



Lessons from the \$100k Elite: Greed is Bad

THE CURRENT NEGOTIATIONS for a new collective agreement are happening in an economic climate that will mean some difficult times for working people.

The runaway increases in oil and food prices in recent months are already pushing up rates of inflation in North America and organized workers will want to protect their families from the effects of these higher costs.

Economists are fond of calling this type of situation a wage-price spiral. In truth it is quite the reverse, it is a price-wage spiral where workers attempt to keep up with the inflationary pressures they were not responsible for.

We can be sure that our Local's Negotiating Committee will be making the case for a fair wage increase very forcibly to the university administration in this round of bargaining. But in the light of the significant pay raises made to senior administrators in recent years while expecting the University's unions to moderate their wage demands, one wonders how committed the University will be to protecting its unionized employees from the worst effects of the inflationary spiral.

In a recent article in *The Toronto Star*, Carol Goar drew attention to the Spring 2008 edition of the Rotman School of Management's magazine. The theme for this edition was the dangers of excessive consumerism. Apparently greed may not be so good after all.

Dean Roger Martin writes:

"Globally, the inequalities are stark: 20% of the population of the highest income countries account for 86% of private consumption."



It is good to know that the U of T's business school has acknowledged what trade union researchers have been saying for years. It would also be a good thing for the administration of Rotman to consider some of the university's financial resources that it has consumed in salaries in recent years. Rotman professors are among the highest paid individuals at the U of T. Martin's salary last year was \$371,250.06, only slightly less than that of U of T President, David Naylor. Since 2004, Martin has received salary increases of \$71,000. Many of his colleagues have received similar increases.

This would be a good time for the Rotman School of Management to suggest to the university administration that it deals fairly

"Local 1998 will be making the case for a fair wage increase very forcibly in this round of contract bargaining."

with its unionized employees and reduce that gap in consumption slightly.

— **John Malcolm, President Steelworkers Organization of Active Retirees (SOAR), U of T Chapter**

For more on UofT's \$100k List, please turn to pages 6 & 7 of this issue

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U of T's budget: Running the University like a Corporation

Negotiations for a new collective agreement have already started. As usual, the administration will tell the union how difficult it is to provide for all that the union is asking for. The reason? The budget doesn't let us do it. The administration will say that the budget already shows a deficit and if we do not "implement further cost containment measures", we will not be able to "maintain a balanced budget."

As a union, we believe that budgets are important to properly manage any institution. We also know that the assumptions that are the basis for any budgetary exercise could be stage-managed and deficits inflated. It

is important to accept and understand the budget exercise for what it is: a collection of well-thought-out, educated guesses that may be right and may be not. The administration recognizes as much when it proposes a New Budget Model that will have its assumptions reviewed on a yearly basis. In other words, the administration is saying: if the assumptions we made this year are not exactly what reality tell us, ...continued on page 5



on the move

Local news for members of Steelworkers Local 1998



Local 1998's Executive and Negotiating Committees have gained a new Casual Unit Chairperson. At the Casual Unit meeting held on Tuesday July 8, 2008, **Ashley Slack** from UTEMP services (pictured left) was acclaimed as the new Casual Unit Chairperson. Welcome to the Committees, Ashley!

Ashley joins **Andrew Pickles** from the Bora Laskin Library, Faculty of Law (shown right) and **Nick Marchese** from the department of Athletics, Intramural Sports (shown middle), who are also on the Local 1998 Casual Unit Negotiating Committee.



Josie Chapman Smith wins 2008 David Keeling Award for Administrative Excellence

CONGRATULATIONS to Josie Chapman Smith on winning the David Keeling Award for Administrative Excellence at the Faculty of Medicine.

In addition to recognizing administrative excellence, the award carries a \$1,000.00 prize.

When asked how she felt about receiving such an award, Josie said: "I am honoured to have been selected to receive this award from among so many high quality candidates.

I enjoy working at the University of Toronto, and have been fortunate to have

worked with so many other excellent staff members and with supportive leadership."

Congratulations Josie, and keep up the good work!



David Pauwels of the department of Admissions and Awards, performing at the Midway at the Petit Campus, Montreal, July 12, 2008. Pauwels was featured in the last issue of the **Steeldrum: For the Love of Music**, July 2008, page 7.

Photo credit: Denis Brochu.

USW's Pat van Horne new CALM President

Canadian Steelworkers National Office Communications Officer Pat van Horne was acclaimed as the new President of the Canadian Association of Labour Media (CALM)

at its annual general meeting held at the Delta Chelsea Hotel on May 23, 2008.

Pat succeeded Pierre Lebed, who had been President for the past three years.

members

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Mary Bird
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Susana Diaz
Allison Dubarry
Jenny Fan
Glenda Gillis
Halyna Kozar
Lillian Lanca
Lori May (Co-Chair)
Lidia Mestnik
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Non-email submissions should be on a 3.5" disk or CD accompanied by a hard copy.

who
we
are





PRESIDENT'S MESSAGE

It HAS BEEN an extremely busy few weeks since the last issue of *SteelDrum* as we have been hard at work with negotiations for our fourth collective agreement. The team has been hard at work fighting for those issues you identified as being the most important bargaining issues for you as staff at the university.

You will remember that the top bargaining issues you identified in the membership survey were:

- **Salary Increase**
- **Better Health Care Benefits**
- **Pensions**
- **Job Security**
- **Job Evaluation / Pay Equity / Reclassification**
- **Family Care**
- **Preference for Hiring Internal Candidates / Career Path**
- **Improving Working Environment**
- **Tuition Waiver**

We have let the university know that these areas are priority areas for members and that members want to see improvements in these areas. The negotiating committee has been focusing on non-monetary issues and will soon be tabling our monetary issues.

In the last few weeks I have been involved in several issues regarding two of the priority issues—job security/re-organization and improving the

working environment, and these have been a stark reminder about why we need to make improvements in these areas. In one recent case, two members received re-organization notices as the duties they performed were no longer required. However, they were then told that they have to train two full time temporary workers. They are wondering, as are we, if the job duties are really gone or not. It is an issue that we are pursuing.

Another issue arose in a meeting with a manager that illustrated the need to improve language that protects members from managers who prefer to rule by fear and intimidation rather than by mutual respect. While most members do not experience situations like this, there are still some departments where this management style is the norm. Members need language in the contract that preserves their dignity and protects them from situations like this. The recent study by Professor Jennifer Berdahl was very helpful in identifying issues of micro-aggression experienced by our members and is something that we are following up on.

Monetary issues are key issues in bargaining and often ones that employers are reluctant to talk about (indeed, most union bargaining committees are told that things are tough financially for the employer). The Steelworkers approach is to analyze the employer's budget to determine if in reality "there is little money for wage, pension and benefits improvements." We recently had the university budget analyzed by the Steelworkers Research Department and the

results are very interesting. You can read about it in this issue on pages 3 and 5. Budgets are about choices and priorities and it is important that U of T makes it clear to its employees that the work they perform is valued. U of T works because our members do and our members expect a fair contract that reflects this.

