June 2011

Year in Review 2010
Equity Office

CREATING AN INCLUSIVE COMMUNITY

From the Director

2010 was a very active year for the Equity Office and it is my pleasure to report on the activities and to highlight some of the work we and our partners have accomplished over the past year.

We continue to work with the Senate Educational Equity Committee (SEEC) and the Council on Employment Equity (CEE) on such initiatives as the Graduate Climate Survey, the Queen's University Quality Assurance Program and the proposal to revise the *I Count Queen's Equity Census* to include sexual orientation and gender identity.

Working with the Office of Institutional Research and Planning we were able to gather information on student representation based on the entire student population rather than just the entering class.

In collaboration with the Diversity and Equity Task Force, we began working on a project to create an online *Equity Report Diagnostic Tool* for departments and faculties to use in developing their own equity goals and timetables.

We have been very busy in the educational aspect of our work. We continue to offer training for faculty hiring committees as well as monitoring the Customer Service Training, which over 5000 people have completed to date.

Please enjoy this issue of the Year in Review. You can find the Equity Office website at www.queensu.ca.equity. You may also contact us by email at: equity@queensu.ca.

Irène Bujara

Multifaith Calendar

The BC Multifaith Calendar is a comprehensive and authoritative resource representing a diversity of faith traditions in Canada. Having an online version of the calendar available to members of the Queen's community this year has made it possible for all Queen's employees to access the information they need to make decisions about activities and scheduling that respects the many faith traditions of students, staff and faculty. You can find the calendar at: www.queensu.ca/humanrights

1. Educational Equity

Senate Educational Equity Committee (SEEC)

The SEEC met eight times during the 2010-2011 academic year. The majority of the Committee's focus was reviewing various reports submitted to the SEEC for comment and/or support. These reports included: *The Antiracist University: Creating a Framework that Works*, *A Proposal for Gender Neutral Washrooms at Queen's, the Proposal to Change the Composition of the Aboriginal Council and the Human Rights Office Annual Report*

In addition to the work mentioned above, the SEEC also discussed programs, policies and initiatives on campus, such as: The Queen's University Quality Assurance Program (QUQAP), The Student Applicant Equity Census, The Equity Office Self Study Template, The Graduate Student Equity Climate Survey, The Campaign Against Accent Discrimination, The Academic Plan and The Harassment and Discrimination Policy.

To discuss the above reports, programs, policies and initiatives the SEEC invited: Gordon Smith, Chair of the Council on Employment Equity, Susan Anderson, Assistant Director for the Queen's University International Centre (QUIC), Rebecca Coupland, Assistant to the University Registrar and Heidi Penning, Equity Officer in the Equity Office, Carolyn Prouse, Social Issues Commissioner for the SGPS, Denise Stockley, Acting Director for the Centre for Teaching and Learning and John Dixon, AVP International Affairs to attend and speak at the SEEC meetings throughout the year.

The University Senate Appeal Board also referred a ruling to the SEEC for review regarding its implications for equity.

2009/2010 Student Applicant Equity Census

The 2009/2010 results of the Queen's Student Applicant Equity Census are shown below. A summary table of the annual census results from 2003 to 2010 is available on the Office of Institutional Research and Planning website. The results are based on a 38.1% return rate.

http://www.queensu.ca/irp/accountability/surveys/2010EquityCensus.pdf

| Designated Groups	Applicants	Offers	Registered
Women	**4908**	**2879**	**1126**
	60.8%	62.3%	62.2%
Aboriginal People	**81**	**42**	**19**
	1.0%	0.9%	1.0%
Persons with a Disability	**623**	**341**	**146**
	7.7%	7.4%	8.1%
Racialized Persons	**3463**	**1754**	**523**
	42.9%	37.9%	28.9%
Total	**8074**	**34624**	**1810**

2010 Student Population

By combining the Student Applicant Census data with the overall student enrollment data at Queen's we can identify under-representation of designated groups in the student population. The "most under-represented " ranking is determined by comparing the percentage of designated groups at Queen's to the percentage of designated groups in the Canadian population age 15 to 24.

