

PRESIDENT'S ADVISORY COMMITTEE ON
BUILDING AN INCLUSIVE COMMUNITY
PACBIC



2012-2013 ANNUAL REPORT TO THE McMASTER COMMUNITY



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The President's Advisory Committee on Building an Inclusive Community (PACBIC) has prepared this report in order to:

- 1) acquaint the McMaster community with PACBIC's mandate and activities;
- 2) make visible issues of current concern and priority;
- 3) engage all members of the campus community in redressing discriminatory institutional practices together.

PACBIC: MANDATE & ORGANIZATION

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

- *Identify and anticipate issues affecting equity-seeking communities (including but not limited to Aboriginal 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.*²

This mandate aligns closely with the principles set out in President Deane's *Forward with Integrity: A Letter to the McMaster Community*³, notably, the call to return to the civic mission of higher

¹ [Refining Directions](#)

² [PACBIC Terms of Reference](#)

³ [McMaster Daily News "Forward with Integrity"](#)

education and the urging that the University integrate engagement with local and global communities into all facets of its work.

PACBIC contributes to these 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.

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 current list of members). Membership is organized through a formal nomination process and members are appointed by the President. PACBIC is co-chaired by a faculty/ staff member and a student knowledgeable about the issues (presently Jane Aronson, Director of the School of Social Work and Siobhan Stewart, President of the McMaster Student Union). Its activities are organized through thematic working groups that presently include:

- Access and Accommodation
- Climate Assessment
- Communications & Visibility
- Inter-Faith Issues
- Employment Equity
- PACBIC Dialogues

The working groups are supported by the staff of the Office of Human Rights & Equity Services (HRES), and the Provost's Office provides an annual budget to support working groups' initiatives and PACBIC events.

ENHANCING EQUITY & INCLUSION: WORKS IN PROGRESS

Questions of exclusion and discrimination in institutional practices and policies have received considerable attention in recent years and, as in many universities, we have seen change and progress at McMaster. Below are examples of areas of progress and development that suggest the kinds of changes accomplished. The examples also reveal the range and numbers of campus offices and groups that contributed to the accomplished changes: contributing campus partners and collaborators are noted in brackets. The list of areas and contributors is intended to be illustrative, not exhaustive.

Enhanced Equity in Education

Some examples:

- Developments in Aboriginal student recruitment
(Offices of Registrar, AVP Academic, Indigenous Studies Program, Faculty Deans, Department Chairs & Directors, McMaster University First Nations Student Association, Aboriginal Student Health Office)
- Increased support for Aboriginal graduate students
(School of Graduate Studies, Indigenous Graduate Student Society)
- Creation of more inclusive and accessible classrooms
(Centre for Leadership in Learning, Office of Human Rights & Equity Services, Faculty Deans, Department Chairs & Directors, Student Accessibility Services, Student groups)
- Out-reach initiatives to low-income neighborhoods aimed at encouraging young people to see themselves as potential McMaster students
(Faculty Deans, Provost, Office of the President, Department Chairs & Directors, Student Success Centre, McMaster Community Poverty Initiative, Student Open Circles, multiple community partners)
- Establishment of Program in Gender Studies & Feminist Research
(Provost, Faculty of Humanities, Women's Studies Advisory Committee)

Enhanced Equity in Employment

Some examples:

- Appointment of a number of Aboriginal faculty members and creation of pre-doctoral fellowships
(Provost, Faculty Deans, Department Chairs & Directors)
- Establishment of African-Caribbean Faculty Association at McMaster (ACFAM)
(Provost, Office of Human Rights & Equity Services, McMaster University Faculty Association)
- McMaster became a member of Pride At Work Canada
(Office of Human Rights & Equity Services, Faculty Deans, Library)

Enhanced Equity in Organizational Culture

Some examples:

- Increased attention to the representation of diversity (and thus welcome) in institutional images.