We need your help now to let the university know that improvements in these key areas and a fair contract is what you want. In the next few weeks we will be distributing union shirts and wearing these to work will be important in demonstrating your support for the bargaining committee and letting the university know that

“U of T works because we do, and a fair and good contract that recognizes and values this is a reasonable expectation from our members.”

— **Allison Dubarry, President**

the priority issues are ones that you support.

We will also be holding a strike mandate vote and a large turnout with members voting in favour of the strike mandate will be a very important signal to the university that you want a fair and timely contract. Many of you will remember that in our last set of negotiations when 2,100 of you turned out to vote over 80% in favour of a strike mandate that it was key in ensuring that a fair and good contract was negotiated in a timely manner.

U of T works because we do and a fair and good contract that recognizes and values this is a reasonable expectation from members.

— **Allison Dubarry, President**

Fighting the Deficit: Not on our Backs!

It IS BARGAINING TIME and as we know, the deficit will be blamed every time the administration says no to our proposals for improvement in compensation or working conditions.

The administration will say that they are doing everything possible to reduce their deficit. Any improvement to whatever they put on the table will be considered too much and it will affect their need to reduce the deficit.

In the highlights to the 2007-08 budget the Administration states: "The accumulated deficit is projected to reach \$80 million by the end of the 2007 fiscal year. It is proposed that this deficit be repaid in equal installments of \$11.2 million in each year of the next five years, thus reducing the accumulated deficit to 1.5% of gross revenues at the end of the

budget cycle, as required by Governing Council Policy."

It is clear (or at least it seems so), that the administration is doing everything in its power to fight the deficit.

Sometimes things are not that clear. In the same 'highlights' a few paragraphs earlier, the administration says: "The Government of Ontario announced a new one-time-only funding for universities . . . The University of Toronto's share is about \$40 million . . . in essence they can be considered to have reduced the accumulated deficit from \$80 million to \$40 million."

It seems we can now breathe a little bit easier. Thanks to the special grant this deficit can be reduced to half of what it was before.

Not so fast. The administration says "in essence they can be considered to have reduced." It never say "it has reduced."

In the end, the administration decided to use the one-time grant for other academic or administrative expenditures instead of paying down the deficit.

We have no doubt that the special one-time grant was used in the various faculties or divisions of the university. But, one thing is obvious: it was not used to pay down the deficit.

Of course, the administration has the right to decide how to use its funds. However, it does not have the right to make decisions that maintain the deficit and pretend that it is a staff problem later.

In this round of bargaining, our union will continue our fight to improve the compensation and working conditions of our members. The deficit is an administration problem since they decided to keep it at the current level. The deficit should not be borne on the backs of our members.

relevant news
for steelworkerson other
fronts

Ottawa won't grant Air Canada layoff waiver

FEDERAL LABOUR MINISTER **Jean-Pierre Blackburn** has rejected Air Canada's request for a waiver that would have allowed the airline to lay off employees beginning November 1, 2008 without first setting up a joint union-company committee to examine ways to ease the impact of the cuts.



"There weren't sufficient grounds to grant a waiver," Blackburn said.

The minister has offered the airline and the union access to mediators and instructed officials to monitor the situation to ensure that any affected Air Canada employees receive entitlements such as severance and termination pay under the Canada Labour Code.

Under the Canada Labour Code, the airline must create a joint committee with employees to try to minimize the impact of Air Canada's planned streamlining of about 2,000 jobs, including more than 600 flight attendants, from its 24,000-employee workforce.

In a letter to Air Canada, Blackburn urged the country's largest airline to include all employees who may experience job loss on the joint planning committee, even if they are not covered by the group termination provisions of the labour code.

"As Minister of Labour, I don't intervene in private sector decisions. What I have to be sure is that everything that is covered by the Canada Labour Code is there to protect employees."

Air Canada acknowledged Friday that the

minister's decision affects all three unions that represent flight attendants, machinists and service agents who face layoffs as a result of its June 17 decision to trim capacity by seven per cent and lay off up to 2,000 workers.

The Canadian Union of Public Employees (CUPE), which represents the flight attendants, said it was pleased with the minister's decision, but was unclear about what impact it would ultimately have on the timing and size of layoffs.

"It's one step in a very large fight that we have with the employer," CUPE national representative Daniela Scarpelli said in an interview.

CUPE plans rallies at Air Canada bases across the country Monday against the closures to pressure Air Canada to stop the layoffs. "These drastic measures don't make sense," said Lesley Swann, president of CUPE's Air Canada bargaining unit, which represents 7,200 flight attendants. "There's no justification for the closures, and cutting attendants is only going to reduce the company's capacity to provide passengers with quality services."



Inflation jump hits wages hard

Soaring fuel and food costs caused consumer prices to shoot up in June — marking the largest surge in inflation in nearly three years and effectively erasing the bulk of wage gains earned by Canadians over the past year.

Statistics Canada reported yesterday that consumer prices rose by 3.1 per cent in the 12 months ending June 2008.

In contrast, average hourly wages rose 4.4 per cent during that same period, according to the federal agency's recent labour force survey.

Economists said that means Canadians are only being paid about 1.3 per cent more per hour than they were last year, leaving wages, seen in the context of their purchasing power, just barely ahead of inflation.

Statistics Canada said gasoline prices climbed 26.9 per cent between June 2007 and June 2008. It was the biggest jump since September 2005, when damage inflicted by hurricanes Katrina and Rita caused oil prices to soar.

Canadians also shelled out 3 per cent more for store-bought food in June than in the same month last year, eclipsing May's 1.9 per cent increase. Prices for bakery products alone climbed 12.3 per cent. Excluding those volatile items, inflation rose 1.5 per cent in June from a year earlier.

With the Bank of Canada predicting that inflation will peak at about 4 per cent early next year, there is "a real risk that inflation could just continue eating up the relatively small raises that people get and that working people will continue to fall behind or tread water," said Erin Weir, an economist with the Steelworkers union.

According to Weir's calculations, real wages, or those seen in terms of their purchasing power, are up about 1.3 per cent in Ontario compared to a year ago. That compares to more robust gains in Newfoundland and Saskatchewan of 5.4 per cent and 4.4 per cent, respectively.

Ontario, however, continues to fare better than Nova Scotia, where workers are actually being paid 2.6 per cent less than last year, and Quebec, where real wages barely budged. Workers in Western Canada will likely be the most successful in attempts to bargain for larger wage increases because unemployment rates there remain low.

Economists said wage gains in those provinces could put further pressure on consumer prices.

— Excerpt from *The Toronto Star*, July, 2008

Rising food costs make prices hard to swallow: BMO

Rising grain and dairy prices are taking a growing slice out of household incomes as food giants such as Kraft Foods Inc. hike prices to cover higher input costs, says Donald Coxe, global portfolio strategist at BMO Capital Markets.

"I just don't believe that we're going to, three years from now, have the share of people's spending budgets on foods consumed at home anywhere near as low as it is now," said Mr. Coxe, who is based in Chicago. "There is nowhere to go but up."

Mr. Coxe said it was not surprising food costs would once again account for an increasing share of household spending after having eased from historical levels. Canadian households spent over 10% of their total expenditures on food in 2006 — the lowest proportion ever, Statistics Canada figures released in February showed. In the 1960s, food represented the largest household expenditure, at 19%.

