

# Memorandum

**Office of the Provost and VP (Academic)**

James Administration Building, Room 504

Tel: 514-398-4177 | Fax: 514-398-4768

**TO:** Senate

**FROM:** Professor Lucyna Lach, Chair, Committee for the Implementation of the Policy against Sexual Violence

**SUBJECT:** Report of the Committee for the Implementation of the Policy against Sexual Violence

**DATE:** January 16, 2019

**DOCUMENT #:** D18-35

**ACTION REQUIRED:** ☒ INFORMATION ☐ APPROVAL/DECISION

---

**ISSUE** The Report of the Committee for the Implementation of the Policy against Sexual Violence is presented for information.

---

**BACKGROUND & RATIONALE** The *Policy against Sexual Violence* (“the Policy”) (s. 7) states:

This Policy’s objectives shall be pursued through an implementation plan, developed and guided by a committee that includes representation of students, academic staff and administrative and support staff [...].

The present report sets out the activities of this Committee.

---

**PRIOR CONSULTATION** N/A

---

**SUSTAINABILITY CONSIDERATIONS** N/A

---

**IMPACT OF DECISION AND NEXT STEPS** The report will inform revisions to the Policy that will come to Senate for information in February 2019, and to Senate and the Board for approval in March 2019 and April 2019 respectively.

---

**MOTION OR RESOLUTION FOR APPROVAL** N/A

---

**APPENDICES** Appendix A: Report of the Committee for the Implementation of the Policy against Sexual Violence

---



Committee for the Implementation of the Policy Against Sexual Violence  
("Implementation Committee")

Final Report

December 18, 2018

Written by: Professor Lucyna Lach

Implementation Committee Members:

Professor Lucyna Lach, Associate Dean, Student Affairs, Faculty of Arts (Chair)  
Emil Briones/Jennyann Pura (Post Graduate Study Society (PGSS) Equity Commissioner)  
Connor Spencer (Student Society of McGill University (SSMU) VP External)  
Dorothy Apedaile (Sexual Assault Centre of McGill Student Society (SACOMSS))  
Maeve Botham (Sexual Assault Centre of McGill Student Society (SACOMSS))  
Bianca Tetrault (Sexual Violence Education Advisor, Office for Social Violence, Response,  
Support and Education (O-SVRSE))  
Alexandra Gregorian (Campus Public Safety)  
Veronica Amberg (Social Equity and Diversity Office)  
Jad El-Tal (Undergraduate Student Representative)  
Chloe Garcia (Graduate Student Representative)

## **Introduction:**

The Implementation Committee embarked on their mandate during the Winter term of the 2016-2017 academic year and continued during the 2017-2018 academic year. Members met on a regular basis to obtain a thorough understanding of current processes and supports related to sexual violence on campus, what their limitations were, consulted with faculty, students and administrative staff to generate recommendations to improve those processes, and supported the implementation of changes. This report follows the structure of the terms of reference that the Implementation Committee was initially provided, addresses what was learned and implemented, and generates recommendations going forward. These recommendations are mainly procedural and so should serve as a source of information for future review/revision of the Policy Against Sexual Violence and procedures associated with it.

At McGill University there are two main structures in place for the provision of support regarding sexual violence: Office for Sexual Violence Response, Support and Education (OSVRSE), and the Sexual Assault Centre of the McGill Students' Society (SACOMSS). OSVRSE was created in 2016 to provide support to all members of the McGill community (students, faculty, and staff) who have been impacted by sexual violence, whether it be sexual harassment or assault, gender-based or intimate partner violence, or cyberviolence on or off campus. The OSVRSE is comprised of two advisors: a Sexual Violence Education Advisor and a Sexual Violence Response Advisor who are supported by a part-time administrator. Using a survivor-centred, feminist and intersectional lens, staff support survivors through an approach that is non-judgemental, non-directional, compassionate and respectful of their dignity and autonomy. Services are provided regardless of gender, sexual orientation, age, citizenship or immigration status, and of when it happened.

