Recovering Together?
Fiscal Pressures, Federalism and Social Policy
August 16 - 18, 2010
Monday, August 16, 2010

Welcome Reception
7:00 pm  Agnes Etherington Arts Centre, Queen’s University, 50 University Avenue, Kingston, ON

Tuesday, August 17, 2010

Continental Breakfast
8:00 am  Ban Righ Hall, 10 Bader Lane, Kingston, ON

Welcome and Introduction
8:45 am  Naomi Alboim, Fellow and Adjunct Professor, School of Policy Studies, Queen’s University

Overview: Multilevel Incidence of Fiscal Pressures in OECD Countries
9:00 am
Chair  Giles Gherson, Deputy Minister and Associate Secretary of the Cabinet, Policy and Delivery, Cabinet Office, Ontario
Speakers  George Anderson, President and CEO, Forum of Federations
          Teresa Ter-Minassian, International Economic Consultant and former Director, Fiscal Affairs Department, International Monetary Fund

Federalism and Income Support
10:45 am
Chair  Marg Rappolt, Deputy Minister, Ministry of Community and Social Services, Ontario
Speakers  Don Drummond, Matthews Fellow, Queen’s University, and former Senior Vice-President and Chief Economist, TD Bank Financial Group
          Pierre Fortin, Professor, Department of Economics, Université de Québec à Montréal

Lunch
12:15 pm
Federalism and Health Care
1:15 pm
Chair  Glenda Yeates, Deputy Minister, Health Canada
Speakers  Michael Borowitz, Senior Health Economist, Organization for Economic Co-Operation and Development (OECD)
Antonia Maioni, Associate Professor of Political Science and Director, McGill Institute for the Study of Canada, McGill University
Carolyn Tuohy, Professor Emeritus of Political Science and Senior Fellow, School of Public Policy and Governance, University of Toronto

Federalism and Investing in Human Capital
3:00 pm
Chair  David MacDonald, Senior Assistant Deputy Minister, Strategic Policy and Research, Human Resources and Skills Development Canada
Speakers  Paul Davenport, President Emeritus, University of Western Ontario
Ross Finnie, Associate Professor, Graduate School of Public and International Affairs, University of Ottawa
Karen Myers, Senior Research Associate, Social Research Development Corporation

Reception and Dinner
5:30 pm  Old Stones Dining Room
2nd Floor, Four Points by Sheraton,
285 King Street East, Kingston
Wednesday, August 18, 2010

Breakfast

8:00 am  Ban Righ Hall, 10 Bader Lane, Kingston, ON

Federalism, Immigrants and Immigrant Integration

9:00 am

Chair  Chisanga Puta-Chekwe, Deputy Minister, Ministry of Citizenship and Immigration, and Deputy Minister Responsible for Women’s Issues, Ontario

Speakers  Dan Hiebert, Professor of Geography, University of British Columbia
            Myer Siemiatycki, Professor of Politics and Public Administration, Ryerson University
            Phil Triadafilopoulos, Assistant Professor of Political Science, University of Toronto

Federalism and Aboriginal Peoples

10:45 am

Chair  Yves Giroux, Director, Social Policy Division, Department of Finance

Speakers  Michael Mendelson, Senior Scholar, Caledon Institute of Social Policy
            Martin Papillon, Coordinator, Forum for Aboriginal Study and Research, School of Political Studies, University of Ottawa

Lunch

12:15 pm

The Politics of Recovering Together

1:15 pm

Chair  André Juneau, Director, Institute of Intergovernmental Relations, School of Policy Studies, Queen’s University

Speakers  Elly Alboim, Associate Professor of Journalism, Carleton University, and Principal, Earnscliffe Strategy Group
            Tom Courchene, Jarlskowsky-Deutsch Professor, School of Policy Studies, Queen’s University, and Senior Scholar, Institute for Research and Public Policy
            Chantal Hébert, Columnist, The Toronto Star
Overview: Multilevel Incidence of Fiscal Pressures in OECD Countries
Tuesday, 9:00 am

Giles Gherson is Deputy Minister and Associate Secretary of Cabinet, Policy and Delivery, for the Government of Ontario. He joined the Ontario government in 2007 as Deputy Minister of Communications and Associate Secretary of the Cabinet, following a career in journalism, where he served as editor-in-chief of the Toronto Star and, before that, as editor of the Globe and Mail’s Report on Business. Mr. Gherson began his journalism career as pensions and insurance reporter with the Financial Post. He subsequently was editor-in-chief of Southam News Service (now CanWest News) in Ottawa and political editor of the National Post, before working for four years in Edmonton as editor-in-chief of the Edmonton Journal. He was also a national political columnist with Southam News, had Jeffrey Simpson’s column in the Globe and Mail for a year (while the latter was on sabbatical), and was Ottawa bureau chief and columnist for the Financial Times of Canada. During the mid-1990s, Mr. Gherson took a two-year sabbatical from journalism to serve as principal secretary for social security reform in the federal Department of Human Resources Development.

