



# University of Toronto

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## LGBTQ Resources & Programs Annual Report – Executive Summary

The Office of LGBTQ Programs and Resources was established in July 1999 as a two-year pilot project, jointly funded by the Vice-Provost, Students and the Office of Student Affairs. The Co-ordinator, Jude Tate, was hired as a .6 FTE for the first year, and this appointment was increased to a full-time position for the second year of the pilot. An evaluation of the Office was conducted in the spring of 2001, and several recommendations made to continue and strengthen the mandate and role of the Co-ordinator. The administration has accepted in principle most of the recommendations, and is working to achieve the transitions outlined in the review report. Key among the issues to be resolved are development of a formal mandate for the Office, a new reporting relationship, for the Co-ordinator, permanent funding for the Office and provision of appropriate administrative support.

The Office has had a busy year; many events and programs were held and several new initiatives are under way. Among the activities in which the Office took a lead or co-ordinating role this year are: the *Bent on Change* conference for students, staff, faculty and campus activists engaged in queer issues; the 2001 UT-Pride activities and involvement; the launch of a new web presence; a Rainbow Thanksgiving dinner; many workshops, training and educational sessions for staff and faculty; and active participation in several task forces and review committees. The Co-ordinator was also active with counselling and referral, responding to complaints and queries, mentoring of students involved in work-study or course-related placements; and with several ongoing initiatives, such as the *Positive Space* campaign on three campuses.





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## Annual Report

*July 1, 2000 – June 30, 2001*

### Preamble

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In the second year of a two-year pilot project the Office of Lesbian, Gay, Bisexual, Transgendered, Queer (LGBTQ) Resources and Programs catalyzed new initiatives, breakthroughs, and further enriched the work of the Office begun in its first year. Achievements of the Office include the *Bent On Change-Creating Change on Campus and in Communities* conference, the establishment of Positive Space committees on both suburban campuses, the reactivation of the support group for international students - Gays and Lesbians International (GLINT). The year however was not without its challenges, and complex circumstances, many of which continue to unfold.

The Vice-Provost, Students and the Director of Student Affairs initiated in the late winter an evaluation and review as the end of the two-year pilot project approached. In this report a brief outline of the recommendations for the Office is provided, with the entire report available through Student Affairs.

### Background of the Office

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The Office was created in 1999 in response to a failed referendum to solicit financial support from the undergraduate constituency for the creation of a lesbian and gay centre, and subsequent high profile incidents of homophobia<sup>1</sup> at the University. Prior to the referendum, the University had received reports from students of ongoing harassment based on sexual orientation, and the distribution of anti-lesbian and gay materials, and hate-oriented graffiti.

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<sup>1</sup> Homophobia is defined as the irrational fear and loathing of gay, lesbian, bisexual people.

In addition, there was concern from students, staff and faculty with regard to addressing heterosexism and homophobia in and out of the classroom on all three campuses of the University. Several equity Offices, administrators and faculty members of the University had been working to raise the awareness of stigmatization related to homophobia and sexual orientation, in order to respond to the demand for education and professional development, and to support students and staff. Much of this work had been undertaken by these University staff through efforts over and above the responsibilities of their respective Offices.

In response to these and other factors (e.g., reported incidents of harassment in the community), the Vice Provost, Students and the Assistant Vice-President of Student Affairs proposed the creation of a staff position to provide education and assistance to all members of the University of Toronto community, on issues related to the lesbian, gay, bisexual, transgendered and queer (LGBTQ) student population. This proposal was endorsed by the Council on Student Services (COSS), which recommended that the position of Coordinator, LGBTQ Resources and Programs be filled for two years, and then reviewed. Further endorsement and recognition for this position was attained when the President's Office included the Office as a member of the Equity Issues Advisory Group (EIAG).

The Coordinator, LGBTQ Resources and Programs began working in a two-year contract position on July 1, 1999. At that time the position was part-time, but expanded to full time status in June 2000. The position, which reports to the Director of Student Affairs, receives 50% of its funding from the Vice-Provost (Students), the other 50% is provided through student ancillary fees. Staffing for the Office is limited to the one coordinator position. It is important to note that unlike the other equity Offices of the University, the LGBTQ Office does not have administrative staff.

