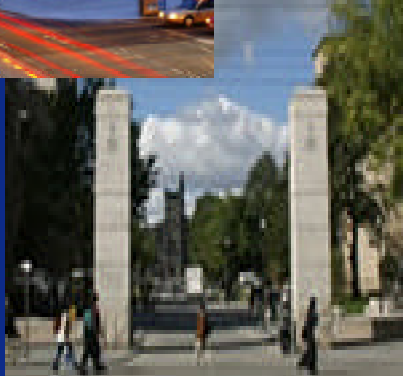


UNIVERSITY OF TORONTO

“A great place to work”



HUMAN RESOURCES AND EQUITY

**ANNUAL REPORT
2003**

Human Resources and Equity
University of Toronto
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February 2004

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Introduction

I am pleased to submit the Human Resources Annual report for the period January 1 to December 31, 2003. The report identifies some of the key challenges we have addressed during the year and provides some of the more traditional statistical information with respect to the portfolio.

In my report last year I noted that one of our key goals was to enhance the relationship between the University and its employees, focusing particularly on equity and diversity, communication and service and enhanced collaboration. I am pleased that these three components continue to remain high on our agenda and are reflected in our accomplishments.

I am also pleased to report that the goal of ensuring that the University of Toronto is an employer of choice for all categories of staff is central to our Academic Planning Framework for 2004-2010. The professionals within the Human Resources and Equity portfolio are committed to that goal and to playing an active role in supporting the University in its vision for the future.



Angela Hildyard
Vice-President, Human Resources and Equity

1. ORGANIZATIONAL CHANGES

Effective November 1, 2003, the Governing Council approved a change to the title of the Vice-President to the Vice-President Human Resources and Equity. This reflects the increased importance placed upon Equity and Diversity by the President, the Provost and my other Vice-Presidential colleagues, in addition to explicit recognition that “the values of equity and diversity are an important cornerstone of the present aspirations and values of the University of Toronto” (Stepping UP).

Earlier in the summer, the President also appointed the Vice-President as the Crisis Manager for the University with responsibility for co-ordinating the Crisis Management Team, whose members collectively have responsibility for all major actions taken before, during and after a crisis situation has occurred at the University. We expect to roll out a new guide, *Coping with Crises*, in the Spring, following extensive work by various members of the University community, in particular staff from Student Affairs and Campus Police.

This past year we experienced a very significant loss of expertise and “HR history” with the departure of Brian Marshall, the Director of Human Resources. Brian had been with the University of Toronto for over thirty years and had earned the respect – and the friendship – of many members of the community. Brian’s departure did, however, provide us with an opportunity to engage in job redesign within the central HR office.

The most significant staffing and organizational changes are as follows:

Assistant Vice-President, Human Resources

Christina Sass-Kortsak joined the University as the Assistant Vice-President, Human Resources, in September. This new position was created in recognition of the increasing importance and complexity of Human Resource issues at the U of T. The Assistant Vice-President provides institutional leadership with respect to employment relations, compensation, labour relations, health and safety and equity and diversity. Christina will also provide leadership for the Central and Divisional HR professionals.

Director, Labour Relations

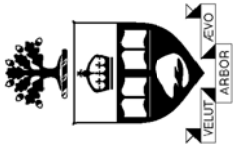
The Labour Relations portfolio has increased significantly over the past several years to the point where we now have 22 different collective agreements in place. We determined that the University would benefit from focused leadership in this area and appointed Mary Ann Ross as Director, Labour Relations, in September. Mary Ann is also joined by a new Senior Labour Relations Officer, Michael Gray.