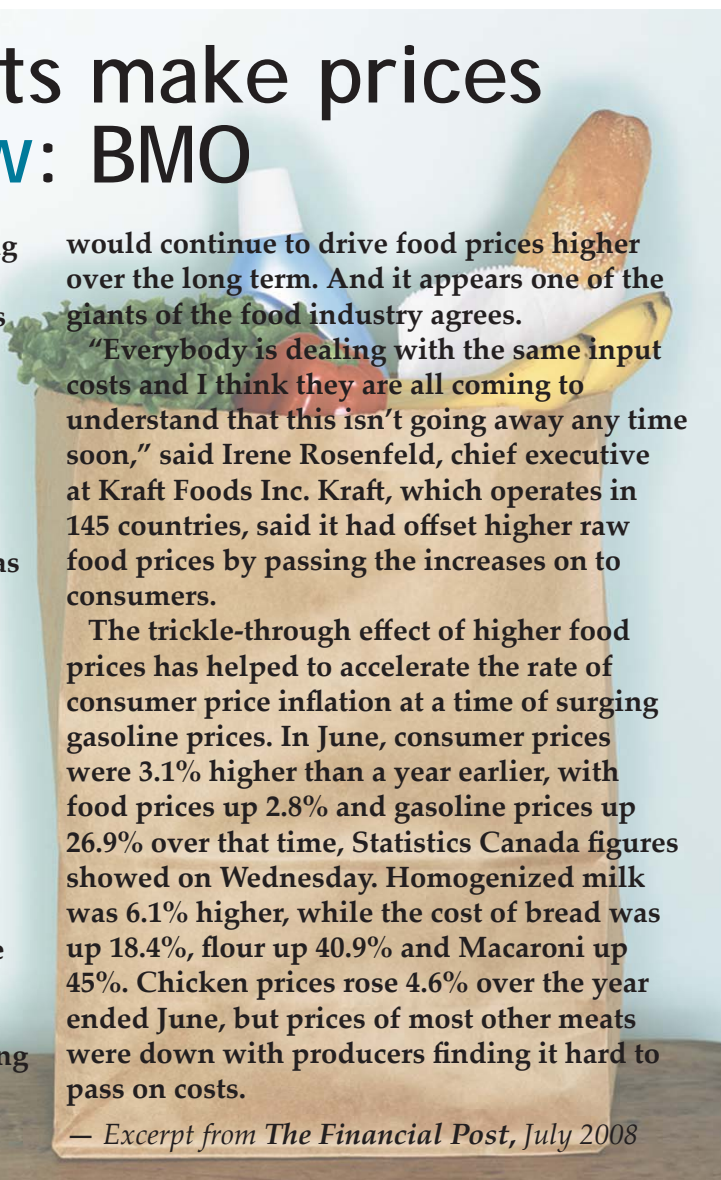
Mr. Coxe said growing demand for food, particularly from China and India, changing weather patterns, trade barriers, biofuel programs and distribution inefficiencies

would continue to drive food prices higher over the long term. And it appears one of the giants of the food industry agrees.

"Everybody is dealing with the same input costs and I think they are all coming to understand that this isn't going away any time soon," said Irene Rosenfeld, chief executive at Kraft Foods Inc. Kraft, which operates in 145 countries, said it had offset higher raw food prices by passing the increases on to consumers.

The trickle-through effect of higher food prices has helped to accelerate the rate of consumer price inflation at a time of surging gasoline prices. In June, consumer prices were 3.1% higher than a year earlier, with food prices up 2.8% and gasoline prices up 26.9% over that time, Statistics Canada figures showed on Wednesday. Homogenized milk was 6.1% higher, while the cost of bread was up 18.4%, flour up 40.9% and Macaroni up 45%. Chicken prices rose 4.6% over the year ended June, but prices of most other meats were down with producers finding it hard to pass on costs.

— Excerpt from *The Financial Post*, July 2008



Running the University like a Corporation

...continued from page 1



we will change them next year.

The administration implemented some interesting changes with the New Budget Model. Many of these changes scare us. They give the impression that the university is trying to run its business like a private corporation interested in the bottom line instead of a public facility interested in expanding and disseminating knowledge.

Learning from the private sector

Let us take a look at the new budget model. As a union, Steelworkers deal day in and day out with corporations that are constantly asking for concessions from our members while their CEOs are making millions and millions of dollars. In the New Budget Model we see many of the same principles that these CEOs apply to the corporations that they run.

How does the New Budget Model differ from past practices? In the past, revenues and expenses of the different campuses and faculties were centralized at Simcoe Hall. With the New Budget Model in place, each faculty or campus (called academic divisions) must manage its own affairs. According to the new budget model, “academic divisions are responsible for their own increases in expense, including salary increases. They will implement internal cost containment measures according to their individual circumstances.” In other words, each faculty will have to pay its own expenses (explicitly naming “salary increases” in a year in which they are bargaining with us) and it has to make cuts to confront those expenses if the division does not have enough income.

This is very similar to the way private corporations run their business when they have many plants or subsidiaries. Large international corporations divide and manage each plant or subsidiary as an independent unit or, as is more commonly called in business circles, a “profit center.” Corporations organize themselves in this model because they want to see which plant or subsidiary makes money and which one loses money. In their chase for the mighty dollar, they do not care if the corporation as a whole is making money. They want each and every single unit to also make money. Workers in the private sector know this very well. They know that if you are one of the workers working in one of the units that is

not making as much money as it is expected, you know that you run the risk of losing your job.

The New Budget Model will allow the administration to have a similar view of the internal situation of each faculty or campus. We easily can predict that Deans will be more worried about revenues and expenses than the quality of education provided in their faculties. The concept of bottom line is slowly but surely moving into this university. It is what U of T management has learnt from large international corporations.

New Budget Model in Action

As already mentioned, the faculties and divisions will have to manage their revenues and expenses. According to the New Budget Model, revenues are derived from the following four sources:

- 1) **Grants based in the number of Basic Income Units in the division. Here we find another use of private corporation slang. These revenues come from the government to subsidize the education of students. However, for the administration (and the government), instead of looking at students as learners trying to acquire knowledge and building their own future, they have become money-generating parts;**
- 2) **Tuition paid by students;**
- 3) **Research income as share of the total research fund;**
- 4) **Return on endowments for that faculty/division.**

The total of those four sources of income in each division is called Gross Revenue in the New Budget Model.

From this Gross Revenue each division has to pay for some central expenses. For example, student aid; some centralized services (like maintenance, cleaning, etc.); their share of the deficit; and finally, 10% will go to the University Fund. The University Fund is a fundamental part of the new budget. Now, deducting all those expenses from the Gross Revenue, we have the Net Revenue or the amount of money that stays with the division to manage its affairs. Interestingly, if we do the math, comparing the old budget and the new Net Revenue allocated by the new budget to each faculty, only Pharmacy has the money to function without a deficit.

