University of Victoria



UNIVERSITY OF VICTORIA

Academic Staffing, Recruitment and Vacancies

2024/25 ANNUAL REPORT

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Introduction

The University of Victoria's academic mission is powered by the people who teach, research, mentor and inspire the next generation of scholars, leaders and innovators. This report provides an overview of the university's faculty and librarian complement for the 2024/25 academic year (July 1, 2024–June 30, 2025), outlining the composition of our academic workforce and strategies and governance structures that guide hiring, promotion and renewal. The report supports transparency and accountability as well as providing context for how UVic is planning for provincially-funded enrolment growth, managing retirements and turnover, and advancing equity, diversity and inclusion.

Where possible, data presented are drawn from Banner, UVic's official source for institutional reporting. Additional data sources include Better Data, sector-wide benchmarks from the Canadian Association of University Business Officers (CAUBO) and national datasets from Statistics Canada. These data support leaders with decision making, including with respect to aligning teaching capacity with program demand and enrolment changes—helping to ensure faculty, librarians and students reach their full potential while also supporting financial sustainability for the institution.

Under the *University Act*, the Board of Governors has the power to appoint professors, associate professors, assistant professors and other teaching staff. At research universities, including UVic, this power is delegated to the Vice-President Academic and Provost. Throughout the year, the Vice-President Academic and Provost reviews and approves every faculty posting, hire and promotion, typically as recommended by the Dean. This oversight ensures that each hiring and promotion decision is aligned with UVic's strategic priorities, responsive to enrolment and program demand, and reflects our commitments to academic excellence, equity and fiscal responsibility.

> VPAC oversight ensures hiring and promotion decisions align with UVic's strategic priorities, respond to program demand and reflect our commitments to academic excellence, equity and fiscal responsibility.

Faculty and librarian staffing overview

UVic employs 901 FTE (full-time equivalent) faculty and librarians in filled budgeted positions. Despite ongoing fiscal pressures affecting post-secondary institutions across Canada, UVic's faculty and librarian complement remains above its 10-year average of 869

FTEs, reflecting disciplined workforce planning and deliberate hiring aligned with student demand.