Queen's University Students, 2010

	Total	Women	Males	Racialized Persons	Aboriginal People	Persons with Disabilities
Undergraduate	20,079	12,227	7,852	2,116	74	621
%	100.0	60.9	39.1	10.5	0.4	3.1
Graduate	3,949	1,927	2,022	469	29	136
%	100.0	48.8	51.2	11.9	0.7	3.4
Total	24,029	14,155	9,874	2,585	103	757
%	100.0%	58.9	41.1	10.8%	0.4	3.2
Canadian Population	100.0%	51.0%	49.0%	16.0%	3.7%	14.0%
Canadian Population age 15 to 24	100.0%	50.5%	49.5%	13.5%	5.0%	4.7%
Ontario Population age 15-24	100.0%	50.0%	50.0%	15.3%	2.5%	5.3%
Most under-represented	N/A	1.1655	0.8309	0.7988	0.0851	0.6683
Most under-represented ranking	N/A	N/A	N/A	**3**	**1**	**2**

Journal of Critical Race Inquiry

The official launch of the Journal of Critical Racy Inquiry (CRI) took place September 30, 2010 to mark the successful development of this copyrighted, peer reviewed, bi-annual and open access inter-disciplinary online journal. Dr. Tamari Kitossa, an Assistant Professor in the Department of Sociology at Brock University, was the keynote speaker. To view Dr. Kitossa's speech, "Bringing Race Back into Racism" you can visit: www.criticalraceinquiry.com/links.php (presented with close captioning)
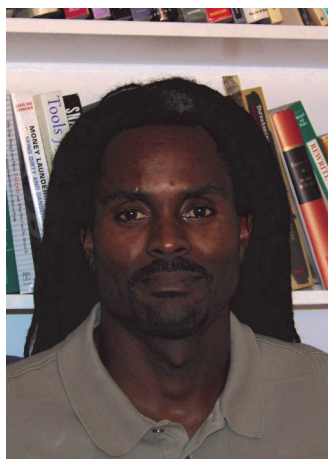
www.criticalraceinquiry.com

Dr. Tamari Kitossa

Aboriginal Review

In 2010, the Queen's Native Student Association (QNSA) and others raised a number of significant concerns about the present composition and function of Aboriginal Council, the governance of Four Directions Aboriginal Student Centre (FDASC) in which Aboriginal Council participates, and other related issues of concern to the students, as well as academic and non-academic staff members. The University recognized the need to address these concerns. On May 4, 2010, a Memorandum from the Office of the Provost and Vice-Principal (Academic) was sent to relevant stakeholders groups within Queen's announcing that the Director of the Equity and Human Rights Offices will be coordinating an undertaking to provide a forum for the Aboriginal community to discuss issues and formulate recommendations for the Office of the Provost and Vice-Principal (Academic). The report aims to provide direction for ensuring that the University functions in the best interests of Aboriginal students, staff, and faculty, while promoting the objectives and mission of Queen's University. This exercise will complement previous reviews undertaken and current initiatives underway by allowing for a comprehensive view of the relationship between Aboriginal/University initiatives.

Aboriginal Initiatives

In order to prepare for the Aboriginal Council's visioning exercise (Vision Gathering) planned for early 2011, the Equity Office co-ordinated an initial planning meeting to bring together representatives from all interested parties; students, faculty, staff, administration, and community members. They gathered in Tyendinaga, Mohawk Territory for a planning session with a graphic facilitator, Avril Orloff. She mapped the meeting, providing a tangible visual reminder, shown below, of the goals to provide a better experience at Queen's for Aboriginal students, faculty and staff. Further meetings in January were planned to fill in the necessary conditions for the path towards these goals, which include bringing in more Aboriginal Art in the public spaces, recognition of the Aboriginal scholars and alumni who have made a difference to the community, greater cross cultural understanding and appreciation, as well as the creation of more inclusive space within the Queen's Community.

www.queensu.ca/equity

2. Employment Equity

Council on Employment Equity (CEE)

The CEE met eleven times during the 2009-2010 academic year. The CEE participated in the following activities: reviewed and endorsed the Human Rights and Equity Offices proposal to add sexual orientation and gender identity questions to the *I Count – Queen's Equity Census,* supported the development of a scent sensitivity accommodation policy, reviewed the *Achieving Equity II Report – Snapshots*, participated in the development of a Communications Strategy for *Achieving Equity II ,* reviewed the impact of Bill 168 on current University policies and procedures regarding harassment and violence in the workplace, reviewed FCP workforce analysis findings, reviewed the *Employment Systems Review,* reviewed the numeric goals for designated group representation and developed recommendations around potential means of achieving the goals, reviewed the *FCP Report 2010*, reviewed and endorsed the proposal for Gender-Neutral Washrooms at Queen's, reviewed the *Human Rights Report 2006-2009*, responded to the Principal's Vision Statement, *"Where Next? Toward a University Academic Plan"* , reviewed and endorsed the proposed Senior Search Strategy, reviewed work-to-date on the proposed Staff Recruitment and Hiring Strategy, reviewed work-to-date on the proposed Faculty Recruitment and Retention Initiatives, reviewed trends in designated group representation at Queen's from 2000 to 2009 and reviewed and made recommendations of the Queen's 2010 Employment Equity Plan.