How is the administration planning to deal with this gap? The following is how the University Fund enters into the picture: with the 10% contributed by each division to the University Fund, the administration will direct enough funds to satisfy the needs of each division. So, while all faculties contribute 10% to the University Fund, some will get back 20% and others only 2%, depending on their identified needs.

Divide and Conquer

The formula sounds reasonable and well thought out. The question is: how long can we keep everybody happy with this formula? How long will it be before a Dean will say: “if I have the largest number of BIUs (basic income units, also known as students), why do I have to operate at the same level than faculty X that has fewer students and is not generating as much in grants as my faculty?”

Or another Dean saying: “if my BIUs pay tuitions that are higher than Faculty Y, why do I have to give 10% of my money to them? Get them charging the same tuition we do.”

Or some Dean from a high-based tuition division making the case that they need to recover their full 10% from the University Fund to pay better wages to their faculty because the students that pay higher tuitions deserve renowned, star professors.

Or some big company saying: “we will only give money for research to Information Technology. We do not care about your budget model and your University Fund. We don’t want 10% of our money going to pay

“The New Budget Model opens the door to a ‘differentiated and competitive’ model that will pay more attention to the bottom line than to the needs of students and the community for quality education and innovative research.”

for Music students, we want IT research.”

Or a rich alumni saying “I am prepared to leave money in my will to College Z. That is my alma-mater but don’t count on my money if you are sharing it with someone else.”

Or the administration realizing a particular faculty is costing a lot of money and perhaps arriving at the conclusion that those students could be better served in a community college setting.

Or perhaps the administration telling the Union “we cannot afford to negotiate at the University level because some faculties cannot pay as high a wage as others. It is better that we negotiate separate agreements for each division.”

The New Budget Model opens the door to a “differentiated and competitive” model that will place more attention to the bottom line than to the needs of the students and the community for quality education and innovative research.

Remember, it is a private sector model and they do not do this just for fun. Private corporations implement these models to maximize profits and minimize costs. A public institution, like U of T, shall be guided from a different set of principles. Steelworkers will fight to protect the wellbeing of our members and the needs of the community for quality education and innovative research.

—Jorge Garcia-Orgales
Steelworkers Canadian National Office,
Research Department

\$100k list

\$100k list

@university of toronto

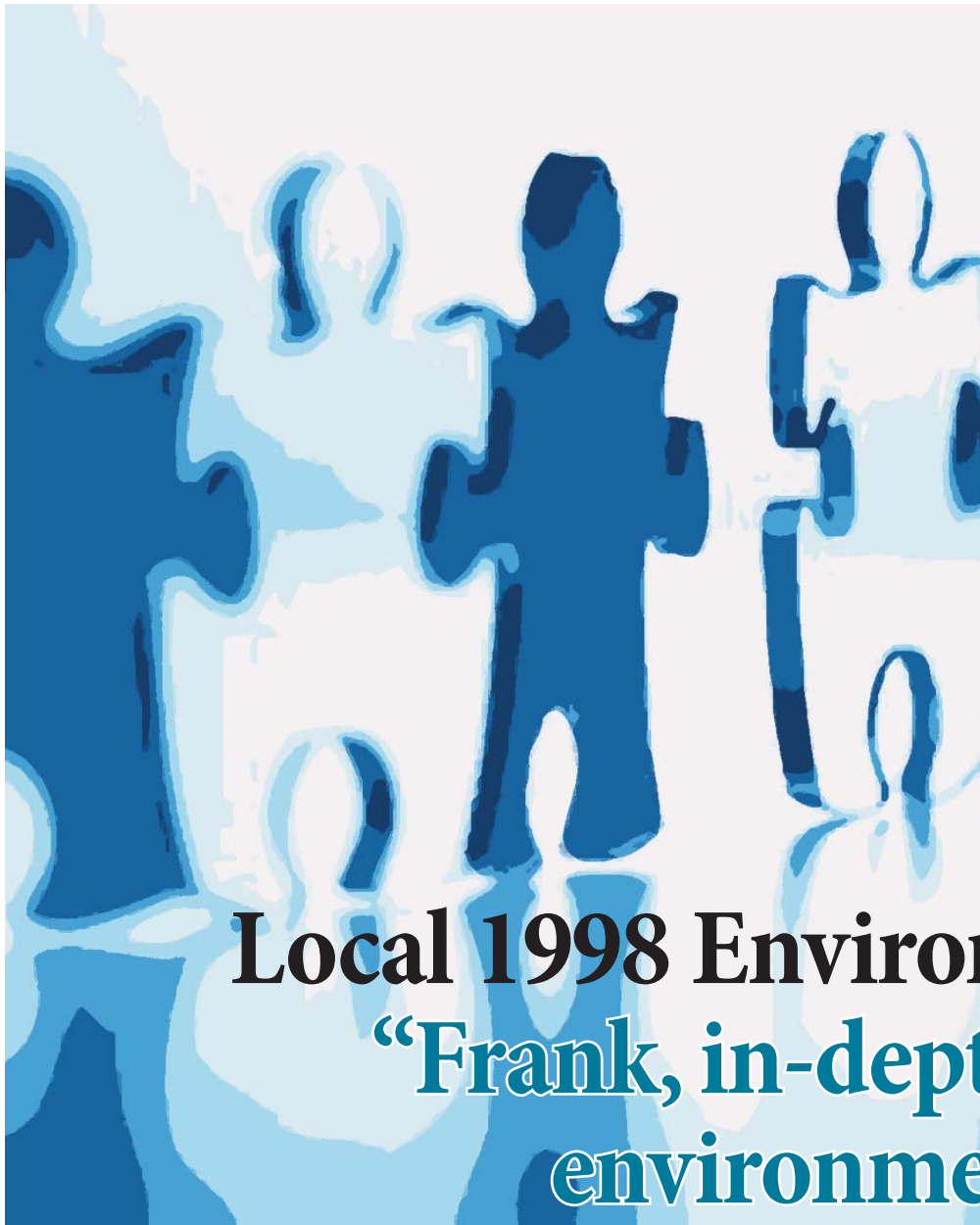
University Salaries over \$100,00 - 2002 to 2007