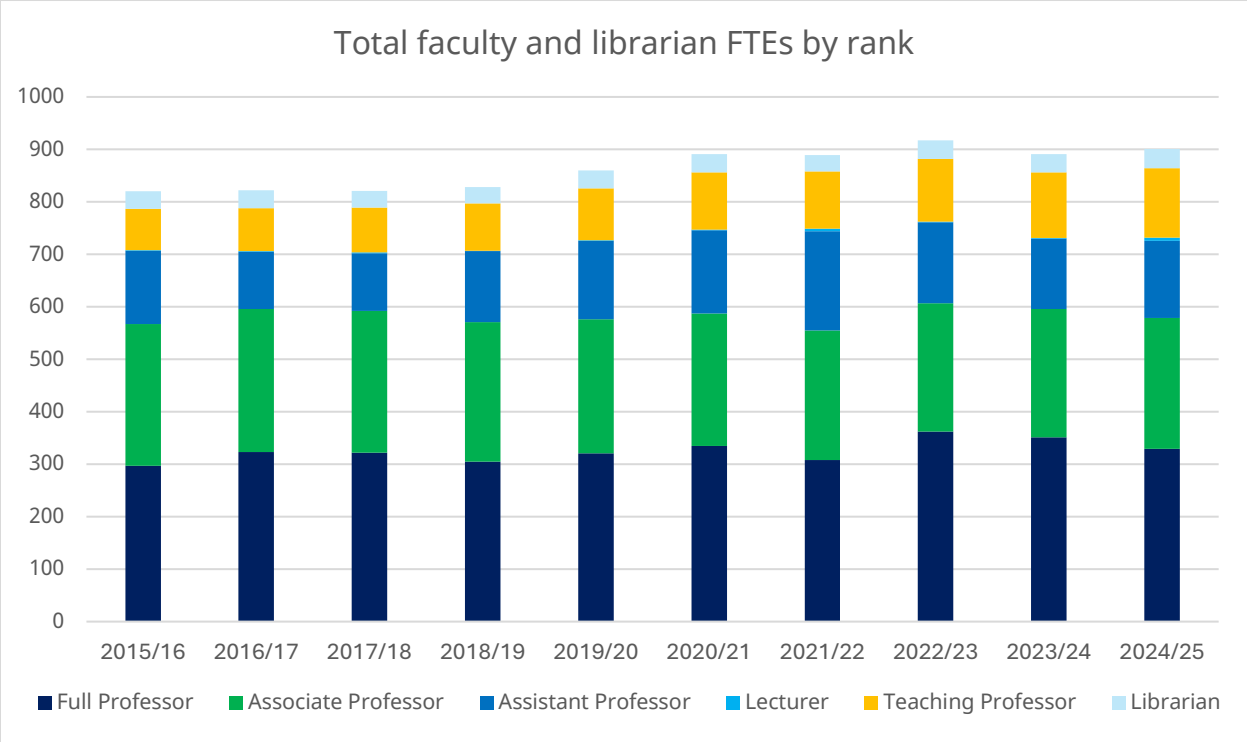

***Figure 1**. Faculty and librarian FTEs by rank. Yearly totals reflect inclusion of Artist-in-Residence and Academic Administrative appointments in some years, although these categories are not shown separately in the figure.*

Canadian post-secondary institutions continue to navigate a challenging budget landscape due to sector-wide declines in international undergraduate enrolments. For both the 2023/24 and 2024/25 fiscal years, UVic took steps to ensure a balanced budget that included 4% operating budget reductions each year. While some staff reductions were unavoidable, the university worked closely with unions to manage these changes with as few involuntary layoffs as possible, including using vacancies and exploring voluntary departure options where feasible.

No faculty were laid off, as faculty layoffs only occur in accordance with the Collective Agreement in cases of program discontinuance or under financial exigency, which is defined as projected substantial and recurring financial deficits that will affect the continued functioning of the university, and that will persist for two years or more unless there is a reduction in expenditures. However, a brief hiring pause, voluntary faculty retirements and repurposing vacant faculty positions helped UVic to manage base-budget reductions. With those budget reductions behind us, we continue to monitor enrolment trends to mitigate risk and build resiliency in the current budget environment.

Student-to-faculty ratios

UVic monitors student-to-faculty ratios to ensure that institutional capacity aligns with enrolment pressures, supporting a high-quality student experience. In 2024/25, there were approximately 22.4 students per faculty member. This ratio has remained relatively flat over the past 10 years. UVic continues to compare favorably with peer institutions, where the average ratio is approximately 26:1 (Macleans, 2024).