George R.M. Anderson has been President and CEO of the Forum of Federations since 2005. He served for over thirty years in Canada’s federal public service, where he held several positions, including Deputy Minister of Natural Resources (2002-05) and Deputy Minister for Intergovernmental Affairs in the Privy Council Office (1996-2002). He held assistant deputy minister-level positions in the Energy, Finance and Foreign ministries. Mr. Anderson has degrees in political science from Queen’s University and Oxford University, and a diploma from the École nationale d’administration in Paris. He was a Fellow at Harvard University’s Center for International Affairs (1992-93). He is the author of Federalism: An Introduction (2008) and Fiscal Federalism: An Introduction (2010), both published by Oxford University Press and widely translated into other languages. Mr. Anderson is Chair of the Finance Committee and Vice-chair of the Board of Trustees of Queen’s University, a member of the advisory committee of the Mowat Centre at the University of Toronto, and a director of Ottawa Hydro.

Teresa Ter-Minassian, an international economic consultant, holds degrees in Law from the University of Rome (Italy) and in Economics from Harvard University. She joined the International Monetary Fund (IMF) in 1972, working in the European, Western Hemisphere and Fiscal Affairs (FAD) departments. She has led IMF missions to Italy, Spain, Portugal and Greece (1980-88); headed the IMF Task Force for the G7-commissioned first official study of the Soviet Union economy (1990); led IMF negotiations with Brazil and Argentina (1997-2000) and was Director of the IMF’s Fiscal Affairs Department from 2001-08. Mrs.
Ter-Minassian has published extensively on fiscal issues, especially in the macro-fiscal and intergovernmental fiscal relations areas, including the following books: *Promoting Fiscal Discipline*, co-edited with M. Kumar (2007); *Fiscal Policy and Economic Reform*, coedited with M. Blejer (1997); *Macroeconomic Dimensions of Public Finance*, coedited with Mr. Blejer (1997) and *Fiscal Federalism in Theory and Practice* (editor and author of Chapters 1, 7, and 18, 1997).

**Federalism and Income Support**

**Tuesday, 10:45 am**

**Marg Rappolt** is the Ontario Deputy Minister of Community and Social Services, with a career that spans 20 years in the Ontario Public Service. Ms Rappolt began her career in the Ministry of Labour and has since held senior positions in various Ministries including: Assistant Deputy Attorney General, Associate Deputy Minister of the Ministry of Health and Long-Term Care; Deputy Minister of Health Promotion; Deputy Minister of Culture and Deputy Minister Responsible for Seniors. She graduated from Queen's University, with a B.A. (Honours) in Political Science and an M.P.A.

**Don Drummond**, the Matthews Fellow on Global Public Policy at the School of Policy Studies, Queen's University, held a series of progressively more senior positions in the areas of economic analysis and forecasting, fiscal policy and tax policy with the federal Department of Finance. His last three positions were respectively Assistant Deputy Minister of Fiscal Policy and Economic Analysis, Assistant Deputy Minister of Tax Policy and Legislation, and Associate Deputy Minister, where he was responsible for economic analysis, fiscal policy, tax policy, social policy and federal-provincial relations and coordinated planning of the annual federal budget. Mr. Drummond joined the TD Bank in June 2000 as Senior Vice President and Chief Economist, leading TD Economics’ work in analyzing and forecasting economic performance in Canada and abroad. For Canada, this work was conducted at the city, provincial, industrial and national levels. TD Economics also analyzed the key policies which influence economic performance, including monetary and fiscal policies. He is frequently quoted by the media on economic and policy issues.
Pierre Fortin is Emeritus Professor of Economics at the Université du Québec à Montreal. His current research areas include economic growth, monetary policy, public finance, social policy, and the economies of Canada and Quebec. He is a Fellow of the Royal Society of Canada and a board member of the Canadian Institute for Advanced Research and a past president of the Canadian Economics Association. He was formerly a member of the Economic Advisory Panel of the Minister of Finance of Canada, and the chief economic advisor to the Premier of Quebec. In 1995, he was selected as “the most distinguished Quebec economist of the last decade” by membership vote of the Quebec Association of Professional Economists (ASDEQ). In 1997, he was awarded the Douglas Purvis Memorial Prize for “the best recent book or article published on Canadian economic policy.” Since 1999, he has been the economic columnist of the French-language magazine L’actualité. He received the Gold Award of the National Magazine Awards Foundation (2004 and 2008) and the Grand Prix of the Quebec Association of Magazine Editors (in 2009 and 2010) for “the best regular column in a Canadian magazine.”

