

**EXCERPT FROM REPORT NUMBER 138 OF THE BUSINESS BOARD –  
January 17, 2005**

**2. Policy on Crisis Preparedness and Response**

Professor Hildyard requested the Board's concurrence with the prospective recommendation of the University Affairs Board to the Governing Council for approval of the proposed new Policy on Crisis Preparedness and Response. The Policy would formalize and facilitate the actions the administration had been taking over the past two years in preparing for and dealing with crisis situations. The proposed policy would:

- empower the Crisis Manager with full decision-making authority to implement the policy;
- establish priorities in responding to crisis situations: (1) the safety of students, faculty, staff and affected community residents, (2) limiting or containing damage, (3) ensuring clear and effective communication, and (4) recovery and restoration of academic and research operations;
- provide that the administration revise and keep current its detailed *Guide to Responding to Crisis on Campus*;
- empower teams with designated team leaders, established by the Crisis Manager at the onset of an emergency, to mobilize the University staff and resources required to deal with the situation and to work with City and related organizations;
- require all University divisions to prepare emergency and business-continuity plans; and
- make all members of the University and others occupying space controlled by the University subject to the authorities contained in the policy, making failure to follow the directions of emergency personnel subject to appropriate disciplinary action.

The following matters arose in discussion.

**(a) Relationship of the proposed policy to other policies that might need to be consulted in developing a crisis response.** A member observed that the final section of the proposed policy listed several other policies that might need to be consulted in responding to a crisis. They included such policies as the Statement of Institutional Purpose, the Statement of Freedom of Speech, the Statement on Human Rights and the Statement on Prohibited Discrimination and Discriminatory Harassment. The listing at the end of the proposed policy, and the statement that they “may need to be consulted,” made it appear that consideration of those important matters would be almost an

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**2. Policy on Crisis Preparedness and Response (Cont'd)**

afterthought. The member suggested changing the presentation to make clear a need for balancing the requirements of the proposed policy against those of the other policies, which protected human rights. Professor Goel and Professor Hildyard replied that the reference to the additional policies was not an afterthought. In fact, the second sentence in the proposed Policy on Crisis Preparedness and Response referred to those other policies, making clear the primacy of the need for balance between crisis response and the protections contained in the other policies. The need to consider the other policies was of particular importance in considering action to forestall crisis situations, for example when a particular group might seek to hold an event which would give rise to safety issues. The need to protect safety would have to be considered along with the need to protect the values such as those set out in the Statement on Freedom of Speech and the requirements of the Policy on the Disruption of Meetings. The member stated her satisfaction with the response, but she urged the administration to be aware that others might read the policy in a manner that focused too much attention on crisis response or prevention in contrast to other important University values.

**(b) Implementation.** A member asked about plans to test the University's ability to deal with crises. For example, would there be mock crises to test out the response? Professor Hildyard replied that one key aspect of the proposed policy was to require divisions to have crisis response plans in place. It was intended that a significant amount of training on implementation of the plans would be provided, and one aspect of such training might well be responses to mock crisis situations. She noted that the University had also learned from dealing with the crisis situations it had already faced.

On the recommendation of the Vice-President, Human Resources and Equity,

**YOUR BOARD CONCURS**

With the prospective recommendation of the  
University Affairs Board

THAT the proposed Policy on Crisis  
Preparedness and Response be approved.

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Secretary

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Chair

January 19, 2005

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