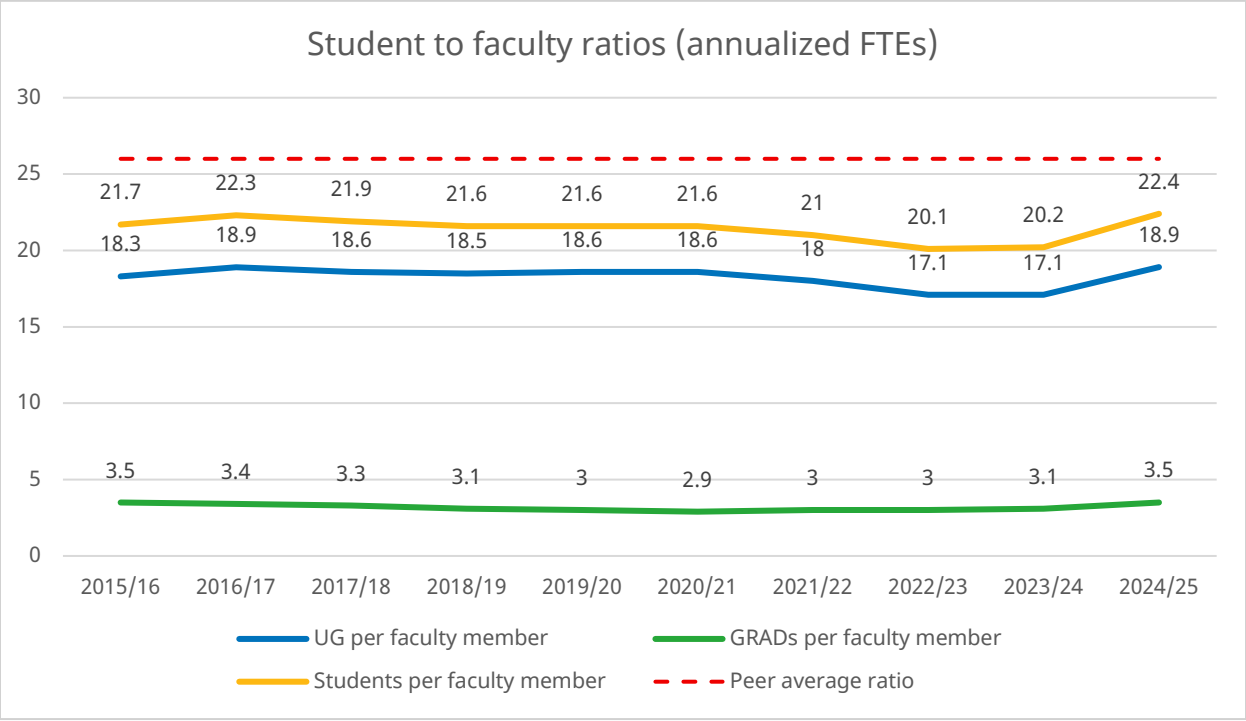

Figure 2. *Student-to-faculty ratio by degree type, including vacancies.*

Hiring and recruitment activity (new faculty and librarians)

In 2024/25, UVic welcomed 34 new continuing faculty and librarians, reflecting our continued commitment to our core mission, and our accountabilities to fee-paying students and the taxpayers of British Columbia.

New hires reflect both strong regional representation from Victoria and other parts of BC, as well as a broad national and international reach, including appointments from across Canada including Alberta, Ontario, and Quebec and countries such as Mexico, India, China, Tanzania, the U.K., the U.S., and New Zealand. These recruitment patterns highlight UVic's standing as a leading global destination of choice for faculty and librarians.

Our 2024/25 new hires ensure we continue to meet our government-funded enrolment targets, which include expansions in technology and health programs. Recruitment efforts

for 2025/26 continue to support forward-looking capacity building in areas of anticipated sustained student interest, societal demand and government priorities.