Sorted By														
Name	Job	Department	Total Increase ('02 - '07)	2007 Salary	Increase 07	2006 Salary	Increase 06	2005 Salary	Increase 05	2004 Salary	Increase 04	2003 Salary	Increase 03	2002 Salary
Chee, Felix P.	President/Chief Executive Offi	University of Toronto Asset Ma	\$273,697.92	\$548,697.96	1.68	\$539,654.04	-7.3	\$581,868.04	80.8	\$321,827.96	-2.7	\$330,765.42	20.3	\$275,000.04
Lyon, John	Managing Director	Investment Strategy	\$240,369.40	\$407,036.04	-0.42	\$408,741.04	10.7	\$369,167.04	122	\$166,666.64	0	\$0.00	0	\$0.00
Golden, Brian	Professor	Strategic Management	\$183,112.54	\$303,112.56	-1.4	\$307,540.06	7.38	\$286,416.04	-4.6	\$300,070.06	-4.8	\$315,239.04	163	\$120,000.02
Gaskell, Jane	Professor	Education/Dean, Ontario Instit	\$174,984.48	\$292,484.46	11.3	\$262,855.98	7.93	\$243,535.92	2.07	\$238,599.96	103	\$117,499.98	0	\$0.00
Smith, Brian Cantwe	Professor//Dean	Information Studies	\$174,293.96	\$282,793.92	4.78	\$269,881.92	8.64	\$248,412.96	118	\$114,166.50	-4.8	\$119,975.50	10.6	\$108,499.96
Wolfson, Judith	Vice President	University Relations	\$169,375.02	\$331,875.00	104	\$162,499.98	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00
Soman, Dilip	Professor	Marketing	\$169,292.52	\$294,292.50	-10	\$328,501.96	11.2	\$295,338.04	20	\$246,099.96	96.9	\$124,999.98	0	\$0.00
Riggall, Catherine	Vice-President	Business Affairs	\$168,356.83	\$271,509.00	2.37	\$265,228.50	9.12	\$243,060.92	0.143	\$242,714.48	28.8	\$188,447.00	82.7	\$103,152.17
Amon, Cristina	Professor/Dean	Applied Science & Engineering	\$168,064.83	\$330,156.48	104	\$162,091.65	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00
Goel, Vivek	Vice President/Provost/Profess	Health Policy, Management & Ev	\$167,152.08	\$375,452.04	0.183	\$374,767.56	2.16	\$366,845.07	13.8	\$322,256.08	17.5	\$274,249.98	31.7	\$208,299.96
Sinervo, Pekka	Professor	Physics/Dean/Vice-Provost, Fir	\$154,460.46	\$303,755.46	3.73	\$292,824.54	14.4	\$256,005.00	7.29	\$238,599.96	2.76	\$232,182.50	55.5	\$149,295.00
Vaccarino, Franco	Professor	Psychology/Vice President/Prin	\$153,026.53	\$263,211.49	7.34	\$245,211.48	36.1	\$180,157.02	46.6	\$122,915.04	3.22	\$119,074.98	8.07	\$110,184.96
Fernie, Geoffrey	Professor	Surgery	\$141,411.49	\$263,156.53	8.2	\$243,213.90	4.35	\$233,070.00	7.41	\$217,000.01	48.3	\$146,308.02	20.2	\$121,745.04
Tombak, Mihkel	Professor	Management/Program Director	\$141,088.32	\$241,088.34	2.34	\$235,579.45	-3.6	\$244,326.99	13.9	\$214,600.02	115	\$100,000.02	0	\$0.00
Dyck, Alexander	Professor	Finance	\$139,791.48	\$256,791.48	2.62	\$250,234.50	6.94	\$234,000.00	100	\$117,000.00	0	\$0.00	0	\$0.00
Wherrett, Diane	Professor	Paediatrics	\$139,460.02	\$276,305.02	47.7	\$187,124.98	8.92	\$171,804.98	2.08	\$168,304.96	7.7	\$156,274.98	14.2	\$136,845.00
Sorenson, Olav Johann	Professor	Strategic Management	\$139,008.96	\$264,008.94	111	\$124,999.98	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00
Mcevil, William	Professor	Strategic Management	\$135,394.52	\$243,894.48	3.32	\$236,061.96	104	\$115,999.98	1.61	\$114,166.50	-4.8	\$119,975.50	10.6	\$108,499.96
Goldreich, David	Professor	Finance	\$133,912.04	\$242,412.00	3.48	\$234,264.96	104	\$114,999.96	0.73	\$114,166.50	-4.8	\$119,975.50	10.6	\$108,499.96
Dart, Beatrix	Professor	Strategic Management	\$132,422.23	\$237,356.88	1.97	\$232,770.42	5.28	\$221,088.96	2.82	\$215,027.04	35.4	\$158,805.87	51.3	\$104,934.65
Oxley, Joanne	Professor	Strategic Management	\$131,004.96	\$231,004.98	-7.4	\$249,585.52	17.7	\$212,113.04	112	\$100,000.02	0	\$0.00	0	\$0.00
Mccurdy, Thomas	Professor	Finance/Director, Finance Lab/	\$129,179.36	\$331,679.44	1.84	\$325,673.46	12.9	\$288,348.96	-9.3	\$317,811.48	13.9	\$279,112.46	37.8	\$202,500.08
Moran, Mayo	Professor/Dean	Faculty of Law	\$128,678.42	\$261,900.00	4.99	\$249,450.00	79	\$139,322.21	2.49	\$135,932.00	-5.8	\$144,359.60	8.36	\$133,221.58
Weiss, Shelly	Professor	Paediatrics	\$122,124.97	\$238,851.97	41.1	\$169,305.00	5.77	\$160,067.02	8.57	\$147,427.04	16.9	\$126,167.04	8.09	\$116,727.00
Baird, George	Professor/Dean	Architecture, Landscape & Desi	\$120,120.98	\$228,620.94	5.77	\$216,150.54	10.8	\$195,000.12	70.8	\$114,166.50	-4.8	\$119,975.50	10.6	\$108,499.96
Lipshitz, Howard	Professor/Chair	Department of Medical Genetics	\$118,638.10	\$227,138.06	6.05	\$214,180.02	104	\$105,000.00	-8	\$114,166.50	-4.8	\$119,975.50	10.6	\$108,499.96
Davydenko, Sergei	Professor	Finance	\$117,724.52	\$226,224.48	3.4	\$218,791.50	65.1	\$132,500.01	16.1	\$114,166.50	-4.8	\$119,975.50	10.6	\$108,499.96
Moate, Steven	Senior Legal Counsel to the Pr	Senior Legal Counsel to the Pr	\$116,766.67	\$248,244.98	7.06	\$231,871.05	10.7	\$209,538.00	12.9	\$185,614.84	7.7	\$172,350.00	31.1	\$131,478.31
Pomorski, Lukasz	Professor	Finance	\$116,178.48	\$228,678.48	103	\$112,500.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00
Dyzenhaus, David	Professor	Law & Philosophy/Associate Dea	\$111,458.63	\$238,085.10	4.63	\$227,550.02	11.7	\$203,635.08	7.85	\$188,821.02	12.6	\$167,749.84	32.5	\$126,626.47
Baruchel, Sylvain	Professor	Paediatrics	\$111,220.06	\$287,010.02	34.1	\$214,079.96	8.31	\$197,650.00	4.49	\$189,150.00	-1.3	\$191,649.96	9.02	\$175,789.96
Rotenberg, Wendy	Professor	Accounting & Finance/Director,	\$111,164.80	\$305,414.94	10.7	\$275,815.04	6.13	\$259,888.12	8.85	\$238,747.14	-2.2	\$244,212.56	25.7	\$194,250.14
Mahrt-smith, Jan	Professor	Finance	\$110,327.04	\$230,327.02	-4.3	\$240,716.52	4.53	\$230,289.04	3.44	\$222,636.00	10	\$202,399.96	68.7	\$119,999.98
Frankle, Rivi M	Chief Operating Officer	Division of University Advance	\$109,381.36	\$267,058.86	-0.31	\$267,901.00	13.8	\$235,514.85	24.8	\$188,733.00	9.08	\$173,016.96	9.73	\$157,677.50
White, Alan	Professor	Finance	\$109,356.48	\$274,356.48	8.09	\$253,817.38	-1	\$256,413.00	-1.2	\$259,405.58	10.3	\$235,112.64	42.5	\$165,000.00
Gillespie, Nora	Legal Counsel to Office of Vic	Human Resources & Equity	\$108,824.06	\$217,324.02	1.93	\$213,214.28	5.02	\$203,025.54	77.8	\$114,166.50	-4.8	\$119,975.50	10.6	\$108,499.96
Hull, John	Professor	Finance	\$107,238.00	\$327,237.96	2.17	\$320,278.50	4.5	\$306,482.04	-1.4	\$310,981.00	3.36	\$300,862.60	36.8	\$219,999.96
Doidge, Craig Andrew	Professor	Finance	\$105,065.06	\$225,065.04	-1.3	\$227,972.52	8.63	\$209,863.00	1.54	\$206,675.02	2.49	\$201,649.96	68	\$119,999.98
Edwards, Aled	CEO Structural Genomics Consor	Banting & Best Dept. of Medica	\$104,954.29	\$249,999.96	-26	\$339,999.96	-0.29	\$340,999.96	12.5	\$302,999.96	109	\$145,045.67	0	\$0.00
Lu, Hai	Professor	Accounting	\$104,588.54	\$213,088.50	3.55	\$205,788.54	5.53	\$195,000.00	70.8	\$114,166.50	-4.8	\$119,975.50	10.6	\$108,499.96
Mctiernan, Tim	Assistant Vice-President	Research/Executive Director, I	\$102,795.49	\$217,947.03	89.3	\$115,151.54	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00
Schneider, Manfred	Senior Lecturer	Management	\$102,719.99	\$221,055.00	16.7	\$189,432.96	6.85	\$177,288.96	22.2	\$145,057.98	5.72	\$137,205.01	15.9	\$118,335.01
James, Andrew G	Professor	Paediatrics	\$102,719.98	\$237,569.02	30.8	\$181,588.96	6.22	\$170,949.00	2.71	\$166,439.04	6.58	\$156,160.04	15.8	\$134,849.04
Wiecek, Irene	Senior Lecturer	Management	\$102,382.13	\$209,637.11	22.9	\$170,574.56	3.47	\$164,858.99	12.3	\$146,738.52	-0.93	\$148,113.81	38.1	\$107,254.98
Gertler, Meric	Professor	Geography/Vice-Dean, Arts & Sc	\$100,086.65	\$219,738.65	5.66	\$207,975.00	21	\$171,848.94	21.6	\$141,357.96	4.62	\$135,117.48	12.9	\$119,652.00
Fisher, James	Vice Dean	MBA Programs & Executive Educa	\$98,316.06	\$216,916.02	-7.4	\$234,346.52	-11	\$264,309.90	9.32	\$241,778.94	14.9	\$210,388.10	77.4	\$118,599.96
Silverman, Brian	Professor	Strategic Management	\$97,801.48	\$284,576.52	13.8	\$250,103.52	0.16	\$249,704.75	5.29	\$237,165.49	0.185	\$236,728.27	26.7	\$186,775.04
Flood, Colleen	Professor	Law	\$97,654.80	\$204,783.00	21.7	\$168,268.78	32	\$127,472.40	11.2	\$114,610.30	-2	\$116,936.94	9.16	\$107,128.20
Hildyard, Angela	Vice-President	Human Resources & Equity/Profe	\$94,953.48	\$264,953.52	4.65	\$253,178.52	2.82	\$246,230.04	12.7	\$218,470.02	1.23	\$215,811.48	26.9	\$170,000.04
Iacobucci, Edward	Professor	Law	\$94,890.12	\$211,748.02	6.87	\$198,133.46	9.72	\$180,587.04	-11	\$203,883.04	19.7	\$170,337.99	45.8	\$116,857.90
Gullane, Patrick J	Professor/Chair	Department of Otolaryngology	\$94,684.98	\$211,785.00	5.67	\$200,421.54	9.69	\$182,715.00	2.65	\$177,999.00	4.64	\$170,100.00	45.3	\$117,100.02
John, Sajeev	University Professor	Physics	\$94,337.48	\$229,437.44	-5	\$241,530.54	23.6	\$195,382.02	30.1	\$150,223.98	2.73	\$146,237.58	8.24	\$135,099.96
Krashinsky, Michael	Professor	Economics for Management/Chair	\$92,877.04	\$229,227.00	7.5	\$213,237.50	4.67	\$203,718.96	5.51	\$193,086.00	16.9	\$165,137.58	21.1	\$136,349.96