As a member of the Equity Issues Advisory Group (EIAG) the Coordinator serves in an advisory capacity to the Office of the President and the senior administration of the University. This involves meeting jointly with other equity Offices to respond to a range of policy concerns, consulting and advising senior administrators, and developing documents and resource materials pertaining to LGBTQ equity concerns.

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A critical focus of the Office's work is on the development and improvement of community on campus, where students staff and faculty can fulfill their pursuits in and out of the classroom in an environment that promotes dignity, respect, and intolerance of discrimination and harassment related to heterosexism and homophobia.

### Objectives of the Office

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The objectives of the Office, as derived from the Coordinator's job description, are as follows:

- To develop and implement initiatives to provide information and programs in support of lesbian, gay, bisexual, transgendered, queer students, staff and faculty of the University;
- To respond to heterosexism<sup>2</sup> and homophobia at the University through individual and group educational processes and professional development of students, staff and faculty, and to increase community awareness regarding the policies and commitments of the University;
- To raise awareness and increase capability of students and staff to respond to heterosexism and homophobia on campus;
- To develop and implement outreach strategies for new students, staff and faculty which inform members of the University community of its policies and resources which support LGBTQ individuals; and
- To develop materials that effectively fulfill the needs of the University community members.

The core services of the Office consist of the following:

- Information and consultation;
- Education;
- Direct service such as informal individual support, referral and outreach;
- Leadership development; and
- Development and execution of programs and events to enrich members of the University community.

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<sup>2</sup> Heterosexism is defined as the systemic promotion of heterosexuality and inferiority of LGB people.

## Direct Service

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One of the key means of obtaining the objectives of the Office is through the provision of an educational information and consultation format via printed materials, resources, web management, and individual or group consultation processes. The Office experienced an increase in the requests for information, referral, consultation and printed, demanding a diversified communication strategy. The increased demand and provision of resources demonstrates clearly a growing profile of the Office. Sources of requests for information/consultation came predominantly from U of T students, staff and faculty. In the past year, there was also a significant increase in consultations with other Canadian Universities. The following is a brief synopsis of the direct services:

- ▼ *Students* – It is students who access the Office most frequently and consistently for information and available resources. The provision of information and consultation spans the range of formality from a brief exchange to an in-depth meeting. The division in the nature of requests involved the Office consulting with students regarding the campus climate and environment issues (i.e. residence/college transfers, defacement of posters, graphic graffiti, programming and support groups); mentoring and guiding student leaders on political and social activities; and providing individual support which were consistently of a crisis nature, often linked to the experiences of heterosexism and the challenges of developing a positive sexual identity.<sup>3</sup>

The Office continued to strengthen the networks and contacts across the three campuses with student governments and their leadership; student groups and clubs. Students Administration Council and the Graduate Students Union remained consistent in their support of the work of the Office. The Office continued to work closely with long standing and newly emerging LGBTQ student groups on all three campuses. For example, the Office provided resources and support in a facilitative role to the newly formed student group on the Scarborough campus (LGBTQSC); the student law group UTOIL; the Women's Centre's Queer Women's group; the LGBTT group within the Faculty of Social Work; and LGBT-OUT. The Office established in partnership with members of LGBT-OUT and the Women's Centre the first Queers of Colour On Campus

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<sup>3</sup> Sexual Identity-is a fundamental concept-especially for the sexually marginalized, offering a sense of personal unity, social location, and even at times a political commitment. (Weeks, 1987)

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group and re-established Gays & Lesbians International (GLINT) in partnership with the International Student Centre (ISC).

- ▼ *Staff*– Information and consultation with staff on LGBTQ campus concerns included requests for Positive Space resources and reporting of defacement, responding appropriately to student needs, and broadening networks of communication with this constituency on campus. Networks expanded beyond Student Services and Student Affairs professionals on the three campuses to include administrative support staff, union representatives, campus police services, Deans of students and residence staff. These communication networks provide essential information and dialogue pertaining to the level of welcome of LGBTQ staff members across the three campuses, educational opportunities, resource outreach, development of appropriate response mechanisms, and the reduction of isolation for LGBTQ staff.
- ▼ *Faculty*- The Office through the enterprise of the Equity Issues Advisory Group (EIAG) consulted with the faculty of Arts & Science, with new academic chairs and administrators, and with departments such as Sociology and Equity –OISE. The Office provided valuable information pertaining to LGBTQ identified students, strategies related to new faculty recruitment, and addressing discrimination and homophobia in the classroom. The Office experienced an increase in contact and consultation with prospective faculty and newly hired faculty members.