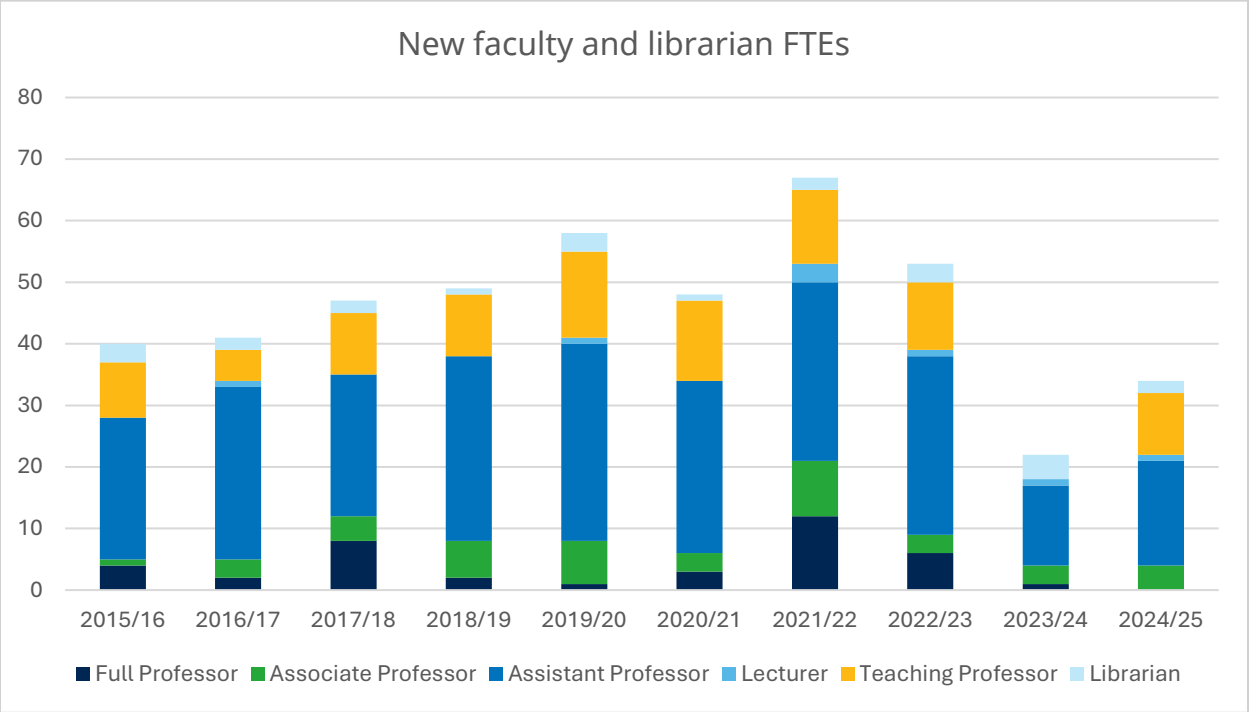

Figure 3. *New faculty and librarian FTEs by rank, 2015/16–2024/25 (excluding limited-term appointments).*

While recruitment remains competitive, UVic continues to attract and recruit high-caliber candidates. UVic is home to 37 Canada Research Chairs, has strong representation among scholars recognized by the Royal Society of Canada—the nation's highest academic honour for career achievement—and its instructors are consistently recognized with prestigious national 3M Teaching Awards.

To support faculty success, UVic offers competitive salaries, a home loan program, spousal hiring, relocation assistance, research start-up funding, professional development funding, study leave, childcare, and health and wellness benefits. These measures help mitigate the high cost of living in Victoria and enhance the overall faculty experience. At the same time, the increasing complexity of government immigration processes—an issue affecting post-secondary institutions across the country—remains an ongoing challenge.

UVic's competitiveness in terms of salaries is highlighted in the table below (Figure 5), which shows that UVic is well-positioned among its peer institutions in terms of median salaries for full-time teaching staff.

2023/24 median salaries of full-time teaching staff at Canadian universities*			
University	**Assistant professor**	**Associate professor**	**Full professor**
University of British Columbia	$140,725	$183,375	$241,223
University of Waterloo	$132,900	$173,225	$216,675
McMaster University	$130,075	$172,675	$215,400
York University	$127,850	$170,525	$206,225
University of Ottawa	$132,925	$165,475	$202,750
Queen's University	$155,000	$176,150	$199,300
University of Saskatchewan	$126,050	$155,500	$197,500
University of Victoria	**$127,300**	**$152,650**	**$194,525**
University of Guelph	$119,675	$156,250	$191,950
Western University	$126,800	$162,375	$191,450
University of Windsor	$120,900	$155,825	$190,425
Wilfrid Laurier University	$121,700	$165,200	$189,025
McGill University	$119,450	$141,200	$186,700
Dalhousie University	$114,800	$146,250	$184,875
Concordia University	$115,575	$150,400	$184,375
Carleton University	$124,100	$157,425	$180,675
University of Alberta	$110,275	$134,550	$178,850
Simon Fraser University	$119,650	$147,600	$176,775
University of Manitoba	$106,925	$134,600	$176,650
University of Calgary	$107,475	$129,075	$175,025
Université de Montréal	$111,500	$136,650	$169,550
Memorial University	$108,950	$131,200	$162,825
Université Laval	$108,075	$128,100	$162,675
Université de Sherbrooke	$112,775	$132,550	$161,150

Figure 4. *Faculty salaries by rank. Data are from 2023/24 as 2024/25 data are not yet complete. *Excludes medical and dental education and senior administrative appointments. Sorted by full professor. Source: Statistics Canada.*

Vacancy management

When faculty and librarian positions became vacant through retirements or voluntary departures, each vacancy was assessed against enrolment demand and strategic priorities. UVic works with unions to create voluntary options that mitigate budget impacts, with any retirement or voluntary departure incentives being union- and case-specific, funded by one-time money, and requiring sign-off. There is no general program for retirement incentives at UVic.

Depending on institutional needs, some vacant positions were returned to the centre and remained unfilled to reduce base budget costs, while others were repurposed to support

areas of growth or emerging priorities. This approach provided flexibility to meet budget targets, minimized disruption and reduced reliance on layoffs as a cost-saving measure.

