

PRESIDENT'S ADVISORY COMMITTEE ON BUILDING AN INCLUSIVE COMMUNITY

PACBIC



2013-2014 ANNUAL REPORT TO THE MCMASTER COMMUNITY

**McMaster
University**

**President's Advisory
Committee on Building
an Inclusive Community
(PACBIC)**



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PACBIC

2013 – 2014 ANNUAL REPORT TO THE MCMASTER COMMUNITY

PACBIC was established in 2002 in response to the third strategic goal of *Refining Directions*: 'to build an inclusive community with a shared purpose'¹. This focus on inclusion, variously articulated in all Canadian universities, expressed McMaster's commitment to enhancing equity and striving to redress systemic institutional barriers. It accords with the principles set out by President Deane in 2011 in *Forward with Integrity: A Letter to the McMaster Community*² and with the work that is flowing from it, notably, the call to return to the civic mission of higher education and the urging that the University integrate ethical engagement with local and global communities into all facets of its work.

PACBIC contributes to these institutional aspirations in its advisory capacity and by acting as a hub open to all the University's constituent groups for information exchange, discussion and the generation of ideas for enhancing equity and inclusion. It directs its questions and recommendations to relevant bodies, offices and individuals on campus that have the authority and resources to implement change, adjust practices and illuminate and advise on the challenges involved.

By documenting its ongoing work in this annual report, PACBIC hopes to facilitate a process of ongoing institutional learning and to engage everyone in the campus community in working toward the inclusive and just institutional practices to which the University aspires.

PACBIC'S MANDATE & ORGANIZATION

The key elements of PACBIC's mandate read as follows:

Identify and anticipate issues affecting equity-seeking communities (including but not limited to First Nations, Métis and Inuit peoples, members of racialized communities, newcomers and refugees, members of diverse faith communities, persons with disabilities, LGBTQ-identified individuals, and women) both within the University and relevant to those seeking access to the University, and advise the President on such issues.

Provide a forum for discussion, reflection and learning on issues of inclusion, equity and community-building and, in keeping with the spirit of the University, create spaces for respectful debate on important social issues.

¹ http://www.mcmaster.ca/opr/html/opr/reports_documents/main/reports_documents/refining_directions.html

² <http://dailynews.mcmaster.ca/images/forwardwithintegrity.pdf>

*Provide reports and make recommendations for action to the President, the University Planning Committee (UPC) and other relevant University bodies in order to channel advice through the University structure and thus sustain a University culture that advances equity and inclusion.*³

Enhancing inclusion of First Nations, Métis and Inuit (FNMI) peoples on campus continues to be a particular priority for PACBIC and for McMaster⁴. Although indigenous peoples and concerns are prominent in Canadian society and in our region and while there have certainly been some positive changes on campus in recent years, the representation of FNMI peoples and the integration of indigenous perspectives into the University's academic activities is still limited.

PACBIC's membership includes students, staff and faculty – a mix of both individual members and representatives of organizations and groups key to its mandate (see Appendix A for list of members for 2013-2014, 2014-2015). Membership is organized through a nomination process and members are appointed by the President. The formal membership is constituted to include diverse representation from across campus and is the committee's base. However, meetings are open and all members of the McMaster community are welcome to attend. PACBIC is chaired by a faculty member who is supported by staff and student vice chairs.

PACBIC's activities are organized through thematic working groups which include both members of PACBIC and individuals with relevant experience and responsibilities on campus. Each group is supported by the expertise of a staff member from Human Rights & Equity Services. The Provost's Office provides a small annual budget to support working groups' initiatives and PACBIC events. Current working groups include:

- **Access and Accommodation**
Convenor: Rhonda Moore, Manager Lyons Media Centre
HRES Support: Ayshia Musleh
- **Employment Equity**
Convenor: Wayne Lewchuk, Faculty member in School of Labour Studies
HRES Support: Pilar Michaud
- **First Nations, Métis and Inuit Priorities**
Convenor: Rick Montour, Director of the Indigenous Studies Program
HRES Support: Michelle Poirier
- **Inter-Faith Issues**
Convenor: Carol Wood, Ecumenical Chaplain
HRES Support: Vilma Rossi
- **Mental Health, Equity and Inclusion**
Convenor: Pearl Mendonça, Wellness Education Coordinator, Student Wellness Centre
HRES Support: Ayshia Musleh

³ <http://pacbic.mcmaster.ca/documents/pacbic-tor-april-30-2014-final.pdf>

⁴ <http://www.tcu.gov.on.ca/pepg/publications/vision/McMasterAgreement.pdf>

- **PACBIC Dialogues**
HRES Support: Milé Komlen
- **Violence Against Women/ Gender-Based Violence**
Convenor: Amber Dean, Faculty member in English & Cultural Studies
HRES Support: Vilma Rossi

CONCERNS, ACCOMPLISHMENTS AND WORKS IN PROGRESS: 2013-2014

Some issues of systemic discrimination in institutional life are made visible by legal requirements that demand institutional compliance, for example, the Accessibility for Ontarians with Disabilities Act (AODA) on questions of accessibility for people with disabilities. Other exclusions reside, much less visibly, in taken-for-granted institutional practices and the unexamined assumptions that sustain them, for example: standardized scheduling of exams that clash with religious holidays for some students; or relying on established recruitment strategies that consistently fail to draw forward job candidates from under-represented communities. Others become visible as a result of incidents of overt discrimination, in the past year for example: the display in a campus pop-up store of Halloween costumes with racist images of First Nations peoples; and the exposure of sexist and demeaning traditions associated with Faculty of Engineering Redsuits events. Such blatant incidents of discrimination meet with appropriately strong and public University responses in the moment. They also highlight the persistence of discriminatory attitudes and behaviors in the wider culture of which the University is a part and, flowing from them, the precarious sense of belonging and safety that will be the experience of some individuals and groups in the University community.

Change in these and other areas requires change in university policies, practices and conversations – endeavors that typically involve the work of the many offices, groups and individuals with whom PACBIC collaborates and consults and vice versa. Highlighted below are some of the activities in which PACBIC and its many partners have engaged in the past year as we strive to contribute to the University’s commitment to seeing and addressing within its orbit the social exclusions and systemic barriers that characterize our wider society.

BUILDING A CULTURE OF EMPLOYMENT DIVERSITY

In January 2014, PACBIC’s Employment Equity Working Group finalized a report entitled *Building a Culture of Employment Diversity at McMaster University*. Building on research undertaken by a Labour Studies student (Alex Burnett) and supported by PACBIC funds, the group set out to explore the degree and kind of attention given to employment equity in other universities and to consider possible implications and lessons for McMaster. A scan of the websites of seven comparable universities (Toronto, Western, Queen’s, Wilfrid Laurier, McGill, UBC and Alberta) was carried out, as were phone interviews with their employment equity officers or equivalent staff. McMaster’s online presence on employment equity was found to be strikingly limited when set beside these seven comparator universities, each of which has a correspondingly active employment equity program. The report concluded with some detailed recommendations with respect to: the need for data on staff and faculty characteristics gathered with transparent purpose; the development of an organizational culture in which equitable workplace practices are an expectation; and, to that end, the provision of tangible supports for equity-conscious recruitment, hiring and ongoing employee development.

The report was reviewed by the President and Provost and brought for discussion to members of the senior administration later in the spring when two related reports on gender equity among faculty and on pay equity were also released. As a result of the research and discussions, a new 2-year position in Human Resources was announced with a specific focus on diverse recruitment and employment equity.