In support of the work of the CEE, the Equity Office provides updated designated group profiles. Below is a snapshot of the Queen's designated group population over the past five years.

Designated Group Profile – Queen's University (Percentage)							
Designated Groups	**2005**	**2006**	**2007**	**2008**	**2009**	**2010**	**Canadian Workforce**
Women							
Academic Positions	37.7	36.9	37.0	37.8	38.7	38.3	47.9%
Staff	65.3	65.4	65.9	66.2	65.5	65.5	
Aboriginal People							
Academic Positions	0.7	0.7	0.9	1.0	0.9	1.0	3.1%
Staff	1.4	1.4	1.4	1.5	1.3	1.3	
Persons with Disabilities							
Academic Positions	3.0	2.9	2.7	2.6	2.7	2.5	4.9%
Staff	4.1	3.8	3.8	3.9	3.6	3.4	
Visible Minorities							
Academic Positions	11.7	12.5	11.3	12.6	12.9	14.1	15.3%
Staff	5.6	5.2	4.8	5.4	5.8	6.2	
Totals							
Total Academic Positions	41.9	41.6	42.0	41.8	41.1	41.5	
Total Staff	58.1	58.4	58.0	58.2	58.9	58.5	

Notes:

1. Academic Positions include: Faculty, Academic Assistants, Adjuncts, Archivist, Librarians and Post Doctoral Fellows

2. Staff include the Categories: Executives, General Support, Research and Technical Units.

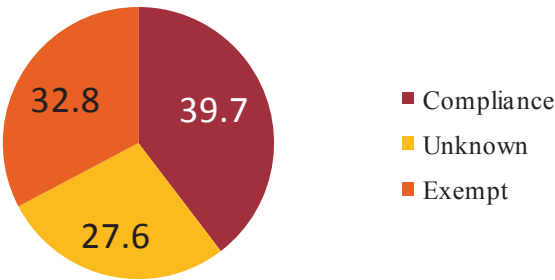3. Not included : Student Contracts such as Teaching Fellows.

www.queensu.ca/equity

Equity Training

The Equity Office offered fourteen training sessions under the Queen's University Faculty Association (QUFA) Collective Agreement (CA) responsibilities in 2010. Of these, ten sessions were general training for Faculty Appointments/RTPC committee members and four sessions were for Employment Equity Representatives.

Throughout 2010, 131 faculty, staff and students participated in the training workshops offered by the Equity Office.

There were 8 tenure/tenure track and 58 term adjunct hiring processes subject to the training regulations outlined in Article 24.4 of the Collective Agreement. Of the 8 tenure/tenure track committees, 7 complied with all training requirements and of the 58 term adjunct committees, 23 complied with all training requirements. When forms are not submitted for new hires, the training compliance is "unknown". Of the 35 committees that did not submit forms, 19 were exempt as per article 25.10.1.5 of the QUFA CA.
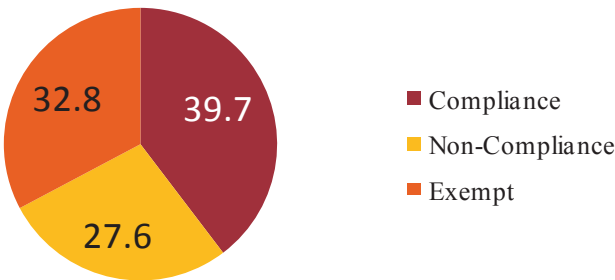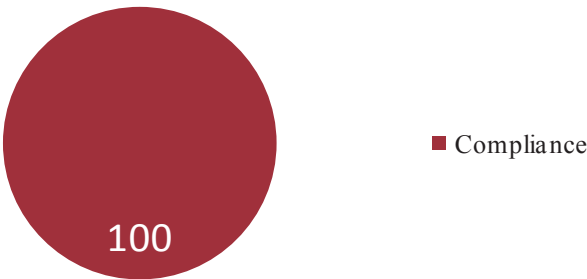
Term Adjunct Appointments-Training