Junior Employment Relations Counsel

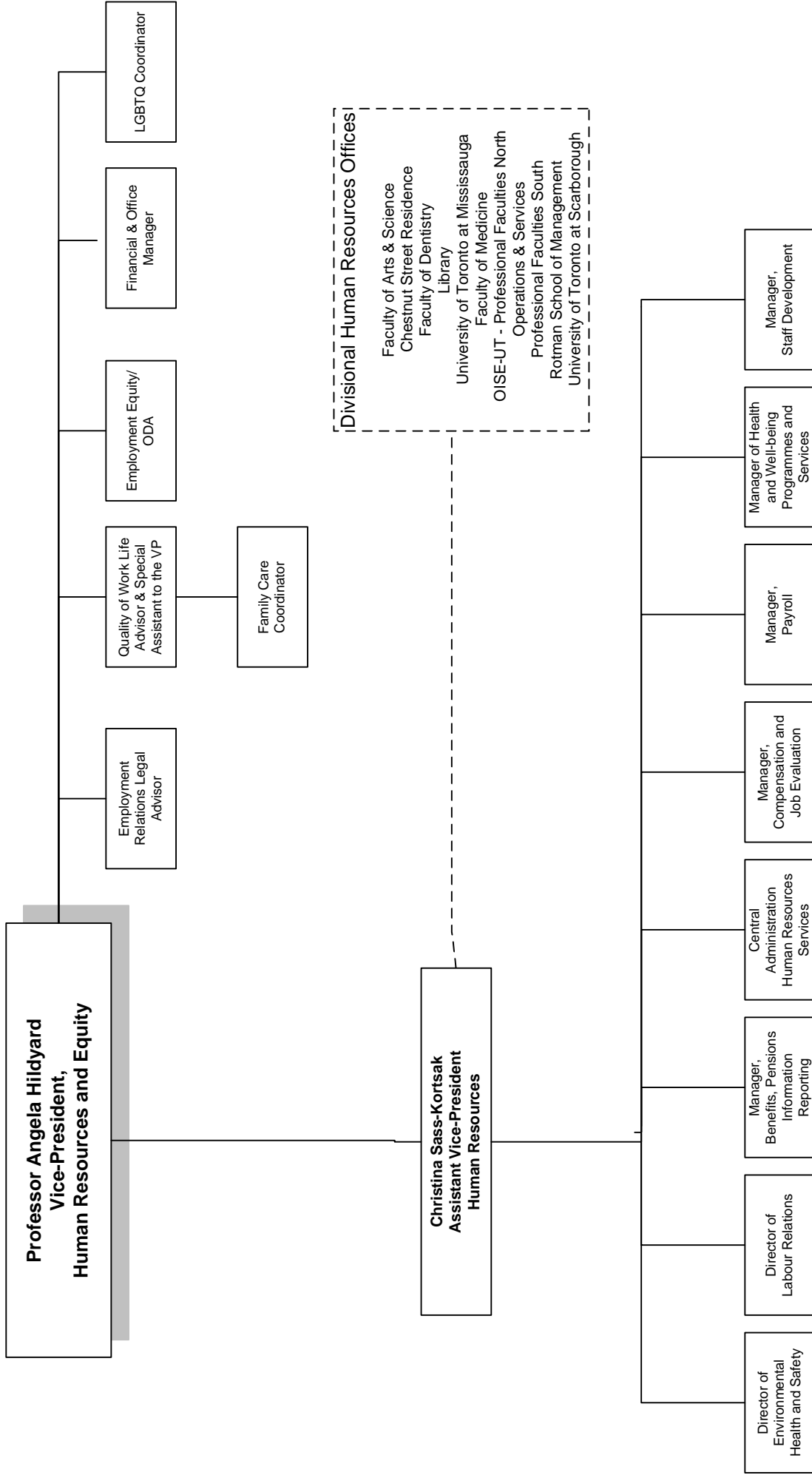
The University has benefited considerably from having a senior in-house legal counsel, Steve Moate, with expertise in employment related issues. In fact, so much use is made of this office that the decision was made to hire a Junior Counsel. Although the successful applicant, Julie McAlpine Jeffries, was appointed in the summer, she has been on maternity leave and will join the University at the beginning of 2004.

Financial and Office Manager

Rosalyn Figov transferred to the Vice President's office in January from Environmental Health and Safety. Rosalyn manages all the budgets within the Human Resources and Equity portfolio.



Human Resources and Equity



2. EMPLOYMENT AND LABOUR RELATIONS

Communications and Service

A Pre Retirement program was introduced this year for faculty and staff who are considering retirement within the next 10 years, offering sessions on pension, benefits, and financial considerations. We also held numerous small group seminars to provide staff with details about the early retirement options under the pension plan. A Staff Development Listserv was initiated to keep staff informed of training and career development programs and upcoming events.

In April, 2003 self service was introduced for members of the pension plan through the U of T Pension Services web site, allowing on-line access for pension plan calculations, plan information, etc. We are now working with AMS to develop a new web service to allow employees to view and maintain elements of their employment information. For example, staff will be able to change their bank account information and view pay statements online. The first phase of **Employee Self Service (ESS)** will be implemented in February, 2004.