Retention, turnover and retirements

Faculty retention at UVic compares favorably with its peer institutions that make resignation data publicly available, with an average resignation rate of 0.56% over the past five years. This level of stability reflects UVic's strengths and a supportive working environment where faculty and librarians build long-term careers.

> With an average resignation rate of <1%, UVic is one of the most stable academic employers in Canada.

UVic supports retention through a variety of programs, including the peer mentorship program for new faculty and librarians, ongoing professional development opportunities offered through Learning and Teaching Innovation (LTI), and dedicated support from Faculty Relations. These initiatives help faculty and librarians navigate their careers, enhance teaching and research and build meaningful connections across the university.

Early career retention is also strong, an indicator of effective onboarding, mentorship and academic culture. Low turnover also confirms alignment between institutional values and faculty experience.

Turnover

In 2024/25, there were 5 resignations and 4 departures due to termination or death.

Resignations (all ranks)

	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
Total	5	14	7	10	4	2	5	8	6	5

Resignations in 2024/25 were consistent with long-term patterns, and slightly below the average number of resignations over the past 10 years.

Terminations and deaths (all ranks)

	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25
Total	2	0	2	0	0	0	0	1	1	4

While the number of departures in 2024/25 is slightly higher than previous years, the overall tend remains small and fluctuates over time. We will continue to monitor this area as part of our regular reporting.

22 faculty and librarians retired in 2024/25. Most retirements were faculty and librarians aged 65 or older, consistent with long-term trends. 10 faculty members chose to reduce their hours in anticipation of retirement.

Looking ahead, findings from UVic's annual Faculty Recruitment and Retention Survey indicate that 13 faculty members 65+ will retire on or before June 30, 2026. We anticipate a total of 103 faculty and librarians aged 65+ in the 2025/26 academic year.

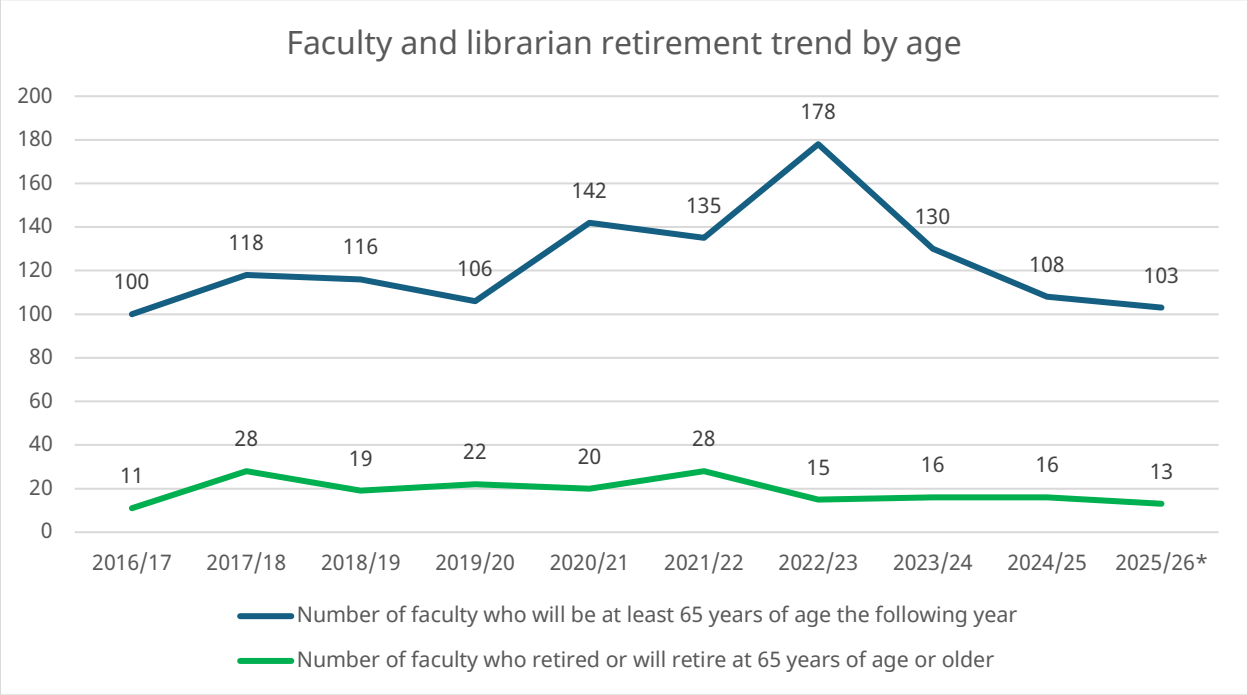

Figure 5. *Faculty and librarian retirement trends by age (2016/17–2025/26). *Indicates projection.*