(Office of Public Relations, Office of Human Rights & Equity Services, Registrar's Office, Student Success Centre, Faculty Deans)

- In addition to the Muslim Student Association (MSA) office, the creation of several small prayer spaces on campus; e.g., in Thode Library, Ron Joyce Centre.
(Faculty Deans, Library, Facility Services, Chaplaincy Centre, Ron Joyce Centre – DeGroot School of Business, MSU Diversity Services, faith-based student and employee groups)
- Efforts to ensure compliance with the requirements of the Accessibility for Ontarians with Disabilities Act (AODA).
(Student Accessibility Services, AVP Academic, AVP Student Affairs, AVP Administration, Human Resources, School of Graduate Studies, Faculty Deans and Offices, Department Chairs & Directors, Centre for Leadership in Learning – Community of Practice)
- Introduction of more gender neutral washrooms.
(Office of Human Rights & Equity Services, Facility Services, Queer Students Community Centre, McMaster Athletics and Recreation Centre)
- A pilot project focused on creating welcoming spaces for members of the LGTBO-identified communities.
(McMaster Athletics and Recreation, Queer Student Community Centre, Campus Wellness Centre, Office of Human Rights & Equity Services)
- Fostering debate and analysis of current global issues and media coverage that affect and engage McMaster community members.
(Relevant academic departments and student and employee groups)

These varied developments are the result of the tenacious work of many offices, groups and individuals over time and, in some of them, PACBIC and its members have played a role. From such local developments, from the literature on organizational change and diversity, and from the initiatives implemented by other universities, we can learn about promising practices and models for equity-seeking change. We can also learn from all these sources about productive change *processes*: how once obscured exclusions and discriminatory practices become visible and how individuals and groups come together to integrate their redress into institutional culture and practice. Some issues of systemic discrimination are made visible by legal requirements that demand institutional compliance. However, as the President noted when addressing PACBIC in November 2011, an especially difficult part of the challenge before us lies in identifying less visible exclusions and changing the taken-for-granted practices and unwitting assumptions that sustain them. It is, he observed, the responsibility of everyone in the McMaster community to be alert to these less visible processes and work toward the inclusive and just institutional practices to which the University aspires.

PACBIC seeks to contribute to these processes. We highlight below areas of concern on which PACBIC is currently focusing and invite the reflection, resources and problem-solving skills of many on campus that will be needed to address them.

McMaster community members are invited to attend PACBIC meetings, to visit the PACBIC website to learn more about future initiatives and activities and, if interested, to put their names forward when nominations for new members are invited. For more information, visit:

www.mcmaster.ca/pacbic.

Issues on which PACBIC is currently focusing are summarized in the following pages under three inter-related headings:

1. Equity in education

- Financial barriers
- Accommodation on the basis of religion
- Barriers for students with disabilities
- Programmatic gaps

2. Equity in employment

- Lack of employee demographic information
- Lack of job category information
- Lack of communication of employment equity data, reports & policies
- Continued low representation of historically under-represented groups
- Inconsistency in awareness of entitlement to reasonable accommodation

3. Equity in organizational culture

- Lack of representative stock images
- Accessibility concerns
- Inadequate spaces for equity-seeking groups
- Invisibility of racialized campus community members and racism
- Insufficient range of food choices that meet religious requirements (halal, kosher, vegetarian)
- Concerns about gender-based violence
- Little communication and visibility of religious groups on campus
- Space for First Nations, Metis & Inuit student services

For each issue identified, the report provides a snapshot of activities and plans designed to address it and a list of campus partners relevant to it.

It should be noted that enhancing inclusion of Aboriginal peoples on campus continues to be a priority for PACBIC and cuts across all three areas. Although Aboriginal peoples and concerns are prominent in larger Canadian society and in our region and while there have been some positive changes on campus in recent years, the representation of Aboriginal peoples at McMaster is still very low – not only in terms of their presence among faculty, students and staff but also in terms of the visibility of Indigenous ways of knowing in all facets of the life of the University.

Equity in Education

1. Tensions & Areas for Change: FINANCIAL BARRIERS

Summary: Financial barriers thwart the progress of many students and, at times, University (and provincial) policies and practices can compound their difficulties and generate a kind of 'secondary' jeopardy for them.

Activities and Plans:

- Gather data on intersecting financial barriers; e.g., for students with disabilities who study part-time and are thus not considered for scholarship support, or have to pay to extend registration in order to complete thesis work; for international students.
- Work with relevant campus offices to explore patterns of difficulty and possible resolutions.

Identified Campus Partners:

- McMaster Association of Part-time Students (MAPS)
- Student Financial Aid
- Registrar
- Student Accessibility Services (SAS)
- School of Graduate Studies (SGS)
- International Student Services
- AVP Academic

2. Tensions & Areas for Change: ACCOMMODATION ON THE BASIS OF RELIGION

Summary: Currently, many students are not aware of their right to be reasonably accommodated on the basis of religion; information is not readily available and there is inconsistency in how students are accommodated.

Activities & Plans:

- To identify best practices for academic accommodations of students on the basis of religion and work with the Registrar to ensure that processes for requesting accommodation are accessible, clear and consistently applied.
- Grant secured to support a student researcher to assist in the development of website content including promising religious accommodations.