HR has continued to play an active role in the development and delivery of training programs for newly appointed academic administrators. Staff Development's Career Services Office within HR now provides assistance in terms of career advice for spouses and partners of faculty being recruited to the University.

The Status of Women Officer and I have co-hosted a series of breakfasts and lunches for newly appointed women faculty members. Such informal meetings have been invaluable to us – and also serve as an opportunity for women to meet other colleagues from outside their immediate departments.

In 2004 communication and sharing of information with all staff will continue to be a major focus within HR. We will be undertaking significant improvements to our websites to improve the quality, quantity and accessibility of the information and transactions available.

Health and Well-being Programs and Services

Last year, three separate units – Occupational Health Services, Workplace Safety Insurance Board claims, and Disability Claims Accommodation Services – were brought together to form one unit, Health and Well-being Programs and Services. The unit provides leadership in creating and maintaining a healthy workplace environment for all employees at the University of Toronto. Unit staff provide service to university employees and managers in the areas of illness, injury, return to work strategies and accommodation. A pilot project will begin in 2004 aimed at proactively addressing high sick leave, long-term disability and injury rates in selected areas in the university. The reorganization of this unit will be complete in the spring of 2004 with a planned consolidation to one geographic location.

Labour Relations

In 2003, five new unions arrived on campus – the Ontario Secondary Schools Teachers Federation (OSSTF) representing teaching staff at the University of Toronto Schools; the Canadian Auto Workers (CAW), who represent our Operating Engineers, the Canadian Union of Public Employees (CUPE) Local 2484 representing the day care workers at the Early Learning Centre; and CUPE Local 3902 to represent stipendiary instructors. The purchase by UofT of the Colony Hotel at 89 Chestnut lead to our acquisition of the collective agreement already in place with the Hotel Employees and Restaurant Employees (HERE) union. Negotiations for a first collective agreement with OSSTF were successfully concluded in November, 2003 during a period of major change in the governance structure of UTS. Negotiations for first agreements with CUPE Locals 2484 and 3902 will commence in 2004.

With respect to faculty, a mediated settlement was reached with the Faculty Association covering the period from July 1, 2003 to June 30, 2005. The agreement provides for the formation of several joint working groups to make recommendations on issues such as practices related to part-time faculty, alternate pension and benefit plan designs, retirement issues and the progression-through-the-range model. These groups will conduct their work during 2004.

We have been fortunate over the past year in not having engaged in extensive bargaining for renewal collective agreements. Collective bargaining with OPSEU, representing Research Associates and Research Assistants at OISE/UT commenced in 2003 and continues, with the union having recently applied for conciliation.

The rate of grievances (non-faculty) across the University remains relatively constant, as shown below

Union	# of employees @ Dec. 2003	# of Grievances			
		Jul 1/00 – June 30/01	July 1/01 – June 30/02	July 1/02 - June 30/03	Jul 1/03 – Dec. 31/03 (6 months)
OPSEU 519 (Police)	47	2	3	6	4
Carpenters	10	0	7	1	2
CUPE 1230 FT,PT & casual)	452	9	3	1	2
CUPE 3261 FT,PT & casual)	830	46	20	41	13
CUPE 3902 (TA's)	2820	21	3	31	10
CUPE 3907	194	9	9	6	0
Electricians	24	2	4	1	2
Machinists	12	0	0	4	0
Operating Engineers	76	8	9	10	3
Plumbers	15	1	1	4	5
Sheet Metal Wrkers	2	0	0	1	2
USWA (appointed & casual)	4890	80	173	117	52
HERE 75 (89 Chestnut)	98	N/A	N/A	N/A	1
Total:	9470	178	232	223	96

Within our largest bargaining unit, USWA, there has been a slight reduction in the rate of grievances received over the last year. Perhaps more importantly, over the latter part of 2003 there was an increase both in the rate of resolution during the earlier, informal stages of the grievance process and in the use of mediation rather than arbitration to resolve outstanding grievances.

Job Evaluation and Compensation

Work has continued this year on the new job evaluation and compensation program for the Professional/Managerial staff (P/M group). The job evaluation program has been designed and the evaluation of over 500 jobs within this group is almost completed. In 2004 we will be completing the design of the compensation program with implementation scheduled for July, 2004.