Equity, Diversity and Inclusion

UVic's Equity Action Plan, launched in 2022, commits us to attracting, advancing and retaining faculty, librarians and staff from historically and systematically marginalized communities. Guided by this plan, we continue to refine recruitment and retention practices by setting measurable goals, increasing transparency in recruitment and providing targeted supports for historically underrepresented groups.

To support these efforts, the UVic Better Data Project was launched to improve the collection, management and use of demographic data across campus. Now available as a public dashboard, Better Data enhances transparency and demonstrates our commitment to continuous improvement and broader participation. Since fall 2024, 716 continuing faculty and librarians have participated in this survey.

Indigenous scholars

Increasing the number of Indigenous faculty and librarians at UVic has been a priority for the university over the past decade. Xʷkʷənəŋistəl | W̱ȻENEN̲ISTEL | Helping to move each other forward—UVic's Indigenous Plan—outlines several goals and priorities to help ensure Indigenous faculty and staff are well supported and recognized.

Indigenous faculty and librarian representation continues to grow at UVic. Of the 716 continuing faculty and librarians who completed the Better Data questionnaire, 60 self-declared as Indigenous, representing approximately 8% of respondents. 122 respondents preferred not to answer.

According to our official institutional data from Banner, 37 continuing faculty and librarians self-declared as Indigenous—an increase of 42% in five years.

Discrepancies in data regarding Indigenous self-identity among Indigenous faculty often arise from differences in how identity is defined, collected, and reported. Some faculty may choose not to disclose their Indigenous identity in institutional surveys due to privacy concerns, mistrust of institutions, or fear of tokenization, while others may identify in community contexts but not in official records. Variations in institutional data collection practices—such as whether self-identification is optional, how categories are framed, and whether verification is requested—can also lead to inconsistencies.