Identified Campus Partners:

- Registrar
- Student Affairs
- MSU Diversity Services
- Chaplaincy Centre
- Faith-based Student Groups including McMaster Hillel and the Muslim Students Association
- Faculty Deans
- Department Chairs & Directors

3. Tensions & Areas for Change: BARRIERS FOR STUDENTS WITH DISABILITIES

Summary: Currently students with disabilities face barriers related to Parking & Transportation issues, varying by full and part-time status. There is concern that being part-time (the study route for many students with disabilities) can disadvantage students because, for example, they are not eligible for the Dean's Honour List or awards and bursaries.

Activities & Plans: Collaboration in progress with the President's Advisory Committee on Parking and Transportation (PACTP) to set up a working group on access and accommodation.

Campus Partners:

- Department Chairs
- Security & Parking Services
- President's Advisory Committee on Parking and Transportation (PACPT)
- Office of Human Rights & Equity Services (HRES)
- Student Accessibility Services (SAS)
- Faculty Deans

4. Tensions & Areas for Change: PROGRAMMATIC GAPS

Summary: Programmatic gaps that do not reflect emerging areas of scholarship and the interests represented in the current campus community e.g. absence of focus on African Diaspora Studies.

Activities & Plans: Faculty and students meeting to map out a possible minor or other approach to making this burgeoning area of scholarship visible. Funding secured for student to survey offerings and their development in other universities.

Campus Partners:

- Provost
- Faculty Deans
- Department Chairs & Directors
- African Canadian Faculty Association at McMaster (ACFAM)
- MSU African Caribbean Association (ACA)

Equity in Employment

1. Tensions & Areas for Change: LACK OF EMPLOYEE DEMOGRAPHIC INFORMATION

Summary: McMaster lacks current data on the demographic composition of its workforce and thus has no base from which to explore questions about representation or systemic patterns in hiring, career development and security. There is current concern regarding update and storage of the data that has been collected to date.

Activities & Plans:

- Explore how best to work with Human Resources (HR) to move forward. The recent elimination of the Federal Contractors Program removes the legal obligation to comply with rigid data gathering and reporting requirements and opens an opportunity to proceed in a manner in keeping with McMaster's commitments to equity and inclusion.
- The Mosaic Project to modernize all the University's business processes also affords an ideal opportunity to integrate these commitments into future practices.

Identified Campus Partners:

- Human Resources
- Employee bargaining units and associations
- Office of Human Rights & Equity Services (HRES)
- Office of Institutional Research & Analysis
- Mosaic Project Team

2. Tensions & Areas for Change: LACK OF JOB CATEGORY INFORMATION

Summary: The acquisition and analysis of detailed data would allow us to understand issues of employment equity amongst different employment categories/groups. Presently, the composition of different job categories at the University (staff, faculty) is unknown. This data would allow us to explore mechanisms for making recruitment, retention and promotion within the university more equitable.

Activities & Plans:

- Clarify how information is collected and stored.
- Work in partnership with different entities to determine how to move forward.

Identified Campus Partners:

- Human Resources
- Employee bargaining units and associations
- Office of Human Rights & Equity Services (HRES)
- Office of Institutional Research & Analysis

3. Tensions & Areas for Change: LACK OF COMMUNICATION OF EMPLOYMENT EQUITY DATA, REPORTS & POLICIES

Summary: In comparison to other universities, there is limited online communication of data, reports and policies related to Employment Equity.

Activities & Plans: Conduct a comparative analysis of what other universities and large corporations are doing to promote employment equity online.

Identified Campus Partners:

- Human Resources
- Office of Human Rights & Equity Services (HRES)
- Employee Bargaining Units and Associations
- Office of Institutional Research & Analysis

4. Tensions & Areas for Change: CONTINUED LOW-REPRESENTATION OF HISTORICALLY UNDER-REPRESENTED GROUPS

Summary: Continued low representation of faculty and staff from groups traditionally under-represented in post-secondary education.

Activities & Plans: Support for recruitment, hiring and support practices to redress this issue.

Identified Campus Partners:

- Faculty Deans
- Provost
- Department Chairs & Directors
- Personnel responsible for recruitment, hiring etc.
- Human Resources
- Office of Human Rights & Equity Services (HRES)
- Employee bargaining units and associations

5. Tensions & Areas for Change: INCONSISTENCY IN AWARENESS OF ENTITLEMENT TO REASONABLE ACCOMMODATION

Summary: Employees are not uniformly aware that they are entitled to reasonable accommodation on the basis of grounds enumerated in the Ontario Human Rights Code and/or as outlined in Collective Agreements. Human Resources policies contain appropriate information and guidelines.