These staff and faculty initiatives represented an expanding role and demand upon the Office. With the demand on faculty hiring, departments are strengthening their outreach to potential candidates with sexual minority backgrounds. These departments are increasingly relying upon the presence of and access to the Office as a positive recruitment resource. The Office collaborated with the Employment Equity Officer in expanding web-based resources, and in focus groups discerning positive recruitment and retention strategies for faculty identifying as LGBTQ. The Office responded to inquiries from candidates and new faculty regarding campus and department climate information, support resources and activities on campus.

This past year the Office worked specifically with two faculties addressing concerns of students, staff, faculty related to the climate and environment impacting on issues related heterosexism and homophobia in and outside the classroom.

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Working with the Faculty of Social Work (FSW), the Office offered resources for and participated in orientation of first year Master's of Social Work students; participated in a educational seminar addressing diversity in the field of social work; and advised on the structure of the Dean's external task force to review policy and curriculum. The Office will serve on this task force in 2001-2002.

The Faculty of Physical Education & Health welcomed the Office early in its inception and is an important ally in the work of the Office. In the past year the Office advised, consulted and provided professional development to staff in the Athletics Centre, the leadership programs and summer camps. As well, the Office served on the Dean's Task Force on Equity and Sexual Diversity, a groundbreaking process in the Canadian University system. The work of the Task Force is ongoing.

- ▼ *Campus Outreach*- Along with other Offices associated with Student Affairs, the Office expanded its web site for purposes of promotion, referral and outreach, and to act as a window into the campus environment. The reliance on web based technology including anonymous e-mail accounts, email list serves, and web pages is critical for "out" students, staff and faculty, or who may be questioning their sexual orientation; are closeted, are in fear for their safety; value privacy, fear and stigmatization; and have concerns regarding their academic standing or their employment status. The Office accessed promotional opportunities such as posters, advertisements and announcements in University publications, public displays, presentations, and class announcements. While these efforts contributed to raising the profile of the Office they also stretched the limited capacities. Campus media outlets such as the Bulletin, the Varsity and the Independent are an important network raising the visibility of queer issues on the three campuses. Scarborough and Mississauga student newspapers carried limited coverage, which may indicate narrow access to information and specific campus programming. In addition, due to limited resources the Office is dependent on the inquiring writer or editor. On the other hand, the Toronto based publications *X-TRA!* and *FAB* routinely printed briefs on events and issues arising on the St. George campus. In part, this is due in part to the visibility of activities of LGBT-OUT, and the publications willingness to capitalize on an "active" University setting.
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- ▼ *Intra-University Networks* – The Office provided resource materials, historical contexts and strategies to several Universities in 2000-01. Throughout the year, consultation and support were offered (via email or phone) to these Universities and colleges who are initiating outreach, support, and professional development. The Universities and colleges in 2000-01 included University of Calgary, University of British Columbia, Brock, Trent and McGill Universities, Centennial College, Dalhousie and Memorial University. With the goal of broadening the communication and information sharing across Canadian Universities and Colleges, the Office set up an inter-campus list-serve and is currently maintained by the Office. Currently there are 18 Universities on the LGBTQ Campus list-serve.
  
- ▼ *The Positive Space Campaign*- With respect to the Positive Space Campaign, the goal of the Office is to remain one of its many supporters and avoid becoming *the face* of Positive Space given the obvious linkages, to maintain and build upon the vibrancy of this community building initiative. Positive Space is an excellent tool that the Office uses in raising the visibility and support of sexual diversity in such forums as educational seminars, professional development workshops, and orientation for students and new faculty, committees addressing diversity on the three campuses.

The Office initiated the insertion of “adapted” Positive Space materials for all SAC orientation Frosh Kits (total 5,750), thereby expanding access and information regarding the Positive Space initiative to all new students. This initiative provides to all new students the resources and information about Positive Space and indicates the University’s support for an inclusive and harassment free environment.

