



President Melanie Woodin
Office of the President
27 King's College Circle
Room 206
Toronto, ON, Canada, M5S 1A1

Wednesday, June 24, 2026

Dear President Woodin,

It is with great concern that we deliver this package to you.

During the 2023 round of Staff Appointed collective bargaining, our members identified workload concerns as their top non-monetary priority. Although in that round of bargaining we successfully negotiated a letter of intent into the collective that we hoped would normalize workload discussions between employees and their managers, the situation for our members has not improved. It is in the context of our members' lived experience as University of Toronto employees that USW Local 1998 hired Dr. Adam Zendel to conduct a workload study to analyze our members' working conditions and associated psychosocial hazards of our members. We have enclosed the final report outlining the findings of this study, and we trust you will be as alarmed as we are.

We are not confident that the situation will improve without serious institutional reforms. Based in part on the University's March 27, 2026, U of T News article titled '***U of T budget makes students a priority amid shifting post-secondary landscape***', we believe that things will get even worse for our members. The article states:

That includes realizing some \$20 million in savings through staff reductions across the university – mostly through vacancy management, elimination of unfilled positions and attrition – and a five-per-cent decrease in central discretionary spending to offset investments in shared services such as library collections, improvements to enterprise risk management and AI implementation.

The budget also sets aside \$1 million to help optimize and future-proof administrative systems and processes throughout the university.

By moving forward with the plan to save \$20M through staff reductions, the University risks causing dire consequences to the health and wellbeing of its employees and further entrenching inequities, while at the same time expediting the erosion of trust in your administration.

We respectfully request a full response to Dr. Zendel's findings in the context of the University's plans to reduce the staff workforce to save \$20M.

We have also included an open letter to you from members of the Local 1998 Staff Appointed Unit. About 2000 members have signed on to this letter, which was penned in response to your October 3, 2025 memo that announced the diminishing of remote work. We have heard numerous times from members about how disappointing it was to have the first major policy announcement from the first female U of T President to be one that significantly harms the well-being of the University's female staff. It is evident that the staff who are most negatively impacted by the diminishing of remote work are women (who are disproportionately responsible for family care), employees with disabilities and racialized employees. Your memo **called for a critical mass of administrative staff present on our campuses five days per week (Monday to Friday), but that you would continue honouring your institutional commitment to considering alternative work arrangements.** Over the past several months, we have heard loud and clear from members of the Staff Appointed unit that their workdays on campus continue to take place largely in the virtual world and that the positive 'collisions' you were hoping for are not a reality for many of them. We understand that you continue to think more concretely about what it means for the University to "**meet the moment.**" as you highlighted in your installation address of November 7, 2025. It is clear from your article in the Spring 2026 University of Toronto Magazine, Move Fast and Make Things, that you are committed to ensuring that "meet the moment" is not just a slogan, but about the real choices that the University can make that allow it to meet the moment. With that in mind, we hope you will reconsider the decision to erode members right to hybrid work arrangements.

We would also like to highlight that in an article in The Varsity on February 3, 2026, that "**A spokesperson for U of T confirmed that the transition to increased in-person work for administrative staff began as planned, and that the university had not faced any challenges in implementing the policy.**" This is categorically false. USW Local 1998 has been raising concerns with the University since we were delivered a courtesy notice of your October 3 memo on October 2, 2025. We first met with the Executive Director of Labour Relations, Alex Brat, and then with the Vice-President, People Strategy, Equity and Culture,

Kelly Hannah-Moffat, and shared in detail the negative impacts on staff that came with the diminishing of remote work. USW Local 1998 attempted to address the threat against remote work through discussions with senior university administrators. Since the roll out of divisions and departments at the University implementing your directive, we have filed 67 grievances on this issue. In case you have not seen examples of Local 1998's poster campaign that addresses the diminishing of the remote work program we have enclosed them for your review. They include a sampling of impact statements from University of Toronto employees.

We remain hopeful that you will see how detrimental the reduction in remote work has been to University of Toronto employees. The enclosed study demonstrates that staff at the University of Toronto fall below the global benchmark for workload in almost every way, except for control over one's work. That control was largely due to staff's ability to work remotely. The study closed a few days after your October 3 memo was released and the erosion of the one significant buffer staff at the University had against a crushing workload began. If the study had ended a month later, the findings would have been significantly more negative.

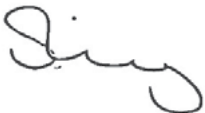
While we know we will be discussing these concerns in detail with the management team in collective bargaining, we would welcome an opportunity to meet with you so you can hear directly about the impact of these issues on our members, your employees.

We look forward to hearing from you.

Sincerely,



John Ankenman
USW Local 1998 President



Tamara Vickery
USW Local 1998 Vice-President and Staff-Appointed Unit President

Cc: Alexandra Gillespie, UTM Principal and Linda J. Johnston, UTSC Principal