ICE, SNOW, FRIGID TEMPERATURES AND CAMPUS ACCESSIBILITY

The extreme cold and persistent snow and ice of the 2013-2014 winter heightened barriers faced by members of the campus community who use wheelchairs or have mobility constraints. It was evident, however, that with some changes to the Snow Removal Policy, those barriers could have been lessened. PACBIC's Access & Accommodation Working Group initiated meetings that brought together the various offices and bodies with experience and responsibility in this area (Facility Services, MACcesibility, Parking and Security) to consider recommendations for change to the policy. The group is also envisioning an online Pathway Notification System that would be updated on a day to day basis with information on barriers and alternate routes – a system akin conceptually to the accessibility mapping system that Life Sciences student Nick Schoenhoff created, and akin logistically to the Security App that's already in place. Work on the design and accessibility of such a system and on the resources required to sustain it is continuing, with the aim of having it in place for the coming winter.

ACCOMMODATED PARKING FOR EMPLOYEES

PACBIC was made aware of some confusion with respect to documentation and payment when employees require accommodated parking on account of disability or illness. The Access & Accommodation Working Group consulted with Human Resources and Parking Services who clarified helpfully on both points:

DOCUMENTATION: Employees go through Employee Health Services and follow the accommodation process which includes providing medical documentation to support the accommodation; Employee Health Services then forwards the accommodation requirement to Parking Services and coordinate a suitable parking space. Employees are not required to supply any additional medical documentation directly to Parking Services.

PAYMENT: Employees who have parking permits continue to pay for parking at their current rate if the accommodated parking is more expensive than their current parking rate.

FIRST NATIONS, MÉTIS AND INUIT SELF-IDENTIFICATION

The re-design of McMaster's information technology (Mosaic) and changing provincial government requirements with respect to the reporting of data on indigenous learners are highlighting the need for review of University practices in this area. In March 2014 and at PACBIC's suggestion, President Deane convened a meeting that brought together representatives of all programs and offices involved in gathering data on indigenous learners to begin working toward an integrated campus-wide approach. Emerging from the meeting was an agreement to:

... work towards a University statement on the collection of data relating to Indigenous students that

would include: an overarching statement about the historical complexity of such data gathering and McMaster's resolve to fashion processes and procedures thoughtfully and with the ongoing guidance of Indigenous campus and surrounding communities, together with procedures and policies for: a) the collection of data for aggregate external reporting; b) the verification of ancestry for internal determinations of eligibility; and c) a standard approach for programs'/ units' collection of data about Indigenous students (extract from summarizing email from President Deane, March 14, 2014).

AGGREGATE EXTERNAL REPORTING AND FNMI SELF-IDENTIFICATION: Since the March meeting, PACBIC and the First Nations, Métis and Inuit Working Group has worked with relevant campus offices (Institutional Research & Analysis, the Registrar's Office, the Mosaic design team, AVP Students, Faculty of Social Sciences, Indigenous Studies Program and the University Secretariat) and in consultation with the Indigenous Education Council. A 'Voluntary FNMI Student Self-Identification' Mosaic screen has been produced as a result. The University's invitation to self-identify is driven by two purposes: the internal objective to enhance access and support for FNMI learners, and the external government requirement to report aggregate numbers of registered FNMI students as an indicator of accessibility (an indicator of the University's performance and, thus, potentially an ingredient in determining funding). It is challenging to balance these different purposes in a way that recognizes the historical legacies and risks of 'official' documentation of indigenous peoples, that ensures confidentiality and privacy, that accords learners the right to identify or not, and is clear about the uses to which data will be put both internally and externally. Sustaining this balance with integrity and clarity will require ongoing vigilance in the coming year as we learn how Mosaic's implementation is experienced and whether any changes in reporting requirements flow from the University's new Strategic Mandate Agreement. It will be of critical concern, too, to see whether Amendments to the MTCU Act (Schedule 5, Bill 10, 2014) will require universities to report personal rather than aggregate information to government. If that becomes the case, McMaster will need to consider the integrity and ethics of compliance with MTCU requirements and the guidance of the IEC and the indigenous campus and surrounding communities will be needed.