The Positive Space Campaign and committee began on the St. George campus (1996) focusing primarily on issues related to homophobia at this campus. Peripheral connections existed via the Offices of the Status of Women or the Sexual Harassment Officer at the two suburban campuses. This past year, recognizing the diverse climates of all three campuses, the Office led in establishing Positive Space committees (composed of students, staff and faculty) for the Scarborough and Mississauga campuses. This allows for each campus committee to address the visibility and support of sexual diversity in consideration of each unique campus environment. Principle Paul Thompson and Principle McNutt occupy indispensable leadership roles, as does the Office of the

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President and the office of the Vice-President and Provost for their commitment to resources and visible support of the Positive Space Campaign this past year.

The Office's time is also taken up responding to consistent reports of defacement of stickers and posters on all three campuses. The Office has placed an increased emphasis on students, staff and faculty reporting defacement to the Office and/or to campus police. Effective responses to these anonymous acts remain limited to reporting such occurrences, which does little to buffer the impact of violation and increased concern for safety.

- ▼ *Equity Issues Advisory Group*-The appointment of President Birgenueau and the emphasis on diversity and equity yielded concrete advancement in raising the visibility and concerns of Lesbian, Gay, Bisexual, Transgendered, Queer students, staff and faculty. In the Office's advisory capacity to the President and Senior Administration, the Coordinator consulted and collaborated on the inclusion of sexual minority language in the University's employment equity statement; recruitment and retention strategies that are affirming to prospective and current faculty who are LGBTQ identified; advised the senior administration team on the Buller murder; welcomed the President with representatives from the Positive Space committee; provided orientation to senior academic administrators; consulted Principles and Dean's increasing the awareness of heterosexism in departments, and participated in the oriented new Arts & Science faculty members to issues and resources pertaining to equity in and outside of the classroom.
  - ▼ *Education/ Professional Development*- The Coordinator her continued its participation in orientation/professional development/information seminars for new academic administrators, Sexual Health Outreach Project (SHOP) volunteers, graduate coordinators, Physical Education staff, Student Services staff, Counselling and Learning Skills Service interns, students from Transitional Year Program, Political Science, OISE-Sociology and Equity, Social Work, new faculty members in Arts and Science, Campus Police (St. George), LGBT-OUT, Psychiatric Service, Residence Dons.
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## The LGBTQ Resources & Programs Office – Pilot Review

In the spring of this year, the Vice-Provost, Students and the Director of Student Affairs commissioned a limited review of the Office to enable the University administration to make informed decisions about the Office's future role and mandate. The reviewer's report makes ten specific recommendations with respect to the Office's mandate, funding, and location within the University administration, resources and workload. The administration accepted the recommendations in the main; a planning process is underway to incorporate other recommendations into the strengthening of the entire portfolio. The administration's response is located in the Appendix of this document.

## Programming

The Office developed, initiated and contributed to a series of programming which addressed the visibility, awareness and celebration of Lesbian, Gay, Bisexual, Transgendered, Queer students, staff, faculty and allies. The office offered in combination focused opportunities targeted at expanding learning on forms of heterosexist discrimination, experiences of chilly climate and individual and systemic responses. In addition to smaller events, the Office coordinated two large and significant programming events occurred in the past year. UT PRIDE 2001 saw an expansion and diversification of the number of participants, renewal of the University's Bronze Sponsorship-unique to Universities across North America, and the addition of the very successful UT PRIDE Pub, co-hosted by Hart House.

The second event was the *Bent on Change-Rethinking Queer Issues on Campus and in Communities* conference. Originally conceived by three members of the U of T community (Bonte Minnema, Gillian Morton & Jude Tate) this conference was designed to bring the Universities of Ryerson, York and Toronto together to look at the state of queer organizing and change, and to re-examine the relationship between queer intellectual developments and activist challenges to universities themselves. Participants from campuses and communities came from various parts of Canada and the northeastern United States. With attendance exceeding 225 participants, in part, the success of Bent On Change was in bringing many campus activists, staff and faculty together to dialogue, strategize, build relationships and focus on areas of marginalization. The Office chaired the tri-campus steering committee and was the

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administrative support for the conference. A conference summary has been produced and is available through the Office.