Federalism and Health Care
Tuesday, 1:15 pm

Glenda Yeates was appointed Deputy Minister of Health Canada in April 2010, after serving as Associate Deputy Minister of Health Canada since May 2009. Prior to this appointment, Ms. Yeates served as President and Chief Executive Officer of the Canadian Institute for Health Information (CIHI) from 2004 to 2009. Previously, she served as the Deputy Minister of Health in Saskatchewan (1999-2004), and as Deputy Minister of Social Services (1997-99). She held various Assistant and Associate Deputy Minister positions in Saskatchewan Health (1990 -97), and a number of senior posts in the Saskatchewan Department of Finance. Ms. Yeates has served in the past as chair of the Federal/Provincial/Territorial Advisory Committee on Health Services, as co-chair of the National Children’s Agenda, and as a board member of the Health Council of Canada and the Canadian Health Services Research Foundation.

Michael Borowitz is a public health physician (M.D., M.P.H.) and health economist (Ph.D.). He currently works as a senior health economist at the Organization for Economic Cooperation and Development (OECD). He started his career working on U.S. health reform first for Senator Ted Kennedy in the Senate Office on Health and subsequently at the Health Care Financing Administration, where he worked on the reform of payment to physicians. He left the U.S. government, when health reform collapsed during the Clinton administration. He was self-exiled to Siberia, and ran a large USAID health reform project in Soviet Central
Asia based in Alma Ata Kazakhstan for five years. He subsequently moved to the U.K. working for the U.K. Department of International Development on HIV/AIDS, TB, malaria, and health reform, and then to the World Bank working on China and Indonesia. A couple of years ago, he moved to the U.K. Department of Health to work on reform of the NHS and health systems in developed countries. He has a long-standing interest in inequalities in health and public policies to address the social determinants of health.

Antonia Maioni is Director of the McGill Institute for the Study of Canada and Associate Professor of Political Science and of the Canadian Studies Programme at McGill University. She is also a member of the International Master in Health Leadership team at the Desautels Faculty of Management and the William Dawson Scholar. Professor Maioni has published widely in the fields of Canadian and comparative politics, with a particular focus on health and social policy. She is a frequent media commentator on Canadian and Quebec politics and public policy in both English and French. She serves as a mentor in the Action Canada Programme for young leaders. She sits on the boards of the Institute for Research on Public Policy, the McCord Museum of Canadian History and the Canadian Health Services Research Foundation, and is an Advisory Board Member of the Banff Forum. Professor Maioni is a graduate of Université Laval, earned a Master’s degree from the Norman Patterson School of International Affairs at Carleton University and a Ph.D. in Political Science from Northwestern University.

Carolyn Tuohy is Professor Emeritus of Political Science and Senior Fellow at the School of Public Policy and Governance at the University of Toronto. Her research and teaching focuses on comparative public policy, with an emphasis on social policy. Professor Tuohy has served in senior academic leadership roles at the University, as Deputy Provost, Vice-President of Policy Development and Associate Provost, and Vice-President of Government and Institutional Relations. She is the author of Accidental Logics: the Dynamics of Policy Change in the United States, Britain and Canada (1999) and Policy and Politics in Canada: Institutionalized Ambivalence (1992) as well as other books, edited books, journal articles and book chapters in the areas of health and social policy, professional regulation, and comparative approaches in public policy. She is a Fellow of the Royal Society of Canada, former Vice-Chair of the Board of Trustees of the Canadian Health Services Research Foundation, and a member of the Boards of Directors of the Institute for Clinical Evaluative Sciences and the Institute for Work and Health. Professor Tuohy received her B.A. from the University of Toronto and her M.A. and Ph.D. degrees from Yale University.
David MacDonald was appointed Vice-President, Research and University Relations, at the Canadian Centre for Management Development in 2002. He joined the federal public service in 1992 as a policy analyst in the Federal-Provincial Relations Office, where he worked on the Charlottetown Accord, federal-provincial issues and constitutional reform. Mr. MacDonald subsequently worked in various policy secretariats at the Privy Council Office, including Government Renewal, Program Review and the Special Projects Unit (1994-96). Mr. MacDonald joined Human Resources Development Canada as the director of federal-provincial labour market negotiations in 1996 and headed a team that coordinated and managed the negotiations of 12 labour market development agreements with provinces and territories. Mr. MacDonald became Director General, Federal-Provincial Relations, HRDC in 1997, where he worked with provinces on labour market and social policy issues and contributed to the implementation of the Social Union Framework Agreement. In 2001, he became HRDC’s Director General for the Skills and Learning Task Force, where he worked with various stakeholders and other federal departments to design and advance the federal government’s skills agenda. Mr. MacDonald has a B.A. (Honours) and an M.P.A. from Dalhousie University, and an M.A. (Political Studies) from Queen's University.

