



Vice-Principal (Culture, Equity and Inclusion) Annual Report

2025-2026



Vice-Principal (Culture, Equity, and Inclusion)

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Alternative formats of this report are available on request

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Message from the Vice-Principal

I am pleased to share the 2025-2026 Annual Report for the Office of the Vice-Principal (Culture, Equity, and Inclusion) (VPCEI). Building on the momentum of previous years, this period marks continued maturity of this new administrative portfolio at Queen's. Guided by Queen's foundational values of truth, responsibility, respect, freedom, and wellbeing, the VPCEI portfolio has further developed and supported efforts to refine systems, deepen partnerships, and amplify equity work across campus.



Throughout 2025-2026, the Office of the VPCEI made significant strides in evolving university equity infrastructure, particularly through the ongoing enhancement of critical web applications that support employment equity data collection, monitoring, and reporting. Continuing to nurture a culture of collaboration, the Office has expanded its engagement with university-wide equity committees and working groups, driving forward strategic initiatives in Indigenization, equity, diversity, inclusion, accessibility, and anti-racism (I-EDIAA).

Beyond technological and collaborative advancements, the Office has sustained its support for Employee Resource Groups (ERGs). A key milestone this year was the publication of the [ERG Progress Report](#), which highlights the collective achievements, challenges, and future priorities of these groups across campus.

In our Richardson Hall suite, VPCEI and Office of Indigenous Initiatives colleagues continue, with intention, to walk the road of reconciliation together under the guidance of Cultural Advisor Te ho wis kwûnt (Al Doxtator). We have worked to honour commitments regarding resources and mutual support under our own Two Row Wampum agreement. In doing so, we seek to practice what we profess, fostering the respect for and reciprocity with Indigenous peoples that we wish to see enacted everywhere across campus.

This report is submitted with deep thanks to VPCEI office staff, staff of the OII, Complaints and Investigations, Human Rights and Equity Office, and Office of the University Ombudsperson as well as the countless community members working to achieve just and inclusive futures for all at Queen's.

Our Work and Mission

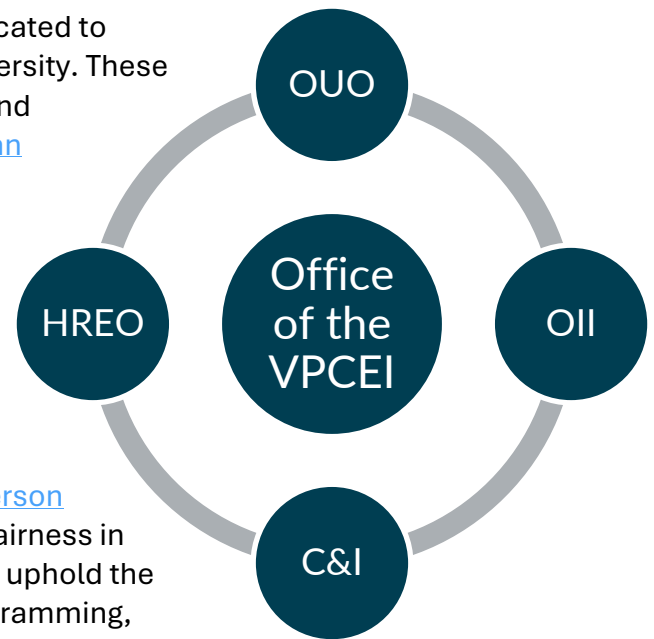
The mandate of the VPCEI is to advance a university culture that celebrates diversity by actively implementing actions and policies promoting equity. The VPCEI is guided by Queen's core values: truth, responsibility, respect, freedom and wellbeing. These values inform our approach to creating a campus where every member feels valued and supported. By aligning our initiatives with Queen's University's goals and values, we aim to build a vibrant, inclusive campus where everyone has the opportunity to succeed. By fostering a culture of equity and inclusion, we not only enhance the individual experiences of our community members but also strengthen the collective fabric of Queen's University. Our work includes initiatives aimed at:

1. **Communication and Outreach:** Developing effective internal and external communication strategies to highlight our commitment to I-EDIAA and celebrate our diverse community.
2. **Equity Data, Systems and Processes:** Implementing systems to ensure equitable practices in recruitment, retention, and advancement of faculty, staff, and students.
3. **Coordination and Collaboration:** Facilitating partnerships and collaborations across the university, the postsecondary education sector, and the local community to promote shared responsibility and collective action towards I-EDIAA goals.
4. **Compliance and Reporting:** Upholding transparency and accountability with I-EDIAA through compliance and reporting mechanisms.

The Office of the VPCEI team includes Jill Christie, Executive Director; Jenny Corlett, Community Integration Liaison; Eddie Daniels, Communications Manager; Stacey Garwood, Executive Assistant; Khalil Koudary, Data Analyst; Greg Naçu, Application Developer; and Anderson Rouse, Budget and Finance Officer.

Our Portfolio

The VPCEI portfolio brings together several key units dedicated to fostering a culture of equity and inclusion across the university. These include the Office of the Vice-Principal (Culture, Equity, and Inclusion), which provides strategic leadership; the [Human Rights and Equity Office \(HREO\)](#), which monitors the university's employment equity and AODA requirements, offers education and provides human rights and sexual violence advisory services; the Complaints and Investigations Office (C&I), which handles matters requiring investigation under the Harassment and Discrimination Policy; [the Office of Indigenous Initiatives \(OII\)](#), which leads efforts toward decolonization and reconciliation; and [the Office of the University Ombudsperson \(OUO\)](#), which provides impartial guidance and supports fairness in university processes. Together, these units collaborate to uphold the university's I-EDIAA commitments through proactive programming, responsive services, and systems-level change.



Equity Data

The Office of the VPCEI is responsible for university wide employment equity data and web applications. This includes managing data requests, monitoring compliance with equity-related policies and procedures, and developing customized surveys to support equitable practices across various university functions. The following overview highlights key areas related to data and monitoring.

Data Requests

There were 23 data requests from various faculties and departments across the university in 2025. These requests have spanned a range of needs, reflecting diverse requirements of our campus partners in supporting I-EDIAA initiatives. A significant portion of these requests involved generating reports on the representation of equity-deserving groups at the university, faculty/shared service, department, and union level.

Survey Requests (Qualtrics)

The office develops tailored self-identification questionnaires, using Qualtrics, for key university governance bodies, including the University Council, Board of Trustees, and the Senate. These surveys are designed to collect comprehensive equity deserving group data, helping to ensure these bodies are representative of the diverse university community.

Similarly, the office developed a self-identification questionnaire for the Postgraduate Medical Education program. This survey provides a snapshot of the representation rates of equity-deserving groups within the current program.

To support continuous improvement efforts, the office maintains and manages training feedback data for the HREO, using Qualtrics. This process involves cleaning the raw data to ensure accuracy and consistency, followed by the creation of detailed reports tailored to each training. These reports provide actionable insights to help enhance training effectiveness and inform future program development.

To better understand and support diversity within the NSERC CREATE program, VPCEI staff administered self-identification questionnaires to all applicants and participants. The collected data was carefully cleaned and securely stored to maintain confidentiality and data integrity. Analysis of this information helps inform equity, diversity, and inclusion initiatives and shapes program strategies to foster a more inclusive research community.

Since 1999, Queen's University has administered [the Student Applicant Equity Census](#) to all undergraduate and graduate applicants. The Census, currently managed by the Human Rights and Equity Office and the OVPCEI, invites applicants to voluntarily self-identify as Indigenous, a person with a disability, and/or racialized. It also collects socioeconomic data such as gross family income, parental education level, and hometown size. Responses are strictly for planning and equity purposes and not used in admissions decisions.

Survey results are shared with Institutional Research and Planning, who maintain the applicant census dashboard for ongoing analysis and reporting. The Student Applicant Census was administered to 35,000 students during this cycle.