OSVRSE provides the following:

1. Crisis Intervention and drop-in hours
2. Short-term counselling support (3-5 sessions)
3. Resource coordination including academic, workplace, medical and housing
4. Information about reporting processes (McGill policies and procedures, security and police services)
5. Accompaniment through reporting processes (internal and external to McGill) and to urgent medical appointments
6. Support activities including support groups, yoga therapy etc.
7. Educational campaigns including the #ConsentMcGill Campaign
8. Workshops (Becoming an Active Bystander, How to Respond to Disclosures, Alcohol and Consent)
9. Specialized training for all members of the McGill community
10. Consent McGill Peer Educator Team

The Student Society of McGill University (SSMU) also provides support to students and members of the Montreal community who have experienced sexual violence through their Sexual Assault Centre (SACOMSS). This is a volunteer-run organization committed to supporting

survivors of sexual assault and their allies through direct support, advocacy, and outreach. SACOMSS provides the following:

1. Workshops for McGill and Montreal groups on sexual assault sensitivity, active listening, safer spaces, supporting survivors
2. December 6 Polytechnique Memorial to commemorate the 14 women killed in the École Polytechnique Massacre of December 6, 1989
3. Sexual Assault Awareness Week
4. DIAL hotline and Drop-In (specific hours of operation are identified on the phone line and on the Facebook page)
5. Support groups
6. Outreach to community

Both groups were represented on the Implementation Committee. Other groups represented included PGSS, SSMU, Campus Public Safety, Social Equity and Diversity Office, undergraduate and graduate students. The Implementation Committee collaborated with the Ad Hoc Panel and developed a shared understanding of challenges pertaining to existing policies and new legislation that was approved by the Province of Quebec in December 2017 (Act to Prevent and Fight Sexual Violence in Higher Education Institutions). Based on the Implementation Committee's deliberations and consultations, as well as an environmental scan of over 40 stakeholder groups representing faculty, students and administrative groups, the current status of each item in the terms of reference is described and recommendations going forward are made.

**A key recommendation is that the Implementation Committee become a standing committee in the governance of the university and that its activities be included in the biennial report on the Policy Against Sexual Violence to Senate. The terms of reference must be revised to reflect a renewed mandate and membership.**

## **1. STRENGTHENING AND COORDINATING CURRENT PROCESSES AND RESOURCES FOCUSED ON SEXUAL VIOLENCE EDUCATION AND PREVENTION, INCLUDING THOSE PROVIDED THROUGH EXISTING ORIENTATION SESSIONS FOR STUDENTS, ACADEMIC STAFF, AND ADMINISTRATIVE AND SUPPORT STAFF**

Education and prevention are provided by OSVRSE and SACOMSS to various constituents and stakeholder groups on campus and in the Montreal community. The following describes what is currently provided and makes recommendations for improvement.

### **Education and Prevention Provided to Students**

There are a number of ways in which students at McGill have been exposed to education and prevention. For example, during the 2018 Orientation week, over 2,000 students participated in [Making a Martlett](#), which included information on myths about consent and sexual violence, alcohol and the body, and how support resources at McGill for people impacted by sexual violence can be accessed. In addition, over the last 5 years all frosh coordinators and leaders received mandatory training on consent, sexual violence awareness and prevention and how to support a disclosure. Over the last three years, all students registering for Frosh events completed a mandatory online module and received a kit with information about OSVRSE and SACOMSS. Student leaders and volunteers associated with SSMU and PGSS received in-person training as well. Other ad hoc training is provided for specific events (e.g., Carnival, E-Week, Faculty Olympics) over the course of the year. Notably, the Consent campaign is a two-week long educational initiative to raise awareness about consent, sex positivity, and sexual violence awareness and prevention. In addition, many other student groups and services associated with SSMU and PGSS were trained in consent, sexual violence prevention and responding to disclosures.

OSVRSE provides opportunities for student involvement through their [Consent McGill Peer Educator Team](#). These are student volunteers who develop and implement events for students. There are various ways for students to become involved: assist with social media, event planning, and workshop facilitation. OSVRSE has developed some excellent [podcasts](#) that have been uploaded into [Soundcloud](#) on positive sexual relationships and hosts [webinars](#) in collaboration with Campus Life and Engagement for new incoming students on Safer Sex, Sex and Healthy Relationships.

[Rez Project](#), running for the past 15 years, is an educational initiative for students living in residence consisting of two workshops that take place early in the Fall and Winter semesters. These workshops introduce students to issues related to equity including consent and sexual violence awareness and prevention. The material provided has been developed in consultation with the OSVRSE and SACOMSS.

SACOMSS also provides workshops to their staff and to different student groups on a regular basis.

Current initiatives by OSVRSE and SACOMSS are impressive, but do not ensure that all students are exposed to sexual violence education and prevention.