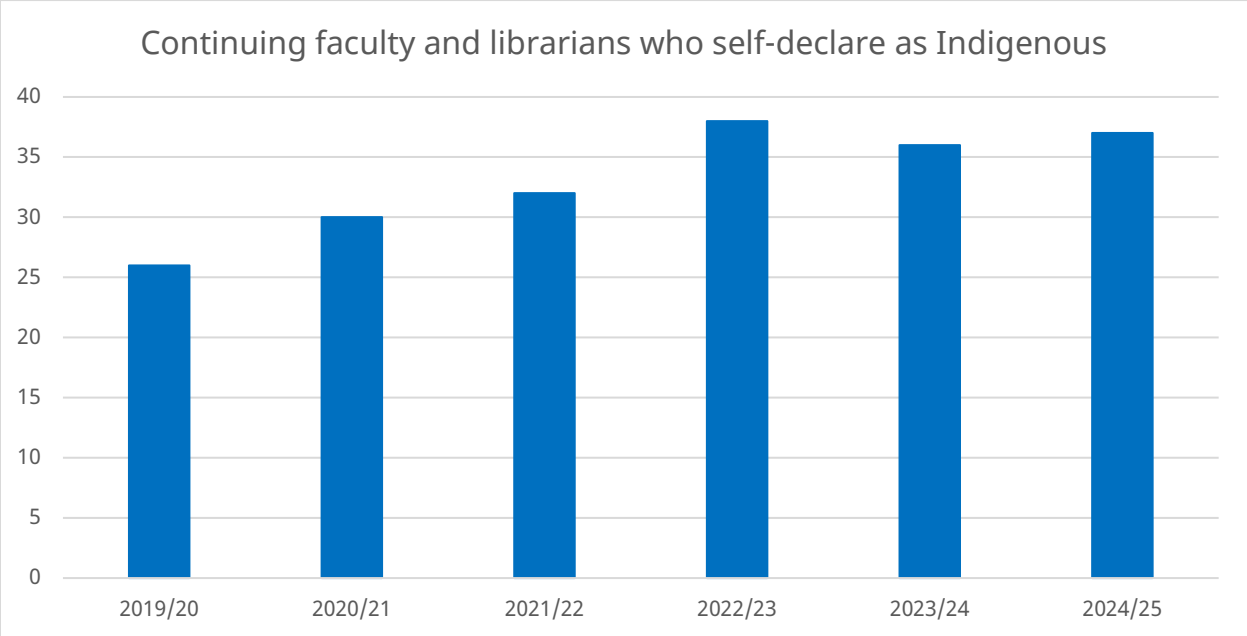

Figure 6. *UVic has 37 continuing faculty and librarians who self-declare as Indigenous. Source: Banner.*

A central contributor to our progress in recruiting Indigenous faculty is the Indigenous Recruitment Support Fund (IRSF). First established in the 2019-2022 Collective Agreement

and extended in the 2022-25 Agreement, the IRSF was designed to create new Indigenous faculty positions. Initially focused on early-career academics, the fund was later expanded to support hires at all ranks, with a preference for candidates from local communities.

> Since 2020, the Indigenous Recruitment Support Fund has created 19 new faculty positions.

Since 2020, the IRSF has supported four rounds of recruitment, resulting in the appointment of 19 Indigenous faculty members, 18 of whom remain at UVic.

The IRSF continues to strengthen UVic's ability to recruit and retain Indigenous faculty and librarians, and complements other initiatives such as the Knowledge Connection Fund, established in the 2022-2025 Collective Agreement.

UVic continues to prioritize the recruitment and retention of Indigenous scholars, including through these funds and cluster hires. UVic also continues to attract Indigenous PhD students who contribute to our academic and research mission and apply for academic positions.

Black scholars

The Black Scholar Recruitment Support Fund (BSRF), established in the 2022-25 Collective Agreement, supports the university's goal of increasing representation and supporting the success of Black faculty and librarians through targeted recruitment initiatives.

Since its launch on July 1, 2024, the BSRF has funded the hiring of five Black scholars across disciplines including computer science, music, writing, law and sociology. While no cluster or cohort hires have occurred yet, the BSRF encourages multiple hires within a Faculty, when possible, to enhance retention and success.

Visible minority

153 continuing faculty and librarians who participated in the Better Data survey self-identified as members of visible minority groups, representing approximately 21% of respondents. 130 respondents preferred not to answer.

People with a disability or chronic health condition

UVic is committed to fostering an access-centred and inclusive environment for all faculty and librarians. According to the Better Data survey, 132 continuing faculty and librarians self-identified as having a disability or disabilities or chronic health condition. 131 preferred not to answer.

Our Accessibility Plan, launched in 2023, provides a framework for improving accessibility across campus, including recruitment processes, workplace accommodations and inclusive teaching and learning environments.

Gender

Of the 34 continuing faculty and librarians hired in 2024/25, 13 self-identified as male, 17 as female, and 4 preferred not to disclose their gender identity.