- Compliance 39.7
- Unknown 27.6
- Exempt 32.8

Tenure/Tenure Track Appointments-Training

- Compliance 87.5
- Noncompliance 12.5

Term Adjunct Appointments-Reporting
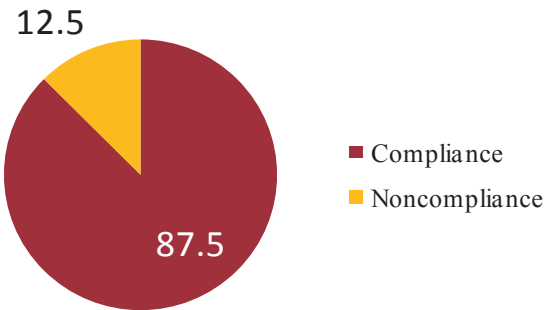
- Compliance 39.7
- Non-Compliance 27.6
- Exempt 32.8

Tenure/Tenure Track Appointments-Reporting

- Compliance 100

Equity Reporting

An annual compliance report from the Equity Office to the Joint Committee on the Administration of the Agreement (JCAA) documents the progress made in meeting the goals of the Articles in the Collective Agreement. Of the faculty hired in 2010, 56.9% of appointments committees were compliant in submitting equity reporting forms, compared to 71% in 2009 and 86% in 2008.

The compliance rate is lower in 2009 and 2010 due to the inclusion of Sessional Adjuncts (now called Term Adjuncts) in the CA. If we were to exclude the Term Adjuncts from the statistics, the return rate would be 100%. Departments are now required to follow the equity provisions in the CA for these positions. However, the existing process does not always fit well for this category. In recognition of this a new equity form for "posting-exempt" term adjuncts w a s submitted to the JCAA for approval in October 2010. T h i s should improve the compliance rates for 2011.

Data Collection

Queen's University collects updated self-identification through the *I Count Queen's Equity Census*, data on all new staff joining the organization. The Census was sent out four times in 2010 to a total of 313 new employees.

Census Response and Returns					
Census #	Total Sent	Returned Answered	Returned Declined to Answer	Not Returned	Return Rate (Returned answered)
#26 (Jan-Mar)	51	48	2	3	94.1%
#27 (Apr-June)	75	65	2	10	86.7%
#28(July-Sept)	92	79	3	13	85.9%
#29 (Oct-Dec)	95	76	9	19	80.0%

The Equity Office, in collaboration with the Council on Employment Equity and the Human Rights office, revised the *I Count Queen's Equity Census* to include questions on gender identity and sexual orientation. The revised Census will be sent electronically to all employees in the Fall of 2011. The Census will also be sent to teaching assistants and teaching fellows.

The following table illustrates the representation rates of the designated group members for all employees in 2010:

Designated Group Profile Jan 2010 to Dec 2010						
Queen's University	Total	Women	Males	Aboriginal People	Persons with Disabilities	Racialized People
Academic Positions	2009	769	1240	20	51	284
Staff	2129	1382	747	28	79	92
Research	703	491	212	9	18	83
Grand Total	4841	2642	2199	57	148	459
Percentage	100.0	54.6	45.4	1.2	3.1	9.5

Equity Exit Survey

To help ensure that we meet our commitment to employment equity, all exiting employees have an opportunity to complete an Equity Exit Survey. You can find more information regarding the Equity Exit Survey at:
http://www.queensu.ca/equity/content.php?page=ExitSurvey

Of the employees who left the University in 2010, 52.8% were women, 2.6% were Aboriginal people, 3.8% were persons with disabilities and 15.9% were visible minorities/racialized persons.

Equity Diagnostic Tool

Throughout 2010 the Equity Office worked with the Diversity and Equity Taskforce (DET) to create an online *Equity Report Diagnostic Tool* for departments and faculties to use to develop their own equity goals and timetables. Although the system is still in the testing phase, below are examples of what the tool can provide.

_____

Availability Data

This table provides data from Statistics Canada regarding who, from the Four Designated groups, have Bachelor's degrees, Master's Degrees and Earned Doctorates, i.e. the workforce potential pool.