During the 2002 negotiations with CUPE 1230, representing the library workers, an agreement was made to develop a job evaluation program and evaluate all bargaining unit positions. A point factor plan has been agreed upon and rating of the positions is scheduled for completion in Spring, 2004. A similar project to design a job evaluation plan and evaluate all of the positions in the USWA bargaining unit (approximately 3,000 members) is also well under way, with completion planned for June, 2005.

Performance and Career Development

In keeping with the Provost's White Paper focus on **career development for administrative staff**, two committees were formed to recommend new initiatives in this area. Recommendations from the Joint Steelworker/Management Training Career Development Committee were presented in October, 2003 and included a career development orientation kit for new staff, enhanced on-line career tools and career path information, profiles of individual staff careers, expanded resume and interview clinics and an annual professional development day for staff. A joint committee will now oversee the implementation of these recommendations. A second committee is reviewing best practices and developing recommendations for a succession planning process and career development initiatives for the Professional/Managerial and Confidential groups. This report will be completed in early 2004.

The **Mentoring Partnership**, a leadership development initiative that pairs junior with senior leaders in the University, is now moving into its fourth program and will be expanded in the new year to include staff at more junior levels. Participants from the first 3 programs report increased confidence in their leadership abilities, improvement in influencing, critical thinking, communications and change management skills, and increased engagement in the business of the University. Interestingly, 7 of the 10 participants from the first program have been promoted to more senior positions within the university.

We are also reaching into the community with our mentoring initiatives. As part of the new Toronto Regional Immigration Employment Council (TRIEC), the University of Toronto is

participating in a mentoring working group and will launch its own program partnering senior U of T administrators with internationally trained professionals in the same profession, who are referred by partner community agencies. The goal is to facilitate access and create career opportunities for internationally trained professionals.

The design of a new **performance planning and assessment** program for the P/M group was completed in 2003, with implementation scheduled for the spring of 2004. The new program was developed with input from senior managers, academic administrators and members of the P/M group. We were fortunate to have significant support during the design phase from Professor Maria Rotundo of the Rotman School of Management. The new program identifies a set of behavioural competencies that are important at UofT and provides benchmarks against which staff can gauge their development. The tool should improve our ability to objectively assess performance and to provide meaningful feedback to staff.

We continue to provide **career counselling** through Career Services with counselling appointments, various public and divisional in-house career workshops and individual services for staff in transition. Through our Learning Services, we have introduced computer and accounting skills assessments, conducted testing with 90 clients and worked with 28 clients to design individual computer skills development plans. The Learning Lab had 443 appointments for use of its self-study and skills assessment resources.

The **Staff Development Centre** continues to offer a wide range of programs, with over 7800 participants attending over 520 sessions to support the development of leadership, professional, technical and computer skills. Special arrangements with the University of Toronto at Mississauga and Scarborough have enabled us to begin to offer many of the Staff Development training programs and career services on the UTM and UTSC campuses. We will be introducing the Learn It Online service in January 2004 to enable web-based training in computer and advanced technical skills. The Staff Development Centre also designed and facilitated customized interventions in 10 departments this year to enhance team operations.

Recognizing the considerable effort to meet the needs of the double cohort and the important roles played by those providing direct support to students, the **Enhancing the Student Experience Program** was introduced this fall with courses covering topics such as the career field in student support, student development theory, diversity issues, service and teams, academic advising, student life and students in difficulty.

A **Speaker's Series** was successfully launched with a panel of senior academic and administrative leaders discussing Leadership for Creativity and Innovation: Academic and Administrative Leaders Working Together. Several events are planned for the coming year.

Quality of Worklife Programs

The Quality of Worklife Advisor has begun to analyze the results of the Dependant Care Survey conducted last year. Over 900

individuals responded to the survey. Issues identified include: the need for a flexible workplace policy to address concerns related to eldercare and childcare; accessible childcare options in the city and the GTA; services to assist with emergency family care situations; increased awareness among managers and supervisors about quality of work/life issues; and, services/programs that assist individuals with stress related to work/life demands. Currently, the Quality of Worklife Advisor and the Director of the Family Care Office are conducting focus groups to obtain more qualitative data on these and other issues.

A new child care policy was approved in June 2003 and in August 2003 the doors of the Early Learning Centre opened, with the University of Toronto as the license holder. This new child care centre has resulted in an increase of infant and toddler spaces available to faculty, staff and full-time and part-time students. This office is now working, in cooperation with the Office of Student Affairs and the Office of the Vice-Provost, Facilities and Planning, to find space for Campus Co-op, another child care centre affiliated with the University. The University enhanced its maternity and parental leave policies for faculty during the most recent negotiations with UTFA, placing UofT in the “best practice” category with respect to these policies. The response to these changes has been favourable.