**Recommendations:**

- 1. Expansion of online academic integrity tutorial that is currently part of the student transcript (worth 0 credits) and is mandatory to complete for graduation. Recommend that it be changed to include training on sexual violence and that completion is mandatory for registration in courses and not graduation.**
- 2. OSVRSE consult with SACOMSS to develop a plan for outreach to various student groups and organizations to provide workshops and training**

**Education and Prevention Provided to Faculty:**

Incoming new faculty members are invited to attend a day-long orientation session where they are introduced to the Policy Against Sexual Violence (PASV) and procedures associated with it. This ensures that the newer cohort of professors is exposed to the university's commitment to address sexual violence. However, existing/current professors have not received any training. It is highly unlikely that non-tenure track professors such as faculty course lecturers, sessional instructors and TAs have received any training. As a result, knowledge regarding sexual violence, resources at McGill, and best practices are limited to independent efforts made by individuals from these important stakeholder groups. In the past year, less than a handful of departments have sought the support of OSVRSE to better understand student experience of sexual violence, supports that are available on campus, and what they could be doing to support survivors. This represents a significant gap in meeting requirements laid out in the law and suggests that training of instructors, regardless of status, is needed.

**Recommendations:**

- 1. Given the mandate for mandatory training that is specified in the [ACT TO PREVENT AND FIGHT SEXUAL VIOLENCE IN HIGHER EDUCATION INSTITUTIONS](#) and its [companion document](#), current tenure-stream professors complete an online module on sexual violence and that completion of this module be a necessary condition for receipt of merit/tenure/promotion**
- 2. Each Faculty develop a plan to integrate annual training for new TAs and sessional instructors who are not tenure stream.**
- 3. Disseminate the Faculty Toolkit (under review) broadly to faculty members**
- 4. Increase communication that alerts teaching-staff of ways to become more involved with these topics.**

## **Education and Prevention Provided to Administrative Staff**

OSVRSE have provided training to a wider-range of student services and administrative staff (counsellors, admin staff, CAPS, financial services, security services, night stewards, campus bar staff) and student affairs staff. To date, this has been contingent on their knowledge of OSVRSE, on OSVRSE receiving an invitation from those services, or through OSVRSE outreach and collaborations (notably with SEDE). Administrative staff belong to networks/units that would provide a natural conduit for receipt of training from OSVRSE.

### **Recommendations:**

- 1. Administrative staff complete an online module on sexual violence and that completion of this module be a necessary condition for receipt of merit.**
- 2. Existing administrative staff networks receive individualized training from OSVRSE**
- 3. Increase communication that alerts administrative staff members of ways to become more involved with these topics.**

### **General Comments:**

OSVRSE employs professionals who have specialized knowledge regarding best practices in education and prevention. They are registered social work practitioners who are held to a code of ethics and practice standards by their professional order, participate in ongoing education, and are connected to networks of peers across the country and internationally. They are committed to building better partnerships with student, faculty and administrative bodies in order to ensure that their mandate is fulfilled.

SACOMSS has a strong track record of having worked in this area and has been an advocate for systemic changes for many years. Although their staff are volunteers, each year, new leaders emerge who have a passion and commitment to supporting survivors. Other volunteers receive training and give of their time to provide peer support to survivors. Volunteers also provide a student perspective when policies/procedures are being drafted or implemented.

### **Recommendations:**

- 1. OSVRSE or SACOMSS be engaged/consulted in development of training initiatives planned at the local level.**
- 2. Strengthening ties/communication between services and the OSVRSE**
- 3. Continue consultation with the OSVRSE and SACOMSS when developing guidelines for responding to disclosures in faculties and services.**
- 4. Stronger collaboration between the OSVRSE and SACOMSS to increase mutual knowledge of initiatives that are underway and that are planned.**

### **OSVRSE and the McGill University Community**

Like other student services, OSVRSE is relatively isolated from the day-to-day operations of what is regarded as the 'core business' of each Faculty, namely teaching and learning. This structural silo, between services such as OSVRSE, Office for Students with Disabilities, Student Life and Learning, and Counselling is problematic as it partitions and separates off the various aspects of services that support student well-being from the academic enterprise. As long as student services such as OSVRSE and the Faculties are viewed as separate entities and not part of the 'core business' of the university, a holistic understanding of the student's learning and university experience is undermined. A mechanism is needed for OSVRSE to be less isolated, and more proximal to faculty operations. For example, how might OSVRSE be more visible in training sessional instructors or TAs regarding sexual violence? At the moment, they depend on someone reaching out and inviting them.