\$100k list

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Sorted By														
Name	Job	Department	Total Increase ('02 - '07)	2007 Salary	Increase 07	2006 Salary	Increase 06	2005 Salary	Increase 05	2004 Salary	Increase 04	2003 Salary	Increase 03	2002 Salary
Hitzler, Johann	Professor	Paediatrics	\$92,379.95	\$268,279.97	17.9	\$227,580.00	6.38	\$213,940.00	3.65	\$206,400.00	4.83	\$196,890.00	11.9	\$175,900.02
Milner, Joseph	Professor	Operations Management	\$91,091.00	\$198,591.00	-0.57	\$199,736.96	7.81	\$185,269.96	-4.3	\$193,537.02	-2.6	\$198,725.00	84.9	\$107,500.00
Perovic, Doug	Prof./Chair	Materials Sci. & Engineering/C	\$90,764.52	\$220,288.96	12.1	\$196,508.46	15.1	\$170,788.95	1.84	\$167,696.99	5.2	\$159,412.74	23.1	\$129,524.44
Aivazian, Varouj	Professor/Chair	Economics	\$90,620.94	\$253,781.96	7.47	\$236,137.49	19.2	\$198,104.05	1.53	\$195,118.12	6.5	\$183,202.32	12.3	\$163,161.02
Baum, Joel	Professor	Strategic Management	\$90,249.32	\$296,182.30	-6.4	\$316,565.04	6.07	\$298,440.00	-0.16	\$298,914.02	5.27	\$283,962.42	37.9	\$205,932.98
Pfeiffer, Susan	Dean	Graduate Studies/Vice-Provost,	\$88,586.44	\$197,650.44	7.61	\$183,667.92	0.134	\$183,422.94	27.9	\$143,425.28	5.75	\$135,628.98	24.4	\$109,064.00
Buchweitz, Ragnar-olaf	Professor	Mathematics/Vice Principal, Ac	\$87,322.02	\$197,533.02	6.03	\$186,293.51	10.6	\$168,484.01	13.9	\$147,915.96	23.1	\$120,199.96	9.06	\$110,211.00
Oesch, John	Professor	Organizational Behaviour	\$87,048.46	\$227,048.46	-0.89	\$229,079.15	24.4	\$184,131.55	1.98	\$180,553.50	18.5	\$152,344.98	8.82	\$140,000.00
Van Der Kooy, Derek	Professor	Molecular Genetics	\$86,653.08	\$190,169.04	2.5	\$185,530.02	34.4	\$138,010.84	17	\$117,922.02	3.21	\$114,250.56	10.4	\$103,515.96
Hindmarsh, K Wayne	Professor/Dean	Faculty of Pharmacy	\$86,266.99	\$256,679.45	4	\$246,816.84	15.7	\$213,277.92	7.58	\$198,242.38	-0.22	\$198,674.84	16.6	\$170,412.46
Martin, Peter	Prof.	Theoretical Astrophysics/Chr.,	\$86,119.47	\$214,038.00	5.72	\$202,460.95	17.6	\$172,119.03	7.21	\$160,545.96	2.73	\$156,284.58	22.2	\$127,918.53
Averill, Gage	Vice-Principal/Dean	UoT at Mississauga	\$85,546.01	\$194,045.97	11.2	\$174,495.96	16.3	\$149,999.88	31.4	\$114,166.50	-4.8	\$119,975.50	10.6	\$108,499.96
Kramer, Lisa	Professor	Management	\$85,074.52	\$193,574.48	1.06	\$191,550.54	-3.4	\$198,359.16	73.7	\$114,166.50	-4.8	\$119,975.50	10.6	\$108,499.96
Boutillier, Craig	Professor/Chair	Computer Science	\$83,383.42	\$199,973.46	1.63	\$196,764.90	9.62	\$179,490.00	12.5	\$159,481.98	19	\$134,039.46	15	\$116,590.04
Kay, Lewis	Professor	Molecular Genetics	\$82,599.48	\$203,737.44	31.9	\$154,435.38	8.83	\$141,909.90	4.05	\$136,385.40	3.28	\$132,049.38	9.01	\$121,137.96
Regehr, Cheryl	Professor	Social Work/Dean	\$82,151.04	\$184,237.50	10.8	\$166,317.86	44.8	\$114,888.48	12.5	\$102,086.46	0	\$0.00	0	\$0.00
Rindisbacher, Marcel	Professor	Finance	\$81,850.08	\$245,150.04	23.3	\$198,792.29	8.04	\$184,003.39	0.108	\$183,805.00	1.58	\$180,950.08	10.8	\$163,299.96
Rowley, Timothy	Professor	Strategic Management	\$80,667.62	\$229,000.98	4.56	\$219,004.50	11.2	\$196,897.30	2.26	\$192,549.17	-8.7	\$210,900.18	42.2	\$148,333.36
Naylor, C. David	President	University of Toronto	\$80,100.00	\$380,100.00	1.57	\$374,220.02	5.68	\$354,117.49	2.7	\$344,800.50	-1.6	\$350,387.52	16.8	\$300,000.00
Hodges, Brian	Professor	Psychiatry	\$80,097.77	\$203,382.00	0	\$203,382.00	0	\$203,382.00	0	\$203,382.00	65	\$123,284.23	0	\$0.00
Gulak, Glenn	Prof.	Electrical & Computer Engineer	\$79,990.72	\$183,752.08	11	\$165,606.90	3.49	\$160,022.97	0.41	\$159,369.72	53.6	\$103,761.36	0	\$0.00
Baker, Robert	Professor/Chair	Ecology & Evolutionary Biology	\$79,708.98	\$180,634.98	23.2	\$146,608.36	2.63	\$142,847.52	20.2	\$118,872.96	3.78	\$114,542.94	13.5	\$100,926.00
Sass-kortsak, Andrea	Professor	Occupational & Environmental H	\$78,827.46	\$183,052.50	31.9	\$138,828.54	8.68	\$127,744.22	5.71	\$120,841.08	3.92	\$116,284.56	11.6	\$104,225.04
Simcoe, Timothy	Professor	Strategic Management	\$78,128.48	\$193,128.48	2.54	\$188,342.46	3.67	\$181,666.67	58	\$115,000.00	0	\$0.00	0	\$0.00
Cameron, David R	Professor/Chair	Political Science	\$78,058.08	\$208,844.04	7.01	\$195,165.46	0	\$0.00	0	\$170,478.96	8.81	\$156,673.56	19.8	\$130,785.96
Baker, Michael	Professor	Economics/Director, Toronto Re	\$77,571.33	\$183,771.08	3.36	\$177,794.06	9.4	\$162,511.92	6.31	\$152,868.62	5.02	\$145,561.00	37.1	\$106,199.75