Family Care Office

The Family Care Office provides information and workshops for staff, faculty and students on a variety of topics including childcare and eldercare. This office is very active in promoting family care issues on campus and provide a variety of resources and services to support this. Last year, the Office handled almost 1700 cases from students, staff and faculty compared to 1495 cases in the previous year. A number of workshops have been offered in the past year, including: Maternity Leave Planning, Coping After Separation and Divorce, Stop Fighting with your Teenager, LGBTQ Parents and their Teens, Caregiver Support Group, Caring for Aging Relatives: The Legal Issues. Individual appointments are also available to staff and faculty on a regular basis.

Employee Assistance Programs

The University of Toronto has renewed its contract for another three years with Family Service Association, our EAP provider. EAP is a confidential counseling and referral service that can be accessed by staff at any time (24/7). The EAP also works closely with our Family Care Office, Health and Well-being Programmes and Services, Human Resource Managers and Generalists in providing on-site workshops especially in the areas of stress and eldercare. In addition, they provide the University with critical incident services in the form of counseling and trauma debriefings. Employees continue to take advantage of the services available through this program and we have seen an increase in utilization by all employee groups.

3. EQUITY AND DIVERSITY

As noted in the White Paper, “.equity and the creation of a truly collegial environment for every member of a diverse academic community is the work of every single member of the University of Toronto community: students, staff, faculty.” While the Provost notes that we have made good progress in our efforts towards equity and diversity, we will set ourselves some comprehensive objectives over the next several years, building upon that progress. Examples of what we have accomplished this past year include the following:

The Equity through Excellence Conference, held March 21-23, 2003, was extremely successful in bringing faculty, staff and students from the University together with colleagues from other Canadian and US Universities for debate and discussion. The key note presentations by George Elliott Clarke and Linda Tuhiwai Smith were exceptional. The quality of the paper presentations was equally high. The University community clearly demonstrated its commitment to scholarship on equity and diversity.

The University of Toronto **Ontarians with Disabilities Accessibility Plan** was approved by the Governing Council in October following extensive discussion and debate at each of the Governing Council Committees. The Plan represented the culmination of months of consultation, involving faculty, staff and students, including individuals with both visible and invisible disabilities. Coordinated by Professor Connie Guberman, the U of T Plan represents an excellent starting point for what will be an annual process.

As noted earlier, in November, the Governing Council approved a change in the title of the Vice-President to **Vice-President Human Resources and Equity**. While equity and diversity remain the responsibility of each member of the community, the Vice-President will play a more active and visible role in supporting local initiatives, working closely with the Equity Issues Advisory Group. The University is extremely fortunate in having a number of outstanding equity officers and advisors. The structural organization of the various offices has been in place for some time, however, and so in early January 2004, Interim Vice-President and Provost Vivek Goel, Vice-Provost Dave Farrar and the Vice-President Human Resources and Equity will undertake a structural review.

4. ENVIRONMENTAL HEALTH AND SAFETY

While a comprehensive Environmental Health and Safety report will be forwarded to the Business Board later this year, a few key points have been highlighted below.

Asbestos Issues

The joint union-management Asbestos Task Force completed its work in mid-2003. The major accomplishments of this task force include the following:

- 1) The establishment of an Asbestos Control Policy (approved by Governing Council in June 2003).

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- 2) The revision of the University of Toronto "Asbestos Control Program".
 - 3) The creation of a new position in Capital Projects (Asbestos Coordinator) to ensure proper implementation and enforcement of the Asbestos Control Program for all activities or projects conducted or contracted by Capital Projects which have the potential to disturb friable asbestos-containing materials
 - 4) The creation of a new position in Facilities and Services (Manager, Environmental Hazards and Safety) to ensure proper implementation of the Asbestos Control Program across the University.