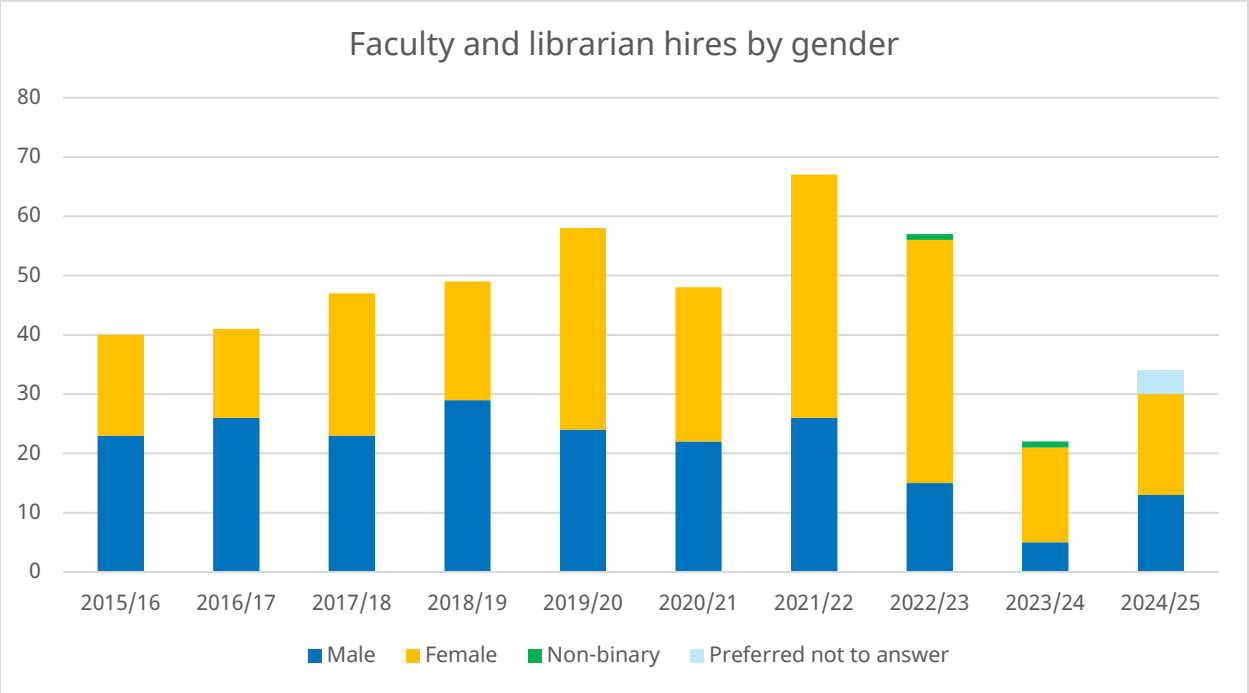

***Figure 7**. Number of new faculty and librarian hires by gender, 2015/16–2024/25.*

Academic workforce sustainability

Appointment, Reappointment, Promotion and Tenure (ARPT)

UVic supports a fair, transparent and consistent academic workforce through the Appointment, Reappointment, Promotion and Tenure (ARPT) process. In 2024/25, the Offices of the Vice-President Academic and Provost and Equity and Human Rights collaborated to develop and update ARPT committee training materials. These materials improve guidance for ARPT committees on applying promotion and tenure criteria consistently, incorporating equity considerations and supporting professional development.

Looking ahead: Strategic academic workforce priorities

UVic continues to invest in academic workforce strategies that support UVic's evolving priorities and align with institutional goals, student demand and areas of strategic interest. Key focus areas for the Office of the Vice-President Academic and Provost include:

- Supporting the growth of Faculties that successfully advocate for government-funded academic program expansions, growing our provincial grant and tuition revenue.
- Advocating for additional academic program expansions in disciplines with demonstrated student interest and that align with institutional and government priorities.
- Embedding equity in recruitment and retention policies, processes and practices and ensuring there are appropriate onboarding and retention supports and resources in place.
- Strengthening mentorship and professional development opportunities for new faculty and librarians and building communities of practice for all academic staff.

A major priority for the Office of the Vice-President Academic and Provost in 2025/26 will be the appointment and/or reappointment of Deans. 3 decanal positions are currently held by Acting Deans (one in place of a Dean on leave), and 5 Deans are expected to complete their initial five-year term in 2026.

Supporting institutional decision making

This report offers insights into UVic's academic workforce, offering data and analysis to support strategic governance and informed decision-making. By examining faculty and librarian staffing, hiring, retention, and equity trends alongside student enrolment and FTE trends, the report highlights capacity pressures and programmatic needs, ensuring that academic staffing aligns with academic priorities and emerging areas of student demand. It also informs equitable hiring and retention efforts, guiding resource allocation and budget planning while promoting transparency and evidence-informed decision-making across the institution.

This report reflects UVic's commitment to strategic planning and institutional accountability, enabling leaders to make informed choices during periods of fiscal constraint. Grounded in data and aligned with our core academic mission, these insights support the sustainable management of academic talent, helping us remain responsive to student needs and provincial priorities while ensuring the continued strength and resilience of our academic community.