VERIFICATION OF FNMI ANCESTRY: In the year ahead, PACBIC and the FNMI Working Group will contribute to the development of a campus-wide approach to verification of ancestry – the second objective emerging from the President's meeting in March. Developing a single, central process of verifying FNMI students' ancestry will ensure that all McMaster programs operate (when determining eligibility for, for example, scholarships and admission to programs with designated spaces for indigenous learners) with criteria that are the same and that derive from definitions of indigeneity that recognize their complexity and respect their meanings among FNMI communities.

BARRIERS TO INCLUSION OF THE TRANSGENDER COMMUNITY ON CAMPUS/ GENDER IDENTITY IN STUDENT & EMPLOYEE RECORDS

With the Equity Services branch of HRES, PACBIC has taken up over the last two years a number of issues of concern to transgender members of the campus community (e.g. issues of respectful language, the availability of Positive Space training and the availability of inclusive washrooms). In 2013-2014, PACBIC's input was sought on the design of student and employee portions of the new Mosaic information systems and the appropriate recording of gender identity. A consultation meeting was organized with representatives of the Trans Advisory and efforts to create a more welcoming and inclusive community continue. One of the newly hired staff members in HRES will

be designated to work on the Trans Advisory Work Plan.

DEVELOPING A UNIVERSITY POLICY ON RELIGIOUS ACCOMMODATION

Recognizing the diversity of the student body and McMaster's commitment to inclusion, PACBIC's Interfaith Issues Working Group has formed a sub-committee to develop a policy for accommodation of student religious and spiritual observance. Students' religious and spiritual obligations may at times clash with their academic obligations (e.g. exam scheduling). Without an appropriate accommodation policy, students' only resort is to try and negotiate ad hoc arrangements individual by individual. The absence of a policy and a clear institutional basis of entitlement to accommodation has been a longstanding concern for members of various faith and indigenous communities on campus, as well as for the numerous offices and individuals who see the need for a clear system-wide response and procedures (e.g. Associate and Assistant Deans, Registrar, Ombuds, Chaplaincy). The sub-committee is made up of members of all these groups and is working through design, consultation and approval steps with the goal of implementing the policy in September 2015. Its introduction will bring McMaster into alignment with provisions in the Ontario Human Rights Code and with many other universities who already have such policies in place.

Food on campus continues to be a focus of concern. Over the year, members have been meeting with Hospitality Services to discuss 'kosherizing' Bridges. Work is ongoing and a general statement about the identified need to provide a wider range of food options that meet faith-based dietary restrictions continues to engage members of the Interfaith Issues working group.

LOOKING AT MENTAL HEALTH THROUGH AN INCLUSION LENS

Mental health issues and concerns about the sufficiency of supports on university campuses receive increasing attention in discussions of the welfare of post-secondary students and in the media. Institutional responses at McMaster and elsewhere take the form of valued (and often very strained) health services and wellness programs, at times augmented by student-led initiatives concerned with, for instance, peer support and challenges to the stigma associated with mental health disabilities.

At a PACBIC meeting in January 2014, students, staff and faculty involved in various ways with mental health services and initiatives on campus shared information about their work, illuminating the range of their perspectives and concerns. Discussion clarified the potential of PACBIC's particular contribution in bringing an inclusion lens to bear on issues on campus. Framed by a social (rather than medical) model of mental disability, this inclusion-focused approach to mental health builds on the large body of scholarship in critical disability studies and on the long history of activism that challenges the institutional barriers and social exclusions faced by people deemed 'mentally ill'. In the campus context, this perspective might address, for example: ways in which taken-for-granted university practices exacerbate student stress (e.g. concentrated assignment or exam scheduling); the potential of peer support programs focused on successful navigation of academic requirements; the possibilities of fashioning academic accommodation processes to better support students with mental health disabilities; and, more broadly, fostering dialogue about contested and diverse understandings of mental distress and their implication for teaching, learning and campus culture.