### *Workshops/Panels/Presentations*

Review Student Code of Conduct	submission
Review of Campus Police Services,	submission
Addressing Diversity in Social Work	panel
Diversity Day –UT Mississauga	Presentation
Cultural Diversity and Coming Out	Panel (partnership w/ ISC & CALSS)
Out at Work	Panel (partnership w/Career Centre)
Queer Facilitation Skills	Workshop
Trans Positive Student Service	Workshop (w/Student Services)
Developing Anti-Heterosexist Organizations	School of Social Work, York University
Dealing with Difference & Conflict	Sociology & Equity, OISE
UT PRIDE 2000	University wide event

### *New Initiatives*

Rainbow Thanksgiving Dinner	w/Knox College
Queers of Colour on Campus	w/LGBT-OUT, the Women's Centre
Bent On Change- Rethinking Queer Issues on Campus and in Communities	Co-convened w/York University, Ryerson University
Gays & Lesbians International (GLINT)	W/ISC
LGBTQ - U of T Health Network	Coalition of Queer Doc's at U of T
World AIDS Day & AIDS Awareness Week	w/ Sex Education Centre
Queers & Psychiatric Service Working Group	Students, staff
Lesbian Lunch Club	(staff only)
Queer Educators	Web page resource(OISE Pre-Service Interns)
Positive Space committees	UT Mississauga, UT Scarborough
UT PRIDE 2001 – UT PRIDE PUB	Hart House-University wide
LGBTQ Discussion groups	All three campuses

## Issues and Concerns

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- ▼ *Office Resources* – With the staff resource of one, the Office faces significant challenges effectively serving all three campuses, raising the visibility and awareness of LGBTQ equity, building networks, facilitating development and practice changes, increasing safety and support, reducing isolation, and enhancing the ability of the University to attract and retain the best students and faculty who are also LGBTQ. It is clear that staffing resources are extremely limited given the complexity and size of the University, the breadth of the job description and the stage of University's development with respect to effecting systemic change concerning LGBTQ equity. The lack of administrative resources compounds the challenges associated with these factors, as the Coordinator must also take responsibility for many administrative and research tasks. These kinds of responsibilities limit the time available for the Coordinator to build relationships that are necessary to effecting change and raising profile, to develop strategic priorities and a related implementation plan, and to do ongoing change-related work through resource development, consultation and training.
  
  - ▼ *HomoHops and the Hangar*- The closing of the HangaR and the subsequent temporary suspension of the liquor license for this venue has removed a critical social space for students. Several key concerns remain unresolved and failure to address these concerns in the meantime leaves a large vacuum for queer identified students to connect socially on campus. HomoHops have a critical role in the history and current climate of the University, in addition to playing a part in future recruitment of students. The Coordinator continues to work with University administrators and LGBTQ students to resolve this issue.
  
  - ▼ *Reporting of Homophobic Incidents and Harassment*- Reports to the Office of homophobic incidents on all three campuses increased this past year. In part this is due to the increased visibility of the Office and its concerted efforts to encourage reporting. The nature of the *reported* incidents include defacement of notices for LGBTQ events, Positive Space materials in offices and glassed in bulletin boards, graphic graffiti, Web sites and poster campaigns which promote the intolerance and hatred of LGBTQ individuals and groups. Five reports of verbal harassment were made directly to the office. Informal complaints were also made to the office consisting of verbal exchanges occurring in the classroom, from students
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about staff members, and incidents within the residences. The Office responded, based on the nature of the complaint, to ensure removal of offending material, working with campus resources, strategizing and counselling the individual(s) involved, raising the awareness of the impact on students, staff and faculty and the environment in which they are learning and working in. Of great concern is the level of under-reporting of incidents, the tolerance of such behaviors, and the unwelcoming message sent to students, staff and faculty LGBTQ identified.

- ▼ The unfortunate event of David Buller's murder this past January had a wide spread impact on students staff and faculty at the University. The Office initiated supportive responses for students and faculty of the Visual Studies program, and worked closely with the Senior Administration concerning the links between violence, homosexuality and the sexual identities of those impacted by this event. The unresolved investigation of the murder continues to have lingering impact on students, staff and faculty.