In 2003, a number of ministerial orders were issued to the University of Toronto with respect to the asbestos concerns; these orders include the update of asbestos inventories, inspection to determine the condition of asbestos-containing materials and a plan to clean-up and remove fallen, asbestos-containing materials and to repair, seal, remove or permanently enclose any asbestos-containing materials in the steam tunnel system and in any building, that will continue to fall because of deterioration. Most of these orders have been completed; in a few cases the university has requested and received extensions to the compliance dates to allow for completion of the work. A number of additional steps have been taken to implement the asbestos control program, including:

- Ongoing training and retraining of staff in Facilities and Services and Capital Projects who work with or in close proximity to asbestos-containing material and those who supervise or contract others to do work that may involve asbestos activities.
- Meetings with project managers in Capital Projects to reinforce the need to ensure that contractors are complying with the University's Asbestos Control Program; contractors are now required to sign an acknowledgement that they will comply with the University's Asbestos Control Program.
- Testing and/or cleaning of mechanical rooms; testing and cleaning the steam tunnel system (about 85% completed).
- An asbestos/mould abatement crew has been engaged by Facilities Services to complete projects across the University on a priority basis.
- An Asbestos Advisory Committee, with worker and management membership, has been established to monitor the implementation of the Asbestos Control Program and to advise on asbestos-related issues.

In 2004, we will continue to address the many issues related to asbestos and its presence at the University of Toronto.

West Nile Virus Prevention Measures

In the spring of 2003, the University of Toronto implemented a prevention strategy to eliminate possible mosquito breeding sites and limit transmission of the West Nile virus on campus.

The University's Grounds Services staff worked diligently to eliminate standing water on campus, such as in ground depressions, puddles, flowerpots or other containers. Ashtrays and

recycling bins were fitted with drainage holes and garbage cans were emptied daily. Window well drains were also cleaned out to prevent water accumulation. The Grounds Staff received training and information on how to protect themselves from mosquitoes, including the use of light-coloured clothing, long-sleeve shirts and insect repellent.

Storm water catch basins, including those on public streets at the St. George campus that were identified as potential breeding sites for mosquitoes were treated with larvicide pellets by the City of Toronto Public Health Department. In addition, the university contracted out the treatment of all other catch basins and potential breeding sites; all larvicide applications had to be done by trained and licensed contractors under permits issued by the city.

MSB Underground Storage Tank: Diesel Fuel Leak

In February 2003, an underground storage tank in the vicinity of the Medical Sciences Building filled with diesel fuel developed a leak. More than 350 gallons of fuel was lost to the surrounding underground area resulting in the detection of diesel fuel vapours in the sanitary sewer system connecting the Medical Sciences Building with the downtown hospitals.

After consultation between city and provincial officials, an external consultant, Facilities and Services and Environmental Health and Safety representatives, the emptied fuel storage tank was cemented in place and clean-up procedures were conducted at locations affected by the diesel fuel vapour accumulation. Gas concentrations of ignitable/combustible vapours/gases in the affected areas will be monitored for up to one year. The monitoring reports to date indicate dissipation of the contaminant plume.

A number of aging underground fuel storage tanks on the St. George Campus are under review by Facilities and Services; some of these may require upgrading or removal in order to comply with new regulations.

Radiation Protection

The University was inspected several times during 2003 by the Canadian Nuclear Safety Commission. While issues of non-compliance were discovered, all were successfully addressed by corrective actions. Numbers of staff completing the full Radiation Protection Course increased by 12% in 2003, an increase of 67% compared to 3 years ago. A new electronic procurement service will be implemented in 2004 to facilitate the purchasing of radioactive materials, with fewer errors in data entry and requisite follow up. The Radiation Protection Service (RPS) has now assumed responsibility for Laser safety as well as other non-ionizing radiation. An advisory committee has been formed to provide expertise to RPS in this area. A program, with information, training and inspections will be launched in 2004. The RPS has experienced significant staff turnover in 2003 with both Radiation Safety Officers leaving UofT at the end of the year. Both positions are expected to be filled within the first quarter of 2004.