To explore these kinds of questions and possibilities, a new working group on *Mental Health, Equity and Inclusion* has been formed. It includes members of student, staff and faculty constituencies and has developed its mandate as follows:

- identify, anticipate, and proactively address issues affecting the equity-seeking communities of consumer/survivors of the psychiatric system, Mad people, and people with mental health disabilities both within the University and relevant to those seeking access to the University and advise PACBIC on such issues.
- provide a forum for discussion, reflection and learning on issues of inclusion and equity in mental health, Mad Positivity, Anti-Saneism, and community-building, including community-building among Mad peers on campus.
- provide advice to PACBIC on the planning and development of policies and programs related to or impacting mental health from the lens of "building an inclusive community with a shared purpose", both within the University and the broader McMaster community.

CHALLENGING VIOLENCE AGAINST WOMEN AND GENDER-BASED VIOLENCE

Violence on campus and efforts to enhance safety have been longstanding concerns for many at McMaster (e.g. the Anti-Violence Network, HRES, GSFR, ISP, Security Services) – concerns mirrored in other universities and in mounting media attention to what some have termed the ‘rape culture’ on many campuses. Two relatively recent developments at McMaster have heightened these concerns and the institutional resolve to address them.

The first, noted earlier, was the very public exposure of the sexist and degrading practices associated with Redsuits events in the Faculty of Engineering, in response to which the University hired an external investigator. Invited to comment on the investigator’s report in May 2014, PACBIC offered both some short-term proposals for 2014 Welcome Week training on sexual violence and the meaning of consent, and longer-term suggestions for educational initiatives and supports to enhance safety on campus and engage the community in wider conversation about all forms of gender-based violence.

The second development that heightened attention to the persistence of violence against women has been the *It’s Time* project in which McMaster partnered with the Hamilton YWCA and the Sexual Assault Centre for Hamilton & Area (SACHA). This far-sighted partnership and example of McMaster’s commitment to community engagement were part of a Canada-wide initiative funded by Status of Women Canada (*Engaging Young People to Prevent Violence against Women on Post-Secondary Campuses*). The *It’s Time* project coordinators worked over the last two years with a broadly-based campus advisory committee to gather data and develop recommendations on how responses could be improved and instances of violence prevented. Their final report, completed in June 2014, includes recommendations for a campus-wide Violence Response Protocol and Coordinator, changes in the sexual harassment policy, and ongoing attention to fostering and educating toward a safe and inclusive campus culture.

To take up these recommendations and to work toward the longer-term change in campus culture envisioned in University responses to the Redsuits investigation and to other incidents of sexual violence, PACBIC has now established a working group on Violence against Women and Gender-Based Violence. The Working Group’s mandate is:

- To provide expertise and analysis to PACBIC in order that it may advise the President and Provost on issues related to violence against women/gender-based violence.
- To increase awareness at McMaster University about violence against women/gender-based violence and how different groups are impacted differentially as a result of social location, intersecting identities and/or a history of colonization.
- To support the implementation of reports and recommendations related to violence against women/gender-based violence including the "It's Time To End Violence Against Women on Campus" Project Recommendations (June, 2014) and the "McMaster Engineering Redsuits and Welcome Week Culture" Report (April 2014).
- To support efforts by other campus groups including the Anti-Violence Network, the McMaster Student Union (MSU), MSU Women and Gender Equity Network (WGEN) and the Student Wellness Centre in developing and implementing violence awareness and prevention initiatives.
- To respond to future incidents of violence against women/gender-based violence on campus.
- To act as a centralized campus hub on violence against women/gender-based violence in order to identify emerging issues, encourage research efforts and share promising practices on issues related to violence against women/gender-based violence.

PACBIC SPONSORED OR SUPPORTED IN 2013-2014

EVENTS

LAWRENCE HILL - CONVERSATION ON "THE BOOK OF NEGROES", Common Reading Program, September 3rd, 2013.