Activities & Plans: Review the communication strategies related to the dissemination and education around these policies

Develop a mechanism for informing employees of their right to be reasonably accommodated.

Identified Campus Partners:

- Human Resources
- Faculty Deans
- Employee bargaining units and associations
- Chaplaincy Centre
- Office of Human Rights & Equity Services (HRES)

Equity in Organizational Culture

1. Tensions & Areas for Change: LACK OF REPRESENTATIVE STOCK IMAGES

Summary: University communications at times use stock images that suggest very little diversity on campus.

Activities & Plans: Photo competition underway in order both to draw attention to the continued problem and generate bank of more diverse images. The Indigenous Studies Program has retained a photographer to produce appropriate images of Indigenous communities located in Southern Ontario.

Identified Campus Partners:

- Registrar's Office
- Office of Public Relations
- Student Success Centre

2. Tensions & Areas for Change: ACCESSIBILITY CONCERNS

Summary: Accessibility concerns for students and employees with disabilities.

Activities & Plans: Identifying and working to redress accessibility challenges in MUSC and elsewhere; e.g., lack of working elevators, inaccessible washrooms.

Identified Campus Partners:

- McMaster University Student Centre (MUSC)
- Facility Services
- Student Accessibility Services (SAS)
- Human Resources
- Office of Human Rights & Equity Services (HRES)
- McMaster Accessibility Council (MAC)
- School of Rehabilitation Sciences
- MSU Diversity Services
- McMaster Association for Part-time Students (MAPS)

3. Tensions & Areas for Change: INADEQUATE SPACES FOR EQUITY-SEEKING GROUPS

Summary:

- There are a lack of appropriate gathering spaces for various communities on campus; e.g., spiritual/faith communities, First Nations, Metis and Inuit students, MAD Students Society.
- Demolition of Wentworth House and prayer space for Muslim students and employees is a very current concern; additionally, loss of Wentworth House means that McMaster Hillel has lost access to a space which allows them to serve prepared kosher food for special events.

Activities & Plans: Ongoing meetings with student groups and relevant administrators.

Identified Campus Partners:

- Facility Services
- McMaster Student Union (MSU)
- MSU Diversity Services
- Groups representing spiritual/faith communities on campus

4. Tensions & Areas for Change: INVISIBILITY OF RACIALIZED CAMPUS COMMUNITY MEMBERS & RACISM

Summary: Invisibility reported by racialized members of the campus community, lack of discussion of ways in which racism in the wider society unfolds in institutional silences.

Activities & Plans:

- Discussions with concerned student and employee groups. A fall workshop on racism planned by HRES to which campus community invited.
- Last year, there was a 'Too Asian?' panel discussion organized in response to a MacLean Magazine article ([click here](#) to read the article) to discuss its assumptions and context and consider implications for this campus.

Identified Campus Partners:

- Faculty Deans
- Student Affairs
- Student & Employee groups representing racialized communities

5. Tensions & Areas for Change: INSUFFICIENT RANGE OF FOOD CHOICES AVAILABLE TO FAITH-BASED GROUPS

Summary: There is a lack of appropriate and affordable food choices on campus, especially kosher and halal options.

Activities & Plans:

- PACBIC is seeking information from other campuses about their services and sharing this information with Hospitality Services and the Director of Housing.
- Plans to provide support and expertise in the creation of a training video for all food service staff to enhance sensitivity to the dietary needs of faith-based persons.
- PACBIC's Inter Faith Issues Group hosting both ongoing informal and formal dialogues to enhance community-building through interfaith dialogue and increase understanding about the challenges faced as the basis for working toward solutions.

Identified Campus Partners:

- Hospitality Services
- Housing Services
- Faith-based campus groups
- Open Circles

6. Tensions & Areas for Change: CONCERNS ABOUT GENDERED VIOLENCE

Summary: Concerns about gendered violence and women's safety on campus.

Activities & Plans: PACBIC and various campus offices and academic units are supporting a project aiming to engage young people to prevent violence against women on post-secondary campuses. PACBIC is supporting the project which was initiated by the Sexual Assault Centre (Hamilton & Area) and the Hamilton YWCA and benefited from federal government funding.