Paul Davenport was the ninth president of the University of Western Ontario. He graduated magna cum laude from Stanford University (1969) with a B.A. in Economics. He moved to Canada and earned an M.A. and Ph.D. in Economics from the University of Toronto. He taught Economics at McGill University (1973-89) and was Vice Principal for Planning and Computer Services (1986-89). He subsequently served as President of the University of Alberta (1989-94) and was president of the University of Western Ontario (UWO) from 1994 to 2009. He has honorary degrees from the University of Alberta (1994), the University of Toronto (2000), and the International University of Moscow (2002). He was made Chevalier de la Légion d’honneur in 2001, one of only a few foreigners to be awarded this honour. He was also named an Officer of the Order of Canada in 2002. Among UWO students, especially the student newspaper The Gazette, he was often referred to as “the French knight.” As a member of the Economics Department at UWO, he continues to supervise theses and publish articles.
Ross Finnie is Associate Professor in the Graduate School of Public and International Affairs at the University of Ottawa. His research and policy interests in post-secondary education (PSE) include access and barriers to PSE, persistence and pathways to completion, student financial aid and its effects on access and persistence, the effects of early family environment and experiences on PSE participation, immigrant participation in PSE, the measurement of quality in PSE, students’ adjustment to the PSE experience, and other topics. Professor Finnie is also Visiting Fellow at Statistics Canada, Research Fellow at the C.D. Howe Institute, Research Director of the MESA (Measuring the Effectiveness of Student Assistance) Project, and a member of the Canadian Labour and Skills Researcher Network. He has authored two books, is co-editor of the MESA series of books currently being published by McGill-Queen's University Press on participation in post-secondary education, and has written many articles that have been published in scholarly journals, books, think tank series, and other venues. He was educated at Queen’s University, the London School of Economics, and the University of Wisconsin-Madison.

Karen Myers is a senior researcher at the Social Research and Demonstration Corporation (SRDC). She has extensive experience conducting policy relevant research in the areas of social policy, human capital investment, and labour markets. She is the author of numerous reports on adult education and workforce development including Too Many Left Behind: Canada’s Adult Education and Training System. Prior to joining SRDC, she was a senior policy advisor with the Ontario Ministry of Training, Colleges and Universities. In addition to her research and policy skills, she has several years of applied experience as an adult learning and development consultant in both the private and community sectors. She holds an M.P.A. from Queen's University and a Ph.D. in Sociology from the University of Toronto. Her current projects at SRDC are focused on investigating and evaluating innovative approaches to helping the vulnerable invest in human capital and reach their social and economic potential.
Chisanga Puta-Chekwe became Deputy Minister of the Ontario Ministry of Citizenship and Immigration and Deputy Minister Responsible for Women’s Issues in 2009. He was previously Chair of the Social Benefits Tribunal. He spent the last year in Zambia on a leave of absence from the OPS, working as Country Manager for First Quantum Minerals, with responsibilities for government liaison, negotiations and policy development. In 1998, he became the founding Chair and CEO of the Ontario Rental Housing Tribunal. His experience also includes several senior positions with Canadian and international organizations, including the Ontario Criminal Injuries Compensation Board, Meridien International Bank, England, and the law firm of Lloyd Jones & Collins, Zambia.

Mr. Puta-Chekwe studied law at the University of Birmingham in England. A Rhodes scholar, he received an LL.M. from the University of London, and B.A. and M.A. degrees in philosophy, politics and economics from the University of Oxford.