WE SHOULD KNOW EACH OTHER: LGBTQ MEET & GREET, Tuesday, October 29th, 2013. A meet and greet event for McMaster LGBTQ+ faculty, staff and students and their allies. Spoken word entertainment was provided by Matapa Music and Arts Organization (www.matapa.ca) plus performances by McMaster students. This event was a launch to MacPride week, which was scheduled the following week, November 4th – 8th, 2013.

RICHARD VAN CAMP FILM SCREENING OF "THE LESSER BLESSED", November 5th & 6th, 2013. Tlichio writer Richard Van Camp came to McMaster, from Edmonton, and screened his feature length film, *The Lesser Blessed*. Van Camp is a gifted storyteller and writer whose prominent focus is Indigenous youth.

INTERFAITH SHABBAT DINNER, February 28th, 2014. Members of the McMaster community were invited for a traditional/explanatory Friday night dinner. The purpose of the evening was to bring communities together; to discuss our individual practices while celebrating our similarities and shared experiences.

PRIDE HOUSE: FROM HAMILTON TO SOCHI, Tuesday, February 11th, 2013. Pride House is "a venue welcoming LGBT athletes, fans, and others and their allies during international sporting events." The Pride Houses are "akin to the various national houses at such events, they are welcoming

places to view the competitions, to enjoy the event, to learn about LGBT sport and homophobia in sport, and to build relations with mainstream sport."

HUMAN LIBRARY, Thursday, March 13th, 2014, Mills Library. A Human Library provides the opportunity for people from diverse backgrounds to act as living books that are made available for loan to readers for conversation. Readers are encouraged to ask questions to learn more about that individual's experience of their culture, faith, gender identity, disability, etc. This informal and interactive pedagogical approach uses direct dialogue as a means to dispel myths and stereotypes about members of historically marginalized populations. This event was free of charge to participants and open to members of the broader community of Hamilton.

DAUGHTERS OF ABRAHAM: a dialogue group that focuses on developing relationships and fostering understanding among representatives of Christian, Jewish and Muslim students. The group averages around 15 women who meet several times a term for dialogue on topics they decide are relevant. Additional activities include: making sandwiches for a shelter, reading a book together, attending a lecture or film together. Carol Wood, Ecumenical Chaplain and Chair of the Interfaith Issues Working Group, facilitates the group.

INITIATIVES

Two applications from graduate students' for School of Graduate Studies' SPICES funding:

MAKING MCMASTER MAD(NESS) POSITIVE - projects aiming to develop: (1) peer support certification training through the Mental Health Rights Coalition and Mad School workshops to strengthen Mad students' peer support and advocacy skills; (2) facilitation of structured mental health recovery and wellness education (WRAP - Wellness Recovery Action Plan) self-help groups; and (3) publication of a "zine" that evaluates and theorizes these activities.

THE ELEPHANT IN THE ROOM: RACISM AND ANTI-RACISM IN HAMILTON IN THE 21ST CENTURY - project aims to foster a strong anti-racist and inclusive culture at McMaster through the production of a 20 minute documentary about racism and anti-racism in Hamilton. The documentary will include interviews with anti-racist activists in the community, and we will be recruiting undergraduate students to be involved in the process of producing this documentary, providing them with opportunity to engage in the scholarly community at McMaster, and to conduct scholarship in more creative ways.

MCMASTER ACCESSIBILITY VIDEO PUBLISHED BY MCMASTER INSTITUTE FOR INNOVATION & EXCELLENCE IN TEACHING AND LEARNING (MIETL)

<http://www.youtube.com/watch?v=IYaRsBvluQ0>

ACKNOWLEDGMENTS

Appreciation is expressed to:

- the many individuals and offices that contributed to PACBIC's work in the past year
- the staff of Human Rights & Equity Services for the expertise they offer to the working groups, and the administrative resources and institutional knowledge with which they support all PACBIC's activities.