Identified Campus Partners:

- Student affairs
- Security Services
- Anti-Violence Network (AVN)
- Office of Human Rights & Equity Services (HRES)
- Women's Advocate
- Canadian Auto Workers (CAW)
- McMaster Student Union (MSU)
- Employee bargaining units
- Department of Gender Studies and Feminist Research (GSFR)

7. Tensions & Areas for Change: LITTLE COMMUNICATION & VISIBILITY OF RELIGIOUS GROUPS ON CAMPUS

Summary: Many religious groups are student clubs. For new or potential students and employees, finding information about religious leaders and observances is difficult and time consuming.

Activities & Plans: Creation of a virtual faith/spiritual presence on campus through the creation of an active interfaith website which can be visited by clicking [here](#). This project was facilitated by a grant from the Student Life Enhancement Fund (Student Affairs/MSU) which funded a MacWork student to develop the site.

Identified Campus Partners:

- Student Affairs
- Community partners
- Faith-based employee and student groups

8. Tensions & Areas for Change: SPACE FOR FIRST NATIONS, METIS & INUIT STUDENT SERVICES

Summary: Insufficient space to support indigenous student services and community connections and gatherings.

Activities & Plans: Contributing to consultations on the design of the Wilson Building with attention to culturally appropriate space.

Identified Campus Partners:

- Provost & VP Administration
- McMaster University First Nations Student Association (MFNSA)
- Aboriginal Student Health Services (ASHS)
- Indigenous Studies Program (ISP)

9. Tensions & Areas for Change: LACK OF DATA ON EQUITY INITIATIVES ON CAMPUS

Summary: There are many equity-related initiatives currently on campus but we lack the data necessary to see a full picture of them.

Activities & Plans: PACBIC's Climate Assessment Working Group plans to hire a student to conduct an inventory in order to build a comprehensive picture, identify synergies, successful practices, and shared concerns.

Identified Campus Partners:

- | | |
|---|---|
| • Athletics & Recreation | • Student Wellness Centre |
| • Residence Life | • MUSC Administration |
| • Student Accessibility Services (SAS) | • Queer Student Community Centre (QSCC) |
| • Facility Services | • Office of Human Rights & Equity Services (HRES) |
| • Centre for Leadership in Learning (CLL) | |

PRESIDENT'S ADVISORY COMMITTEE ON BUILDING AN INCLUSIVE COMMUNITY (PACBIC)

2012-2013 MEMBERSHIP LIST

ORGANIZATIONAL MEMBERS

Priscilla Ally & Nicole Duquette, McMaster Students Union Diversity Services, 1 year term

Afeez Hazzan, Canadian Union of Public Employees (CUPE) Local 3906, 2 year term

Nancy Bouchier, McMaster University Faculty Association (MUFA), 2 year term

Kojo Dampety, Ontario Public Interest Research Group (OPIRG), 2 year term

Juliet Daniel, African Caribbean Faculty Association (ACFAM), 1 year term

Siobhan Stewart, McMaster Students Union (MSU), 3 year term

Yusra Munawar, Muslim Students Association (MSA), 1 year term

Dawn Martin Hill, Indigenous Studies Program (ISP), 3 year term

Jim McAndrew, Canadian Auto Workers (CAW) Local 555, 1 year term

Wanda McKenna, Department of Human Resources, 2 year term

Tim Nolan, Student Accessibility Services (SAS), 3 year term

Adam Law, McMaster Hillel, 1 year term

Danielle Soucy, Aboriginal Students Health Sciences (ASHS), 2 year term

Rick Stapleton, McMaster University Academic Librarians Association (MUALA), 1 year term

Jyssika Russell, Queer Students Community Centre (QSCC), 3 year term

Marie Vander Kloet, Centre for Leadership in Learning (CLL), 2 year term

Carol Wood, McMaster University Chaplaincy Centre, 3 year term

INDIVIDUAL MEMBERS

Carrie Allen, 2 year term

Jennie Anderson, 2 year term

Jane Aronson, 2 year term

Appendix A

Scott Bennet, 2 year term

Joanne Buckley, 2 year term

Sandra Colavecchia, 2 year term

Ann Fudge Schormans, 2 year term

Ni Jadon, 2 year term

Craig Jennex, 1 year term

Beth Marquis, 1 year term

Rick Monture, 2 year term

Andrew Pettit, 2 year term

Syed Raza, 1 year term

Allison Sekuler, 1 year term

Mathangi Sevamenan, 1 year term

Karen Sutton, 2 year term

Catherine Tompkins, 1 year term

OFFICE OF HUMAN RIGHTS & EQUITY SERVICES STAFF SUPPORT:

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