### Priorities and Initiatives 2001/2002

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- ▼ Facilitate the development of a formal mission statement for the Office inclusive acknowledging the importance of this role as a means of creating community on campus and a safe and supportive environment for LGBTQ students, faculty and staff.
  - ▼ Provide support for and deliver programs and resources that fulfill outreach, support and enrichment objectives for the UofT community,
  - ▼ Enhance and expand professional development and educational seminars that address heterosexism, homophobia and other related equity issues,
  - ▼ Coordinate and facilitate networks of communication and outreach which expand and diversify current resources and constituent members, and
  - ▼ Collaborate with other University departments on programs and services that focus on LGBTQ equity on all three campuses.
  - ▼ Contribute to the University's efforts to recruit and retain excellent faculty, staff and students.
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## Sources

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Weeks, Jeffrey, (1987) 'Questions of Identity' in Pat Caplan (ed.) The Cultural Construction of Sexuality, London. Routledge

With grateful acknowledgements to whom the work of the Office could not have done without

Nancy Strukelj, Alyssa Manning, Paul Oleskevych, Bill Macdonald, Deanne Fisher, Jim Delaney, Susan Addario, Adele Bugajski, Rachel Arbor, Jenn Kuo, Omi Soore Dryden, Stephen Lam, Nadia Bello, David Rayside, Margaret Hancock, Laney Marshall, the Lesbian Lunch Club, Myra Lefkowitz, Carl Amrhein, LGBT-OUT, the Bent On Change steering committee, the Positive Space committees, members of the EIAG, Rona Abramovitch, the Pride 2000 & 2001 steering committee.

## APPENDIX

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- A) Administration's Response to the Review of the Office of Lesbian, Gay, Bisexual, Transgendered, Queer Programs and Resources

(Appendix A)

The Administration's Response to the Review of the Office of Lesbian, Gay,  
Bisexual, Transgendered, Queer Programs and Resources at the University of  
Toronto

The University of Toronto's Office of LGBTQ Programs and Resources was established as a two-year pilot project which began in July 1999. The Office is located administratively in the Office of Student Affairs, and funded jointly through the student service fee and annual contributions from the Vice-Provost, Students. The Office began as a .6 FTE appointment, and was increased to a full time position in July 2000.

Under the leadership of Ms. Jude Tate, the first Coordinator of the Office, the new program has established a high profile for LGBTQ issues at the University, with many significant initiatives. The Office coordinated a highly successful conference, *Bent on Change*, which brought together students, staff, faculty and community activists from across Ontario to focus on LGBTQ campus issues. The Office also coordinated the University's presence in Pride 2000, and established a new web site for LGBTQ issues. Through a series of workshops, discussion groups and presentations, the Coordinator has raised awareness of homophobia and heterosexism for students, student leaders, staff and faculty. The Coordinator serves as a valuable support for LGBTQ students, staff and faculty and, through her presence on task forces and in the Equity Issues Advisory Group, is a resource for members of the academic administration.

In the spring of this year, the Vice-Provost, Students and the Director of Student Affairs commissioned Ms. Deborah Leach to conduct a limited review of the Office to enable the University administration to make informed decisions about the Office's future role and mandate. The University is grateful to Ms. Leach for the efficiency and thoughtfulness with which the review was conducted, and for producing a useful and constructive report.

The report makes ten specific recommendations with respect to the Office of LGBTQ Programs and Resources. They are listed below, with the Administration's response to each.

1.1 It is recommended that the University make a decision to continue the Coordinator position on a full-time basis.

The Administration supports the continuation of this position on a full-time basis. The record of activity and response over the past year is a clear indication of the need for

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continued work to improve the climate for LGBTQ students and staff, and to raise awareness of University resources in this area.

1.2 It is recommended that over the course of the next 1-2 years, the University find permanent funding for the Office.

The Administration is committed to resolving both the issues of administrative reporting (Recommendation 4.1) and permanent funding for the Office in the next year. These two recommendations and their implications are clearly linked. When the Office was established, the primary goals were to address the issues of climate, acceptance and support for LGBTQ students. Over the past two years, the Office has evolved from a program that delivers support, resources and events for students, student leaders and student service staff to an office with a broader equity perspective.