#### **Recommendations:**

- 1. Develop stronger relationship with new Embedded Wellness Advisors whose mandate is also prevention and capacity building in Faculties.**
- 2. Ensure that OSVRSE has representation on Subcommittee on Student Services**
- 3. Ensure that both advisors in OSVRSE are part of the future Implementation Committee**
- 4. Have OSVRSE advisors present to ESAAC on an annual basis**

## **2. STRENGTHENING AND COORDINATING CURRENT PROCESSES AND RESOURCES FOCUSED ON SUPPORT FOR SURVIVORS, INCLUDING THE PROVISION OF INFORMATION AND ACCOMPANIMENT RELATED TO DISCLOSURE AND REPORTING PROCESSES**

During the 2017-2018 academic year, an environmental scan of key faculty, administrative and student stakeholder groups conducted by the Implementation Committee revealed that the processes associated with disclosure and reporting were unclear. At that time, a map of the disclosure and reporting process was developed by OSVRSE (see <https://mcgill.ca/osvrse/survivors/info-about-reporting/internal-reporting>). In addition, FAQs were developed to address processes associated with disclosures/reports pertaining to students (see [https://mcgill.ca/deanofstudents/files/deanofstudents/fag\\_codeofconduct\\_and\\_svp\\_april2018\\_0.pdf](https://mcgill.ca/deanofstudents/files/deanofstudents/fag_codeofconduct_and_svp_april2018_0.pdf)), faculty (see [https://mcgill.ca/harass/files/harass/processes\\_for\\_reporting\\_instances\\_of\\_sexual\\_misconduct\\_by\\_faculty\\_members\\_-\\_10\\_faqs\\_0.pdf](https://mcgill.ca/harass/files/harass/processes_for_reporting_instances_of_sexual_misconduct_by_faculty_members_-_10_faqs_0.pdf)), and administrative staff (see <https://mcgill.ca/osvrse/survivors/info-about-reporting/internal-reporting>). Since then, McGill has hired an External Special Investigator who will receive all reports of sexual violence experienced by a member of McGill's community and that was allegedly perpetrated by a member of McGill's community. A process is underway to make the investigation process transparent to McGill community members.

The Implementation Committee received input from numerous stakeholders regarding how survivor support could be improved.

### **Recommendations:**

- 1. Regarding the procedures: clear timelines, assurance that there is Immunity regarding the use of drugs or alcohol, protection from face-to-face encounters during the investigation process, survivor-centric interim measures, an appeals process that includes an independent 3<sup>rd</sup> party member, explicit use of a trauma-informed approach**
- 2. As long the person against whom allegations are being made is a member of the McGill community (e.g., is employed in an administrative or academic capacity, is a student), there should be no time limit on when complaints can be made**
- 3. Identify 2 or 3 discipline officers who will be responsible for responding to the External Special Investigator's report where the person against whom the allegation is made is a student**
- 4. These discipline officers, members of the Committee on Student Discipline, all Deans, and HR managers receive trauma-informed training that incorporates best practice principles**

5. All training should be inclusive acknowledging that anyone can be subjected to sexual violence and that there are groups that are more vulnerable
6. Mechanism be established for anonymous and 3<sup>rd</sup> party reporting (conduct a review of the mechanism that the Faculty of Medicine have in place)
7. Put a sexual assault response team in place to streamline process for accessing supports for students who disclose and/or report sexual violence that involves future Wellness hub, residences, security services, OSD
8. An exemplar be created for course syllabi that addresses student accommodation

For example:

*As the instructor for this course, I am committed to providing an inclusive learning environment. Sometimes students experience barriers to learning due to challenges related to their physical or mental health, diagnosed disabilities, and/or experience of sexual violence.*

*Students who are concerned about their physical or mental health should contact [Health Services](#) or [Counselling Services](#).*

*Students who would like to have disability-related accommodations considered should contact [Office for Students with Disabilities](#) at 514 398 6009.*

*Students who have experienced sexual violence and would like to discuss what supports are available to them should contact the [Office for Sexual Violence Response, Support and Education \(OSVRSE\)](#) at 514 398 4486.*

*For peer related support you can contact:*

*[Peer Support Centre McGill](#) at 514 398 3782*

*[McGill NightLine](#) at 514 398 6246*

*The [Sexual Assault Centre of the McGill Students' Society \(SACOMSS\)](#) at 514 398 8500.*