Appendix 1

Full-Time Faculty and Staff All Sources of Funding

	Year	Mar-91	Sep-02	Sep-03	% change 1991:2003	% change 2002:2003
Tenure/Tenure Stream		1,874	1,841	1,863	-1	+1
Clinical		n/a	393	377		-4
CLTA/Other		855	138	138		0
Total Clinical and CLTA/Other		855	531	515	-40	-3
Other Academics		250	293	310	+24	+6
Total All Academic Staff		2,979	2,665	2,688	-10	+1
Librarians		146	133	134	-8	+1
Research Associates		187	168	188	+1	+12
ESL Instructors			31	27		-13
Non-Unionized Administrative Staff by Source of Funding:						
Operating Budget		2,969	664	696		+5
Ancillary		47	8	20		+150
Grant		479	13	11		-15
Total		3,495	685	727		+6
USWA Administrative Staff by Source of Funding:						
Operating Budget			2,334	2,403		+3
Ancillary			43	68		+58
Grant			309	329		+6
Total			2,686	2,800		+4
Combined: USWA and Non-Unionized Administrative Staff:						
Operating Budget		2,969	2,998	3,099	+4	+3
Ancillary		47	51	88	+87	+73
Grant		479	322	340	-29	+6
Total		3,495	3,371	3,527	+1	+5
Other (non USWA) Unionized Staff		1,186	882	902	-24	+2
Total Unionized Staff		1,186	3,568	3,702		+4
TOTAL FULL-TIME STAFF MEMBERS		7,993	7,250	7,466	-7	+3

Note: 1991 figures include OISE/UT, and exclude U.of T. Press.

1991 figures show USWA as Non-Unionized Administrative Staff.

Other Academics include all Instructors, all Lecturers and all Tutors.

RE: Clinician and CLTA/Other:

1. In 1991 clinicians were included in the "CLTA/Other" count.

2. In 1999/2000 the clinicians at Sunnybrook were removed from the University of Toronto Payroll.

Appendix 1

(continued)

Part-Time Faculty and Staff All Sources of Funding

	Year	Mar-91	Sep-02	Sep-03	% change 1991:2003	% change 2002:2003
Tenure/Tenure Stream		n/a	18	13		-28
Clinical		n/a	104	102		-2
CLTA/Other		n/a	90	82		-9
Total Clinical and CLTA/Other		n/a	194	184		-5
Other Academics		n/a	167	176		+5
Total All Academic Staff		n/a	379	373		-2
Librarians		19	21	14	-26	-33
Research Associates		39	19	21	-46	+11
ESL Instructors			5	5		0
Non-Unionized Administrative Staff by Source of Funding:						
Operating Budget		233	38	36		-5
Ancillary		3	1	0		-100
Grant		80	2	3		+50
Total		316	41	39		-5
USWA Administrative Staff by Source of Funding:						
Operating Budget			223	223		0
Ancillary			3	4		+33
Grant			45	38		-16
Total			271	265		-2
Combined: USWA and Non-Unionized Administrative Staff:						
Operating Budget		233	261	259	+11	-1
Ancillary		3	4	4	+33	0
Grant		80	47	41	-49	-13
Total		316	312	304	-4	-3
Other Unionized Staff		63	48	45	-29	-6
Total Unionized Staff		63	319	310		-3
TOTAL PART-TIME STAFF MEMBERS		n/a	784	762		-3

	Year	Mar-91	Sep-02	Sep-03	% change 1991:2003	% change 2002:2003
Teaching Assistants (No. of Appointments)		2,518	2,738	2,820	+12	+3
Graduate Assistants (No. of Appointments) (OISE/UT)		n/a	188	194		+3
TOTAL EMPLOYEES AT THE UNIVERSITY						
(includes full-time, part-time, teaching assistants and graduate assistants)		n/a	10,960	11,242		+3

	1990/91	2002/03	2003/04	% change 1991:2003	% change 2002:2003
Undergraduate Students (Full and Part-Time)	44,623	50,403	55,334	+13	0
Graduate Students (Full and Part-Time)	9,811	11,597	11,928	+18	+3
FTE (All Students)	42,550	50,380	55,763	+18	+11

Note: 1991 figures include OISE/UT, and exclude U.of T. Press.
 1991 figures show USWA as Non-Unionized Administrative Staff.
 Other Academics include all Instructors, all Lecturers and all Tutors.
 Increase in Other Academic dues to policy change re. Casual Academics
 Appointments less than 25% excluded.

APPENDIX 2

**INSTRUCTORS, TUTORS, SENIOR TUTORS
AS AT SEPTEMBER 2003
DISTRIBUTION BY RANK AND PORTION OF TIME
ALL SOURCES OF FUNDING**

	FULL-TIME	PART-TIME	TOTAL
INSTRUCTORS/LECTURERS	40	23	63
TUTORS/LECTURERS	106	138	244
SENIOR TUTORS/LECTURERS	164	15	179
TOTAL	310	176	486

NOTES:
Excludes all Status-Only appointments.
Appointments less than 25% not included.