APPENDIX A

LIST OF PACBIC MEMBERS, 2013-2104

Executive Members	Position
Jane Aronson	Chair
Israa Ali	Student Vice-Chair
Organizational Members	Contact
Aboriginal Students Health Sciences	Danielle Soucy
African Caribbean Faculty Association of McMaster	Juliet Daniel
Athletics & Recreation	Andrew Pettit
Chaplaincy Centre	Carol Wood
Employee Health	Kim Robb-Cassidy
Graduate Studies	Andrea Cole/ Peter Self
Human Resources	Wanda McKenna
Indigenous Studies Program	Rick Monture
McMaster Hillel	Sarah Silverberg
McMaster Institute for Innovation & Excellence in Teaching & Learning	Marie Vander Kloet
McMaster Muslim Students Association	Sally Elsadek
McMaster Students Union	David Campbell
McMaster Students Union Diversity Services	Israa Ali
McMaster University Academic Librarians' Association	Ines Perkovic
McMaster University Faculty Association	Marshall Beier
Ontario Public Interest Research Group	Kojo Dampthey
Queer Students Community Centre	Jyssika Russell
Student Accessibility Services	Tim Nolan
Student Wellness Centre	Pearl Mendonça
UNIFOR 5555	Jim McAndrew
Individual Members	Membership Type
Jennie Anderson	Staff
Joanne Buckley	Staff
Alise deBie	Student
Sandra Colavecchia	Faculty
Nashwa Khan	Student
Wayne Lewchuk	Faculty
Beth Marquis	Staff

Dawn Martin-Hill	Faculty
Rhonda Moore	Staff
Saiedeh Razavi	Faculty
Ann Fudge Schormans	Faculty
Allison Sekuler	Faculty
Karen Sutton	Staff
Catherine Tompkins	Faculty
Non-Voting Members	
Contact	
Ombuds Office	Carolyn Brendon

LIST OF PACBIC MEMBERS, 2014-2015

Executive Members	Position
Jane Aronson	Chair
Andrew Pettit	Vice-Chair (Staff)
Sarah Quayyum	Vice-Chair (Student)
Organizational Members	
Contact	
Aboriginal Students Health Sciences	Danielle Soucy
African Caribbean Faculty Association of McMaster	Juliet Daniel
Athletics & Recreation	Theresa Burns
Chaplaincy Centre	Carol Wood
Employee Health	Carrie Allen
Graduate Studies	Andrea Cole/ Peter Self
Human Resources	Wanda McKenna
Indigenous Studies Program	Rick Monture
McMaster Graduate Students Association	Lucia Myongwaon Lee
McMaster Hillel	Raphael Szajnfarber
McMaster Institute for Innovation & Excellence in Teaching & Learning	Beth Marquis
McMaster Muslim Students Association	Ammar Ahmed
McMaster Students Union	Teddy Saull/ Jacob Klugsberg
McMaster Students Union Diversity Services	Nishan Zewge-Abubaker
McMaster University Academic Librarians' Association	Lynne Serviss
McMaster University Faculty Association	Marshall Beier/ Nancy Bouchier

Ontario Public Interest Research Group	Kojo Dampthey
Queer Students Community Centre	Daniel McGuire
Student Accessibility Services	Tim Nolan
Student Wellness Centre	Pearl Mendonça
UNIFOR 5555	Jim McAndrew
Individual Members	
Jennie Anderson	Staff
Eulene Victoria Bomberry	Student
Joanne Buckley	Staff
Sandra Colavecchia	Faculty
Alise deBie	Student
Amber Dean	Faculty
Sarah Jama	Student
Ameil Joseph	Faculty
Wayne Lewchuk	Faculty
Rhonda Moore	Staff
Allison Sekuler	Faculty
Karen Sutton	Staff
Lynn Stewart	Staff
Ismaël Traoré	Student
Albina Veltman	Faculty
Nicole Virgin	Staff
Non-Voting Members	
Ombuds Office	Carolyn Brendon