### 3. DEVELOPING COMMUNICATION STRATEGIES AROUND THE POLICY AGAINST SEXUAL VIOLENCE AND RELATED POLICIES THAT DEPLOYS MULTIPLE FORMATS (INCLUDING RELEVANT WEBSITES, GRAPHICS, AND SOCIAL MEDIA RESOURCES) TO RAISE AWARENESS WITHIN THE MCGILL COMMUNITY ABOUT ALL AVAILABLE RESOURCES AND PATHWAYS FOR OBTAINING SUPPORT AND REPORTING INCIDENTS OF VIOLENCE

During this past year (2017-2018), efforts have been made to improve communication related to the Policy Against Sexual Violence (PASV). The OSVRSE website has been overhauled and there are new videos in place on the website. Greater communication efforts have been made through What's New Students and Staff. The OSVRSE has developed a monthly newsletter, and a poster campaign was developed to raise awareness. In addition, pathways describing the process of reporting and FAQs have been added. Instagram and Facebook pages are increasingly used to communicate events/workshops and messages regarding sexual violence. MRO's were also issued on a greater scale addressing McGill's commitment to address sexual violence and dedicating resources and supports.

The environmental scan conducted with various stakeholder groups revealed that there continues to be confusion between supports offered by OSVRSE and SACOMSS. It is important for students to understand that they can receive support from OSVRSE and/or SACOMSS regardless of whether students want to proceed to reporting. These two resources are not mutually exclusive, have similarities and unique differences based on their strengths and their match with student needs. We have created a table to highlight these.

	<b>OSVRSE</b>	<b>SACOMSS (SSMU)</b>
<b>Mandate</b>	Provide professional support to all members of the McGill community (students, faculty, and staff) who have been impacted by sexual violence, whether it be sexual harassment or assault, gender-based or intimate partner violence, or cyberviolence on or off campus	Volunteer-run organization committed to supporting survivors of sexual assault and their allies, located at McGill and within the Montreal community, through direct support, advocacy, and outreach
<b>Hours of operation</b>	Weekdays 9-5	Varies; Refer to Facebook and website
<b>Service offerings</b>	Short-term counselling 3-5 sessions Information on and support with filing a report at McGill or externally Resource coordination: for academic, workplace and housing accommodations, medical assistance	Drop-in (2 volunteers to support 1 individual)  Hotline  Survivor groups

	<b>OSVRSE</b>	<b>SACOMSS (SSMU)</b>
	Education/training to on-campus groups Supportive counselling to survivors before and during reporting process and while awaiting counselling services Accompaniment to file a police report Workshops Awareness campaigns Drop-in	Education/training to student groups on campus and to community groups off campus Awareness campaigns Workshops Accompaniment to file a report Support filing a complaint
<b>Population Served</b>	All McGill members (students, faculty, administrative staff)	All McGill members and Montreal community
<b>Language</b>	English and French	English only
<b>How to Access</b>	Email, drop-in, telephone	Email, drop-in, telephone

**In order to improve communication we recommend:**

- 1. Similarities and differences between SACOMSS and OSVRSE be communicated to McGill community members**
- 2. Information regarding access to sexual violence support be featured prominently and widely on the McGill website and that it be easily located using both internal and external search engines**
- 3. Ensure that links to the OSVRSE site are embedded in key websites across the university**
- 4. Use existing communication networks that students commonly use to customize messages about how to access support for their respective communities; students can consult with OSVRSE to obtain help constructing those messages**
- 5. Continue using multiple mechanisms to inform and connect students with supports: websites, student news and radio stations, poster and social media campaigns, social media sites, advertise on tv screens across campus, etc.**
- 6. Develop a new reporting graphic on pathway to reporting to help students understand when to contact OSVRSE, SACOMSS, and when to contact External Special Investigator**

#### **4. DEVELOPING A CONFIDENTIAL MONITORING FRAMEWORK FOR RECORDING THE NUMBER OF DISCLOSURES AND REPORTS OF INCIDENTS OF SEXUAL VIOLENCE, GATHERING FEEDBACK AND, WHERE POSSIBLE IN VIEW OF CONFIDENTIALITY OBLIGATIONS, RECORDING OUTCOMES AND FOLLOW-UP MEASURES TAKEN.**

OSVRSE advisors have developed an intake form to document information regarding individuals seeking support from their office. This form is essential as it will provide data regarding who is seeking support (student, academic staff, non-academic staff), the act of sexual violence leading to the request for services, where the incident occurred, nature of the individual's relationship to the person(s) who committed the act of sexual violence, their role in the incident (survivor, friend, bystander, etc.), the type of support they are seeking, and measures taken to support these individuals. This information lends itself to being aggregated so that trends and patterns can be discerned over time and identities are protected so that the safety and confidentiality of those seeking services is maintained.