Dan Hiebert conducts research on migration as a form of contemporary globalization. At the broadest scale, this includes how migration is controlled by nation states through policy and regulatory systems, and also how people become mobile, with or without the consent of states. He has looked at Canadian immigration policy within this wider context, and considered it in relation to the policies of other countries, especially in Europe and Australasia. At the local scale Professor Hiebert has studied the consequences of immigration in Canadian cities, highlighting Vancouver’s situation (over 830,000 foreign-born in a population of 2.1 million people). More specifically, this has involved looking at the integration of newcomers in the labour and housing markets of cities, and how this changes their residential structure and social relations. Much of this work is done as part of the Metropolis Project, a network of research centres across Canada and internationally. He was Guest Professor in Memory of Willy Brandt at Malmö University, Sweden (until June 2010).

Myer Siemiatycki is a Professor in the Department of Politics and Public Administration at Ryerson University. He was the Founding Director of Ryerson’s M.A. Program in Immigration and Settlement Studies, and served as Domain Leader of the ‘Community’ research field at the Centre of Excellence for Research on Immigration and Settlement in Toronto. Professor Siemiatycki’s research explores immigration policy and immigrant political participation. The author of numerous articles and book chapters, his recent publications include the co-edited Electing...
Yves Giroux is Director of the Social Policy Division, Department of Finance, providing advice and recommendations on a wide range of social policy issues, notably in preparation of the federal budget. He joined the federal public service as a policy analyst, following completion of a Master’s degree in Economics from the Université de Montréal in the mid-1990s. He worked initially in the Tax Policy Branch of the Department of Finance and subsequently in various secretariats at the Privy Council Office, where he provided advice on policy proposals on a wide range of issues being considered by Cabinet and its Committees. After almost four years at the Privy Council Office, Mr. Giroux returned to the Department of Finance. For the last five years, he has been providing advice and developing social policies in many areas, including aboriginal affairs.

Phil Triadafilopoulos is Assistant Professor of Political Science at the University of Toronto. He teaches courses in public policy and conducts research in the areas of immigration and citizenship policy. Professor Triadafilopoulos received his Ph.D. in Political Science from the New School for Social Research and is a former SSHRC Postdoctoral Fellow. He also held a two-year visiting research fellowship at the Institute for Social Sciences, Humboldt University, through the German Academic Exchange Service, and is a member of the Ethnicity and Democratic Governance research team, a SSHRC-funded Major Collaborative Research Initiative. Professor Triadafilopoulos’ research focuses on how immigration and citizenship policies both reflect and reconfigure boundaries of national belonging in liberal-democratic states. His forthcoming book, Becoming Multicultural: Immigration and the Politics of Citizenship in Canada and Germany and articles in the Review of International Studies, German Politics and Society and the Journal of Historical Sociology present some of his findings in this area. His other research includes a study, with Anna Kortewag, comparing the integration of Muslim immigrants in Germany and the Netherlands, and, with Professor Myer Siemiatycki, an analysis of immigrant settlement provision in multi-level governance contexts.

Federalism and Aboriginal Peoples
Wednesday, 10:45 am

Yves Giroux is Director of the Social Policy Division, Department of Finance, providing advice and recommendations on a wide range of social policy issues, notably in preparation of the federal budget. He joined the federal public service as a policy analyst, following completion of a Master’s degree in Economics from the Université de Montréal in the mid-1990s. He worked initially in the Tax Policy Branch of the Department of Finance and subsequently in various secretariats at the Privy Council Office, where he provided advice on policy proposals on a wide range of issues being considered by Cabinet and its Committees. After almost four years at the Privy Council Office, Mr. Giroux returned to the Department of Finance. For the last five years, he has been providing advice and developing social policies in many areas, including aboriginal affairs.
**André Juneau** began his career in the Public Service of Canada in 1975 with the Department of Finance where he worked on transfers to provinces, constitutional reform and social policy. He also served as the Deputy Minister’s executive assistant. After a period of three years in the Priorities and Planning Secretariat of the Privy Council Office (PCO) dealing with social policy, Mr. Juneau served as Director General for labour market policy and subsequently as Director General and then Assistant Deputy Minister for immigration policy. In 1993, he moved to Health Canada as Assistant Deputy Minister for policy and communications. Mr. Juneau returned to the PCO in 1998 as Deputy Secretary for Intergovernmental Relations, liaising with Intergovernmental Affairs officials in all jurisdictions across Canada, and subsequently served as Deputy Secretary to Cabinet for...
Operations. In 2002, Mr. Juneau was appointed as the first Deputy Head of Infrastructure Canada, with the mandate to create a new federal department. This required significant liaison with provincial and territorial officials, as well as officials in cities and communities across Canada. Mr. Juneau was the Director for Canada and Morocco on the board of the European Bank for Reconstruction and Development in London (UK) from 2006-09.

