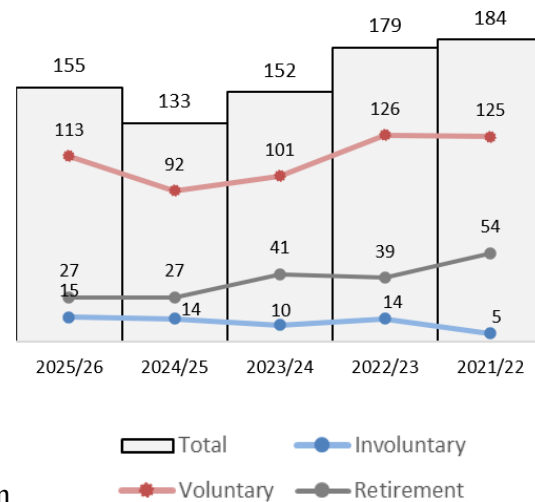
Excludes Non-Union, student appointments, Sessionals, University Teaching Fellows, Casual appointments & Research Chairs.

73% (113) were Voluntary, a 23% increase (+21) from 2024/25.

17% (27) were Retirements, unchanged from 2024/25.

10% (15) were Involuntary, a 7% (+1) increase from 2024/25.

Figure 9.1:
Departures YoY



Underrepresented Working Groups:

Of the 133 voluntary departures, 120 submitted a self-declaration diversity form while employed.

Of those 120 departures:

- 2% identified as Indigenous
- 5% identified as a Person with a Disability
- 25% identified as a Visible Minority
- 49% identified as a Woman.

Figure 9.2:
CUPE 5791
Departures YoY

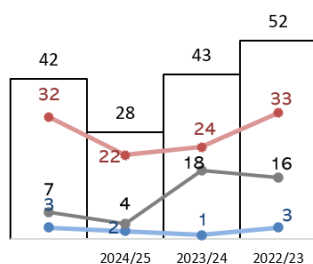


Figure 9.3:
APT
Departures YoY

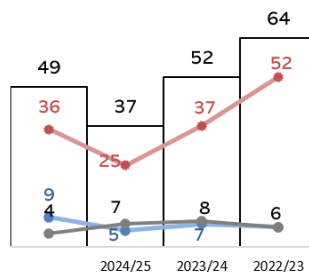


Figure 9.4:
OOS
Departures YoY

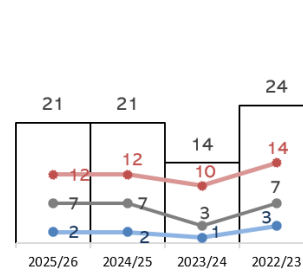


Figure 9.5:
CUPE 5791 Research
Departures YoY

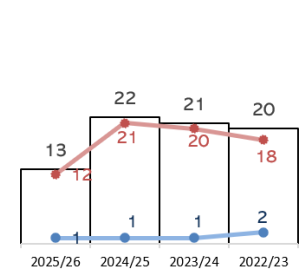


Figure 9.6:
Academic
Departures YoY

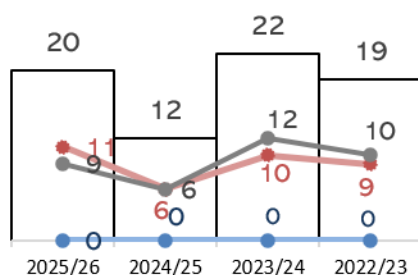
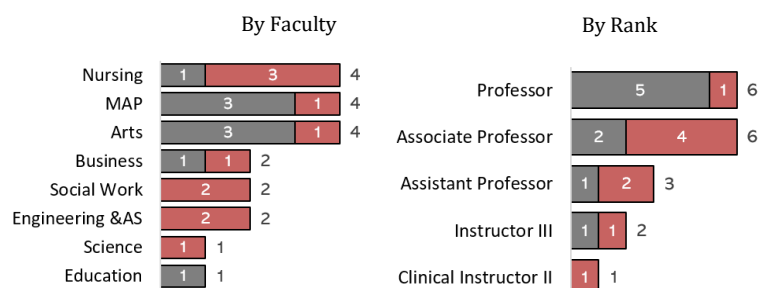


Figure 9.7
Tenure & Tenure Track Academic
Departures 2025/26



Projected Retirements

Over the next ten years, 405 employees – **158 academic members** and **247 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 10.1:
2026-2036 Retirements by Employee Group

Employee Group	2026		2027		2028		2029		2030		2031		2032		2033		2034		2035		2036		Total
	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	
Academic	2	4	2	11	9	10	4	9	10	12	7	7	4	9	5	5	9	16	5	11	4	3	158
APT			1		3	2	1	2	5	3	2	1	4	5	4	4	4	1	2	3	2	4	53
CUPE 5791	3	1	5	4	7	4	6	8	9	4	13	6	7	4	7	4	6	4	11	3	9	6	131
OOS	2			4	1	4	5	3	3	5	5	2	5	2	4	2	7	1	3	2	2	1	63
Total Academic	6		13		19		13		22		14		13		10		25		16		7		158
Total Staff	6		14		21		25		29		29		27		25		23		24		24		247
Grand Total	12		27		40		38		51		43		40		35		48		40		31		405

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