Appointment Process Data

This table lists only those department that have hired in the current year. This information is collected through the Equity Reporting Forms as a requirement from Article 24—part of the QUFA collective agreement. This data is generated by applicant self-identification forms that are returned to the Equity Office.

Hires and Terminations

This table is internal data from the Human Resources Information System (HRIS) merged with the self identification data from the ICOUNT Census found in the Equity Data Warehouse (EDW)

Data Profiles

This table is a snapshot of types of positions, by designated group. This table also determines what designated group is most underrepresented in your unit, department or faculty.

Flow Data

This table represents the transition of employees over a time period.

Exit Survey Data

This table is compiled using data from the faculty and staff exit survey.

Gaps, Goals and Targets

This table provides a comparison of the actual data, with the data from other universities or Statistics Canada and provides recommendations from equity research. A gap is the difference between the actual number of designated group members within your organization's workforce and the expect4ed number, based on the appropriate external data.

Challenges and Solutions

This is a listing of challenges that have been identified in the research for each of the underrepresented groups. A list of potential solutions to these challenges follows, with programs offered by Queen's as wells as a list of external solutions.

For more detailed information on how your department or unit can access the diagnostic tool, please contact the Equity Office at equity@queensu.ca

www.queensu.ca/equity

Gaps, Goals and Targets

Below is an example of the Gaps, Goals and Targets section in the Equity Diagnostic Tool

Undergraduate Gaps: Visible Minorities

	RRC	RRQ	H QU	E#	A#	G#	G%
Total Engineering	39.2%	14.2%	2053	805	291	-514	-25.0%
CHEMICAL ENGINEERING	37.3%	15.0%	321	120	48	-72	-22.3%
ELECTRICAL AND COMPUTER	55.2%	18.9%	233	129	44	-85	-36.3%
MECHANICAL AND MATERIALS	33.2%	8.4%	534	177	45	-132	-24.8%
MINING ENGINEERING	17.0%	9.9%	131	22	13	-9	-7.1%
PHYSICS, ENGINEERING	17.0%	8.6%	163	28	14	-14	-8.4%

RRC	Representation Rate of Undergraduate Canadian Visible Minorities in Engineering
RRQ	Representation Rate of Undergraduate Queen's Visible Minorities in Engineering
HQU	Total number of Undergraduate Queen's students in Engineering
E#	Expected number of Undergraduate Queen's Visible Minorities in Engineering based on RRC
A#	Actual number of Undergraduate Queen's Visible Minorities in Engineering
#G	Number Gap: Actual number (A#) minus (-) the Expected number (E#) in the degree program (HRSDC, 2006, p. 37)
%G	Percentage Gap: Representation Rate of Undergraduate Queen's Visible Minorities in Engineering (RRQ) minus (-) the Representation Rate of Undergraduate Canadian Visible Minorities in Engineering (RRC) (HRSDC, 2006, p. 40), with the exception of cases where the Expected Number and Actual Number are both 0 (thus a 0% gap)
Gap significance	Gaps are significant if the # gap is 30 or above. Otherwise, if the # gap is greater than -3 and the percentage gap is 20% or higher.

Insignificant gap

No gap

Significant gap

* * Note that Actual Numbers and consequent Representation Rates are based on a *voluntary* census; also, Total Engineering Actual Numbers (and RRs) include disciplines available at Queen's not listed here – those disciplines were not listed since their national figures, necessary to calculate existing gaps, were not available.

3. Accessibility/Accommodation

The Queen's Accessibility Committee (QAC)

The Queen's Accessibility Committee brings together community members and representatives of various University groups to provide assistance to Queen's University in its goal of full accessibility for persons with disabilities. The Committee receives its mandate from the Vice Principals. In 2010, the QAC provided advice on:

- The Physical Accessibility Scan
- Committee Structure and Terms of Reference
- The Steve Cutway Accessibility Award
- The 2010 Annual Accessibility Plan
- Customer Service Training
- Working Committees: *Accessible Information & Communication, Built Environment*
- The Employment Systems Review

The Steve Cutway Accessibility Award

Michele Chittenden and Helen Connop were this year's winners of the Steve Cutway Accessibility Award.

The honour was established in 2008 and recognizes staff and faculty who demonstrate innovation, enthusiasm and compassion in creating learning and work environments that allow persons with disabilities to enjoy full participation.