Lancashire, Anne C	Professor	English/Vice Dean, Arts & Scie	\$77,500.50	\$193,880.46	10.4	\$175,607.97	17.6	\$149,316.99	-0.57	\$150,174.30	11.2	\$135,080.37	16.1	\$116,379.96
Powers, Richard	Assistant Dean/Executive Direc	MBA Programs	\$76,837.62	\$219,088.46	-7.3	\$236,427.24	12.3	\$210,458.44	15	\$182,999.62	13.8	\$160,810.98	13	\$142,250.84
Andrews, Brenda Jean	Prof./Chair	Banting & Best Dept. Medical R	\$76,227.78	\$201,905.46	1.68	\$198,562.50	9.68	\$181,045.92	14.8	\$157,720.98	17.1	\$134,680.56	7.16	\$125,677.68
Trefler, Daniel	Professor	Business Economics	\$75,476.80	\$255,363.00	0.282	\$254,645.46	8.58	\$234,530.04	2.03	\$229,863.00	14.1	\$201,461.86	12	\$179,886.20
Luke, Michael	Professor/Chair	Physics	\$75,378.96	\$176,580.00	11.5	\$158,377.08	19.4	\$132,637.50	14.6	\$115,708.50	14.3	\$101,201.04	0	\$0.00
Brean, Donald J S	Professor	Finance & Business Economics	\$75,148.50	\$187,320.48	7.89	\$173,620.06	15.7	\$150,016.08	0.901	\$148,676.56	13.8	\$130,660.44	16.5	\$112,171.98
Sinclair, Anthony	Professor/Chair	Mechanical & Industrial Engine	\$74,370.66	\$184,789.08	1.48	\$182,087.10	10.4	\$164,948.04	4.41	\$157,980.06	10.4	\$143,090.04	29.6	\$110,418.42
Klausner, David N	Professor	English & Medieval Studies/Vic	\$74,326.48	\$193,312.48	15.1	\$167,973.12	26.1	\$133,175.48	1.84	\$130,773.53	0.85	\$129,670.98	8.98	\$118,986.00
Whyte, Glen	Professor	Organizational Behaviour	\$74,235.00	\$346,360.00	2.9	\$336,598.00	2.76	\$327,555.96	2.15	\$320,671.50	-5.6	\$339,637.44	24.8	\$272,125.00
Berman, Oded	Professor	Operations Management	\$74,067.95	\$273,099.94	0.921	\$270,607.00	6.79	\$253,403.04	-0.66	\$255,098.00	3.11	\$247,399.94	24.3	\$199,031.99
Challis, John	VP	Research/Assoc. Provost/Prof.,	\$73,787.88	\$318,852.96	1.85	\$313,066.50	7.28	\$291,809.04	2.74	\$284,026.98	5.05	\$270,367.76	10.3	\$245,065.08
Reuber, Rebecca	Professor	Strategic Management	\$72,088.69	\$191,471.94	13.5	\$168,760.68	18.8	\$142,026.96	3.68	\$136,981.04	5.6	\$129,715.46	8.65	\$119,383.25
Orchard, Ian	Vice President/Principal	U of T at Mississauga/Professo	\$71,937.05	\$258,428.57	2.07	\$253,178.56	9.49	\$231,230.04	3.67	\$223,042.50	7.57	\$207,350.04	11.2	\$186,491.52
Zaky, Safwat	Professor	Electrical & Computer Engineer	\$71,557.50	\$249,038.46	2.28	\$243,475.50	8.32	\$224,778.96	-0.09	\$224,987.96	10.7	\$203,165.58	14.5	\$177,480.96
Strange, William C.	Professor	Business Economics	\$71,458.31	\$302,964.83	16.8	\$259,414.24	0.825	\$257,290.56	11.1	\$231,506.52	0	\$0.00	0	\$0.00
Martin, Roger	Dean	Rotman School of Management	\$71,250.06	\$371,250.06	3.74	\$357,875.04	2.25	\$350,000.10	16.7	\$300,000.00	0	\$300,000.18	0	\$300,000.00
Peltier, W Richard	University Professor	Physics/Director, Centre for G	\$70,961.81	\$222,528.07	5.52	\$210,885.48	12	\$188,208.96	2.86	\$182,968.02	11.7	\$163,741.90	8.03	\$151,566.26
Cvitkovitch, Dennis G	Professor	Dentistry	\$70,673.03	\$174,495.05	35.1	\$129,130.50	15.7	\$111,634.29	3.59	\$107,769.00	3.8	\$103,822.02	0	\$0.00
Sessle, Barry J	Professor	Dentistry	\$70,468.50	\$229,836.54	9.49	\$209,914.52	9.39	\$191,896.96	2.52	\$187,185.04	8.35	\$172,755.48	8.4	\$159,368.04
Langille, Brian A	Professor	Law	\$70,345.00	\$235,072.02	11.7	\$210,536.72	0	\$210,536.72	1.53	\$207,364.01	6.2	\$195,264.48	18.5	\$164,727.02
Moorthy, Sridhar	Professor	Marketing	\$70,333.42	\$263,433.46	10.5	\$238,314.13	16	\$205,442.71	-6.2	\$218,941.02	-9.1	\$240,749.98	24.7	\$193,100.04
Stevenson, Suzanne Ava	Professor	Computer Science/Vice-Dean, Ar	\$69,789.11	\$174,360.96	26.9	\$137,417.52	8.24	\$126,957.48	3.37	\$122,820.48	2.54	\$119,779.56	14.5	\$104,571.85
Kan, Raymond	Professor	Finance	\$69,776.89	\$232,995.68	-1.8	\$237,371.02	5.25	\$225,540.96	1.13	\$223,017.00	-6.2	\$237,649.96	45.6	\$163,218.79
Choudhry, Sujit	Professor	Law/Associate Dean, First Year	\$69,610.82	\$176,739.02	41.5	\$124,868.75	10.4	\$113,144.69	-11	\$127,245.52	7.84	\$117,997.92	10.1	\$107,128.20
Brown, Tad	Counsel	Business Affairs & Advancement	\$69,283.13	\$203,391.67	8.32	\$187,773.52	12.9	\$166,274.50	7.77	\$154,292.50	7.05	\$144,128.02	7.47	\$134,108.54
Coates, Allan	Professor	Paediatrics	\$69,060.06	\$258,560.02	32.8	\$194,679.96	-1.7	\$197,988.00	-2.2	\$202,540.04	3.13	\$196,400.00	3.64	\$189,499.96
Young, R. Paul	Prof./Chair	Civil Eng./Dir., Lassonde Inst	\$68,560.83	\$215,960.79	6.86	\$202,104.36	9.72	\$184,203.96	-1.6	\$187,175.40	27	\$147,399.96	0	\$0.00
Steiner, Robert	Assistant Vice President	Strategic Communication	\$67,968											