These two recommendations point to questions about the most logical location within the administrative structure and the most logical funding partnerships. They need to be answered in consultation with the senior academic administration. The Administration commits to consulting with the senior academic leadership about the role and mandate of the office and, in the coming year, to identify an appropriate location and funding strategy for the Office.

2.1 It is recommended that over the next six months a formal mission statement be developed by the Office. This mission statement should be explicit about the role of the Office with faculty and staff, acknowledging the importance of this role as a means of creating community on campus and a safe and supportive environment for LGBTQ students. The Coordinator should take a lead role in developing this statement in consultation with key stakeholders.

The Administration agrees that a formal mission statement for the Office will clarify its role with respect to students, student groups, staff and faculty groups, and the academic administration. The Coordinator should develop this mission statement in consultation with key academic administrators responsible for student issues and for staff and faculty issues, along with the input of colleagues from the Equity Issues Advisory Group. The consultation to develop the mission statement should also address the role of the Office with respect to the UTM and UTSC campuses, and clearly identify the role the Coordinator plays in relation to student groups, as indicated in Recommendation 2.2. The mission statement should also address the Coordinator's role as an equity officer, and an officer of the University.

2.2 It is recommended that the role of the Office relative to student social and political organizations be clarified and communicated to these groups and the administration. This should include clarifying and communicating the role of the Office in facilitating meetings of student groups with senior members of the University administration. Any attempts at clarification should recognize the

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need for ongoing information sharing, coordination and communication between the Office and student organizations.

This has been addressed above.

3.1 It is recommended that the Office establish a set of priorities for the next 1-2 years' work and that these priorities be guided by a set of clearly-defined and realistic outcomes for the Office as a whole. Priorities should include continuing to raise the profile of the Office, increasing the visibility of LGBTQ issues, and building relationships and credibility with key groups and individuals who will play a significant role in contributing to systemic changes. Serious consideration should be given to the suggestion that the Office select one or two faculty departments as a primary focus for its activities in any one fiscal year. It can then draw upon the credibility and connections established to build references and referrals to other faculties and departments.

The Administration agrees with the recommendation that the Office establish priorities, a workplan and a realistic timetable for achieving the tasks set out in that plan. The Coordinator should work to establish this workplan as quickly as possible, in consultation with key stakeholders and with the advice of the Director of Student Affairs.

3.2 It is also recommended that an ongoing data collection strategy be developed to provide the basis for monitoring and reporting on the activities/outputs and outcomes of the Office .

In developing this data collection strategy, the Coordinator should consult with colleagues in the Equity Issues Advisory Group and in Sexual Diversity Studies, as well as with colleagues who work on LGBTQ issues at other campuses. Any data collection strategy developed should be closely linked to the Office's workplan, and should include both qualitative and quantitative components.

3.3 It is recommended that the Vice-Provost, Students and the Director of Student Affairs begin a process to seek a non-tenured teaching position for the Co-ordinator position.

This recommendation runs contrary to the way teaching positions are determined at the university, through an academic planning process.

3.4 It is recommended that the administrative support needs of the Office be detailed and prioritized, and that the University allocate resources to address these needs (e.g., for a part-time individual who could assist with organizing some of the substantive work, and with administrative tasks, including web-site support).

The Administration agrees that the Office's administrative needs require support, and will incorporate a review of those needs into decisions about the location of the Office in the administrative structure.

3.5 Given the current resource limitation of the Office, it is recommended that the Coordinator continue to consult key groups and individuals on an issue-specific basis, rather than establishing an ongoing advisory committee to the Office.

The Administration agrees that, in the current structure, issue-specific consultation is appropriate. The need for a broadly constituted advisory may change with a new reporting relationship and a broader equity mandate, and should be re-visited at that time.

4.1 It is recommended that over the next one to two years the University make a decision about the preferred permanent location of the Office within its organizational structure. This decision should reflect decisions made about the formal mission of the Office, a permanent and stable funding source for the Office, and the fact that the Office must take a broad approach (i.e., involving students, staff and faculty) even if its primary focus is on students. In addition, decisions about where to locate the Office should take into consideration that the goals and responsibilities of the Office are similar to those of equity offices of the University.

The Administration's response to this recommendation was set out earlier.

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