For more than 16 years, Ms Chittenden has served as the Coordinator of Library Services for Students with Disabilities while Ms Connop is the Faculty of Law's Manager of Education and Equity services. Ms Chittenden thanked her colleagues – past and present. "It is an honour to be recognized by my peers," she said.

Ms Connop said she was delighted, honoured and a little overwhelmed after receiving her award from Principal Daniel Woolf at a ceremony at Richardson Hall on April 9. "Anybody who works in this area knows that it's a team effort and there are so many areas at Queen's beyond my office that contribute to this work."

The Accessibility Award is named after Steve Cutway, a long-time Queen' employee and alumni who, over a span of nearly 36 years, has given generously of his time and commitment in advancing accessibility for students and employees with dis-

The AODA and its Regulations

The *Accessibility for Ontarians with Disabilities Act, 2005 (AODA)* is provincial legislation created with the intent of achieving accessibility for Ontarians with disabilities by 2025. The AODA applies to Queen's University (Broader Public Sector) and standardizes the delivery of accessibility practices for Queen's in five key areas:

♦ Customer service (O. Regulation 429/07)
♦ Built environment
♦ Information and communications
♦ Employment
♦ Transportation

The first standards, the *Accessibility Standards for Customer Service (O. Regulation 429/07)* came into effect on January 1, 2010 for the broader public sector (BPS). It is anticipated that the government will introduce an Integrated Accessibility (IA) Regulation, which become law July 1, 2011. The IA Regulation will cover the areas of :

♦ Information and communications
♦ Employment
♦ Transportation

Moving forward proactively to meet the requirements of the Regulation within the proposed timelines will require coordination and designation of compliance requirements and resources (human and budgetary) across the university.

The IA Regulation does not include requirements for the built environment such as ramps, doorways, entrances, etc. Those requirements remain with the Minister for further research.

Accessible Customer Service

In January 2008, the Ontario government enacted the customer service regulation under the *Accessibility for Ontarians with Disabilities Act (AODA), 2005*. To meet regulatory compliance, the University must train everyone who interacts with the public on its behalf in accessible customer service. The content in this training, as set out by the Ministry of Community and Social Services, focuses exclusively on accessibility issues for persons with disabilities in customer service. The training takes approximately two hours to complete. Since the launch of the Customer Service training in December 2009, 5358 people have taken the online training. Of those 5358, 62.3% are current Queen's employees.

Customer Service Training as of April 1, 2011			
	Total	**Completed**	**Percentage**
Academic Positions	3013	1117	37.1%
Staff	2448	1856	75.8%
Student Contracts	1875	260	13.9%
NON-QNS	232	107	46.1%
Grand Total	**7568**	**3340**	44.1%

www.queensu.ca/equity

The Multifaith Calendar

Providing an online version of the calendar available to members of the Queen's community this year has made it possible for all Queen's employees to access the information they need to make decisions about activities and scheduling that respects the many faith traditions of students, staff and faculty.

The events and dates shown in this calendar reflect the information received from representatives of each faith regarding Holy Days that, in their view, would require (or recommend) an observant's absence from (or suspension of) work for religious observance purposes (can also be in the form of special worship). This list is derived from a North American perspective on religious holy days

There is a drop down menu to specify a particular religion

There are options to view by month or year

There is a symbol to recognize each religion which makes navigation easier

By hovering over each faith date a small description is displayed

You can find the calendar at: www.queensu.ca/humanrights

What to expect in 2011…...

I Count Queen's Equity Census

The inclusion of sexual orientation and gender identity questions to the "I Count" Census signifies the University's recognition of the historical marginalization of these two groups and its commitment to a discrimination-free workplace that is supportive and respectful of employees with diverse backgrounds. The collection of data on sexual orientation and gender identify will be accomplished in accord with appropriate principles, including a guarantee of confidentiality, and will further the implementation of Queen's policy with regard to inclusion of these groups.

The I Count Census is typically administered to new faculty and staff at Queen's. However, in 2011 we will be providing all Queen's faculty and staff the opportunity to revisit the Census in order to have an opportunity to answer the sexual orientation and gender identity questions and in recognition that individual identities may shift over time (e.g. acquiring a disability).

Aboriginal Vision Gathering

The Aboriginal Council will be holding a Vision Gathering in 2011. There will be further communication on the outcome of this gathering in the coming year.