Local 1998 Environment Survey Results:

“Frank, in-depth analysis of work environment at U of T”

The LOCAL 1998 Staff Environment Survey results were released in June 2008. The results provide a frank and in-depth look into the work environment at the University of Toronto.

Designed and conducted by Professor Jennifer Berdahl, an Associate Professor at the Rotman School of Management, the survey is part of her research program on harassment and social undermining at work. The survey was jointly funded by the Social Sciences and Humanities Research Council of Canada and Steelworkers Local 1998.

Steeldrum took to the street to speak with members of Local 1998 and garner their reaction to the survey results.

“A big ‘Thank You’ to the Steelworkers for doing this survey. In my department, they have become ‘top heavy’. They have just hired a couple of ‘directors’ although management claimed that they do not have the budget. The management here is very poor which results in unfair treatment of workers and uneven distribution of work so some of us have a hard time coping with deadlines. Many of us are also severely under-classified and managers are not open to discussing these issues. There is hardly any room for advancement. It is difficult for minorities to secure certain jobs. Cronyism and racism are very much alive in this work environment. Moreover, a lot of minorities are

relegated to low paying positions.”

“The (survey) results were an eye-opener. I never expect Admissions & Awards to rank dead last when it comes to salary. Hopefully, the job evaluation process will do something to alleviate the internal inconsistencies and inequity. Clearly, something must be done to remedy the situation.”

“I am so glad that the survey provides a forum for us to have our voices heard. We have this Dean who is openly contemptuous of women, especially older, married women and who makes fun of them through nasty remarks or sarcastic jokes. Women are called ‘cows’ and we are often denigrated for our appearances, dress and family obligations. The Associate Dean is no better and often joins the Dean in putting down women. This has been brought to the attention of the Ombudsman many times before but there has been no improvement. I have always wondered if these men realize that by referring to women as ‘cows’, they are also indirectly calling their own mothers by the same name.”

“I enjoy working at OISE and U of T, but that doesn't mean that nothing is wrong or that there aren't areas of improvement. The staff survey has clearly pointed out some alarming issues – pay discrimination based on race, gender, and sexual identity, and the impact on the mental and physical well-being of staff facing harassment and undermining at work - these issues need some serious attention.”

“Senior administrators would do well to heed all the opinions

expressed in the survey. This survey is definitely more comprehensive than the one done by the university a year ago. It is very far-reaching and wide-ranging. I really like the fact that there is no blatant attempt to limit your answers.”

“The survey shows that social undermining is alive and well at U of T. Racism, sexism, ageism, favouritism, nepotism – you name it, I have seen it all. Heads of departments frequently hire each other's offsprings – it is a case of “you scratch my back and I'll scratch yours.” U of T likes to boast about its ranking as one of the Top Ten Employers in Maclean's magazine. Well, they certainly have not been talking to the administrative staff here! Everything looks good on paper but the reality is something else.”

Who Earns The Most ... and The Least

Most: Computer & Networking Services (CNS), Student Information Services (SIS) (246 Bloor), Administrative & Accounting Services (215 Huron)

Least: Development & University Advancement (DUA) (21 King's College Circle), Rehabilitation Sciences (500 University), Admissions & Awards

contact info

LOCAL 1998

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