Elly Alboim leads Earnscliffe’s strategic communications practice, with more than two decades of experience in public policy, communications and media. He has worked with a large number of federal ministers and their departments, providing public opinion research services, strategic communications and media advice as well as advising senior business executives of some of Canada’s largest companies. He has provided advice on some of the most important and controversial issues in recent Canadian history to a number of federal cabinet ministers and departments, including Environment, Finance, Health, Human Resources Development, Indian and Northern Affairs, Industry, Justice, Heritage (Multiculturalism), Natural Resources and Treasury Board. Mr. Alboim is also an accomplished focus group moderator and interviewer. He previously worked as a journalist for the Canadian Broadcasting Corporation (1970-93) and was Parliamentary Bureau Chief for CBC Television News and National Political Editor (1977-93). He won one Gemini and was nominated for four others for his work in Special Events coverage. As well Mr. Alboim is a tenured Associate Professor of Journalism at Carleton University. He has taught reporting, editing and television news production to undergraduate and graduate students. He is a member of the Board and Executive Committee of the Canadian Journalism Foundation, and a member of the Board of the Institute on Governance.

Tom Courchene is the Jarislowsky-Deutsch Professor of Economics and Financial Policy at Queen’s University and a member of the School of Policy Studies, the Department of Economics and the Faculty of Law. He is also Senior Scholar, Institute for Research on Public Policy. His research interests include financial deregulation, the political economy of Canadian federalism and comparative federal systems, climate change and the knowledge-based economy. Professor Courchene is the author or editor of some 60 books and over 250 academic articles on a wide range of Canadian public policy issues, including Social Policy in the 1990s: Agenda for Reform, Equalization Payments: Past, Present and Future, and A State of Minds: Toward a Human Capital Future for Canadians. A collection of his recent articles appears as Rearrangements. His book, Social Canada in the Millennium, was awarded the Doug Purvis Prize for the best Canadian economic policy contribution (1994) and his book, with Colin Telmer, From Heartland to North American Region State: The Social, Fiscal and Federal Evolution of Ontario (1998), won the inaugural Donner Prize for the best book on Canadian public policy. He is a recipient of the Molson Prize for lifetime achievement in the Social Sciences and Humanities (1999) and an Officer of the Order of Canada.
Chantal Hébert is a national affairs writer with the Toronto Star and a guest columnist for Le Devoir. She is a weekly participant on the political panel for CBC’s The National. She is also a regular participant in various other television and radio current affairs programs in French and English. Ms. Hébert has been a journalist since 1975. She started her career in Toronto as a reporter for the regional newsroom of Radio-Canada before moving to Parliament Hill for the station. She has served as Bureau Chief for Le Devoir and La Presse. Her columns have appeared in the Ottawa Citizen, the National Post and the London Free Press. Ms. Hébert is a graduate of Glendon College, York University. She is Senior Fellow at Massey College at the University of Toronto and the recipient of two Asia-Pacific media fellowships (Malaysia and Japan). She is the recipient of the 2005 APEX Public Service Award and the 2006 Hy Solomon Award for Excellence in Journalism and Public Policy, as well as York University’s Pinnacle Achievement Bryden Alumni Award. Ms. Hébert’s first book, French Kiss: Stephen Harper’s Blind Date with Quebec, was released in 2007.
Share news of Queen’s part-time Professional MPA and MIR programs with colleagues and friends. Earn a Queen’s Master’s degree, while continuing in full-time employment.

Queen’s Professional Master of Public Administration (PMPA)

• A great choice for policy professionals and managers seeking to enhance their knowledge and skills for leadership in public service and other policy-making roles

Queen’s Professional Master of Industrial Relations (PMIR)
NEW in 2010

• Designed for executives, managers and other professionals in private, public and nonprofit organizations who are looking to advance their career in labour relations and human resources management

These programs offer:
• Leading-edge applied knowledge
• A convenient class schedule, with classes on one Friday and Saturday each month and a two-week session in mid-May
• Highly motivated student colleagues with diverse academic and professional backgrounds
• A faculty team committed to innovative teaching and scholarship
• Access to a network of professional expertise that is unsurpassed in Canada

One-year, full-time MPA and MIR programs are also offered.
For more information please see: www.queensu.ca/sps