New form for Posting-Exempt Adjuncts

The compliance report in 2011 will include data collected from the new forms.

Employment Equity Award

A Council on Employment Equity initiative, the Queen's Employment Equity Initiative Award will be given annually to recognize and celebrate achievements of individuals and groups who, through their ongoing diligence and commitment, are helping Queen's become more representative and inclusive.

Nominations will be received by the Equity Office in the Fall and the Award will be granted on or around December 15 th (the Anniversary of the Employment Equity Act receiving Royal Assent).

Nominations of individuals or organizations both internal and external to Queen's will be considered provided the achievement has directly benefitted the Queen's Community.

….and so much more!

www.queensu.ca/equity

Current Equity Office Staff

Irène Bujara - Director
bujarai@queensu.ca - ext. 75166
Irène Bujara is the Director of the Equity Office. She is also the Director of the Human Rights Office. Irène oversees the University's responsibility and commitment to equity, diversity, accessibility, the Federal Contractors Program and human rights. Irène completed her Law degree at the University of Ottawa.

Jill Christie - Coordinator, Data Management and Administration.
jjc@queensu.ca- ext. 78940
Jill Christie is the Coordinator, Data Management and Administration in the Equity Office and has worked in the office since 2003. The majority of her time is spent preparing detailed as well as routine reporting and analysis to facilitate decision making and strategic planning of employment equity at Queens. She administers the data systems that provide statistical profiles pertaining to the Federal Contractors Program (FCP), the QUFA Collective Agreement or the Accessibility for Ontarians with Disabilities Act (AODA). Jill also performs office supervision and planning duties which includes the coordination of the Senate Educational Equity Committee.

Meri Diamond - Administrative Assistant
diamondm@queensu.ca - ext. 32563
Meri Diamond is the Administrative Assistant at the Equity Office and has worked in the office since 2005. As the front line person, she is responsible for fielding inquiries made to the office as well as assisting with any questions that may arise. She prepares facilitators for monthly equity training workshops required by the Faculty Collective Agreement and administers the Equity Reporting forms for new faculty positions. Meri has completed the Administrative Professional at Queen's Certificate Program as well as the Workplace Communications Certificate.

Heidi Penning—Equity Advisor
Heidi.Penning@queensu.ca - ext. 79338
Heidi Penning contributes to the oversight function of the Equity Office regarding the University's compliance and commitment to achieving equity throughout the Queen's Community. Heidi brings with her over a decade of experience about the way that public policy, human behavior, and community realities intersect to create sustainable and positive change for equity-seeking groups so they can live, work and play with dignity in their communities. She holds a Professional Masters in Public Administration from Queen's University.

Catherine Wells - Special Projects Officer (part-time)
cew@queensu.ca - ext. 75260
Catherine Wells is a Special Projects Officer working 50% of the time in the Equity Office. Catherine also works 50% of the time in the Human Rights Office. One of her main projects is the Achieving Equity brochure series which maps out the equity goals, challenges and achievements at Queen's University.

Michela Ferguson—Event Coordinator, Aboriginal Initiative
fergusnm@queensu.ca - ext. 79576
Michela Ferguson is working part-time in the Equity Office on Aboriginal Events and Projects. She coordinated the 4th annual Queen's University Educational Pow-Wow 2010 through the Four Directions Aboriginal Student Centre. She recently completed her Bachelor of Education from Queen's University.

Student Staff

Faisol Kariyo
Student Office Assistant

Faisol is a fourth-year student in the Commerce Program at the School of Business at Queen's. He has worked in the Equity office since the fall of 2007 and assists primarily with tracking down individuals to complete the *I Count Queen's Census*. As a front line staff member, fielding inquiries made to the office as well as assisting with any questions that may arise.

Hazem Ahmed
Computer Programmer

Hazem completed his Masters degree in Computer Science at Queen's University in 2009 and works in the Equity Office to provide information technology expertise in his role as Programmer/Analyst. He continues to work on developing applications for Employment Equity training, Accessible Customer Service Training and the Queen's Equity Exit Survey. He has also provided necessary technical support as well as application maintenance and updates, as required.

Back row: Michela Ferguson, Hazem Ahmed, Catherine Wells, Meri Diamond, Jill Christie and Heidi Penning.
Front row: Faisol Kariyo and Irène Bujara

Contact Information

Equity Office
B513 Mackintosh Corry Hall
613-533-2563
equity@queensu.ca