##### **Recommendations:**

- 1. This information will be reported to the Implementation Committee in aggregate form twice a year. Frequency will be reassessed after 3 years.**
- 2. Implementation Committee will include this information in their annual report to Senate**
- 3. Annual report from the External Special Investigator will be shared with the Implementation Committee**

## **5. EXPLORING WAYS TO ACHIEVE A GOAL OF MANDATORY EDUCATION FOR ALL MEMBERS OF THE MCGILL COMMUNITY ABOUT SEXUAL VIOLENCE, ITS PREVENTION AND RELEVANT UNIVERSITY POLICIES AND RESOURCES**

Efforts are underway to build an online education module with Knowledge One that will be accessible to all students, faculty and administrative staff. It is challenging to ascertain how to ensure adherence to this module.

### **Recommendations:**

- 1. For students, link this module to the existing academic integrity tutorial that is already built into the student transcript. At the moment, students must complete the academic integrity tutorial by graduation. We recommend that it be changed so that it is completed in order for students to register in their courses. Frequency will be ascertain through future consultation**
- 2. For faculty, completion of this module should be mandatory every five years to obtain merit. A certificate of completion should be built into the module so that faculty can provide evidence of completion**
- 3. For all other staff, completion of this module should be mandatory every five years to obtain annual merit. A certificate of completion should be built into the module so evidence of completion can be provided to HR.**

**6. REVIEWING PROCEDURES IN PLACE FOR RESPONDING TO REPORTS OF SEXUAL VIOLENCE, SPECIFICALLY, DETERMINING HOW BEST TO ENSURE THAT DISCIPLINARY OFFICERS AND ASSESSORS APPOINTED UNDER THE POLICY ON HARASSMENT, SEXUAL HARASSMENT AND DISCRIMINATION PROHIBITED BY LAW, WHO ARE ASSIGNED TO SEXUAL VIOLENCE CASES, HAVE APPROPRIATE TRAINING**

This item in the terms of reference is no longer applicable as the procedure for responding to reports of sexual violence has been centralized and an independent special investigator has been hired.

Having said that, a mechanism needs to be put in place to evaluate the extent to which this has changed survivor experience. During this past year, the Implementation Committee drafted a survey to evaluate survivor experience.

**We recommend the following:**

- 1. The draft survey be reviewed by the new Implementation Committee and finalized**
- 2. The survey is made available throughout the year for survivors to complete**
- 3. Survey results be compiled and analyzed by the Implementation Committee**
- 4. Survey results be reported to Senate on an annual basis**
- 5. Sexual violence allegations that occur in internships and field placements outside of the university remain a grey area and require further deliberation. We recommend that this issue be taken up by the new Implementation Committee.**

## **7. ASSESSING WHETHER APPROPRIATE RESOURCES, INCLUDING STAFFING WITHIN THE OFFICE FOR SEXUAL VIOLENCE RESPONSE, SUPPORT AND EDUCATION, ARE IN PLACE TO PROVIDE EDUCATION, SUPPORT AND RESPONSE IN RELATION TO SEXUAL VIOLENCE. THIS WILL INCLUDE A STUDY OF RESOURCES IN PLACE AT OTHER INSTITUTIONS**

In the past year, the OSVRSE has expanded their team to include one part-time office assistant, two Social Work Interns and 3 part-time student staff. An environmental scan of resources at other Canadian institutions reveals that resources that have been allocated are aligned with other institutions. Additional support may be required after the mandatory online training is issued in the Fall of 2019 to ensure that waitlists are kept to a minimum for both direct support and workshop delivery.

### **Final Comments**

This report provides a number of recommendations that will require further implementation. The new Implementation Committee comprised of representatives from faculty, student leaders, and administrative staff should be given the mandate to support the ongoing implementation of recommendations made in this report as well as the ad hoc committee's report.

Acknowledgements: I would like to thank members of the Implementation Committee as well as Ms. Caitlin Salvino for their dedication, passion and vision.