JCAA Compliance Monitoring and Reporting

Another key area has been monitoring and reporting on compliance with the [Queen's Equity Appointments Process \(QEAP\)](#) and other mandatory requirements, such as the [JCAA Compliance Report](#). Analysis of faculty hires ensures the university is adhering to Collective Agreement guidelines, thereby upholding the commitment to fair and transparent hiring practices. In 2025, 446 faculty hires were recorded in QEAP. Regarding staff hires, the Office of the VPCEI imported over 450 CareerQ competitions to the QEAP Application, which signifies increased engagement with the Employment Equity process for Staff.

Pride 365: Queen's University Community Survey

In April 2025, the Office of VPCEI assisted the Principal's Action Group on Gender and Sexual Diversity (PAGGAS) in launching "Pride 365", a research-informed and consultative initiative focused on strengthening 2SLGBTQIA+ inclusion and Pride engagement across Queen's University throughout the academic year. Members of the Queen's community were invited to participate either by completing a short survey or by joining a facilitated focus group discussion in the future. 206 responses were received; ideas, experiences, and priorities related to visibility, programming, institutional support, community-building, and belonging of 2SLGBTQIA+ members of the Queen's community and their allies were collected, analyzed, and shared with PAGGAS.

Vice-Principals/Deans Annual Equity Data Reports

The Office of VPCEI developed and delivered comprehensive employment equity reports for each Faculty/Vice-Principal portfolio, providing year-over-year comparisons of equity-deserving group representation between 2025 and 2026. Each report also included a QEAP progression analysis illustrating how applicants from equity-deserving groups advanced through each stage of the appointment process, as well as an overview of DEAP cycles initiated in 2024 and 2025. In collaboration with the HREO, VPCEI staff met with Deans, Associate Deans, Vice-Principals, and Associate Vice-Principals to review results, discuss trends, and identify opportunities to advance employment equity initiatives.

Multi-Year Accessibility Plan (MYAP) Data Support

The Office of VPCEI provided analytical and reporting support to inform implementation of the 2026-2031 MYAP strategy, led by the HREO. This included identifying relevant institutional data sources and developing reports on employees who self-identify as persons with disabilities. It also involved analysis of self-identification across disability categories, the distribution of persons with disabilities across staff, faculty, and employment equity occupational groups (EEOGs), and QEAP appointment process progression reports for applicants with disabilities, disaggregated by applicants to all positions, staff positions, and faculty positions. The Office of VPCEI will provide ongoing support to the Human Rights and Equity Office's efforts to establish data tracking approaches, monitor trends, and inform evidence-based accessibility initiatives across the university as needed.

Cyclical Program Reviews

Cyclical Program Reviews (CPRs) are internal evaluations of Queen's undergraduate and graduate academic programs with the objective of ensuring academic quality and integrity at Queen's University. The process is monitored through the Queen's University Quality Assurance Processes (QUQAPs), mandated by the Council of Ontario Universities (COU) in consultation with the Ministry of Training, Colleges and Universities (MTCU). Each program under review is required to map discipline-specific outcomes onto articulated Degree Level Expectations (DLEs) through the following five major components of QUQAPs: Self-Study, Evaluation (peer review) by a Review Team, Internal responses from the Unit Head(s) and appropriate Dean(s), Analysis of program review reports by the Senate CPR Committee, Provost's recommendations and plans to implement, monitor and follow-up on those recommendations.

According to Section 6 of the CPR Self-Study form entitled *Equity, Diversity and Accessibility*, all departments are required to take equity into consideration and provide information on "how the Program(s) has/have addressed the University's equity goals."

In order to assist academic units in completing the equity and diversity requirements of CPRs, the Office of the VPCEI prepares individual reports outlining the following:

1. A brief analysis of the key equity findings
2. Most underrepresented designated group rankings for faculty and staff
3. The unit's compliance with the employment equity hiring process
4. Designated group representation in appointments and hiring processes
5. Compliance with the mandatory employment equity training
6. Equity and accessibility training reports

In 2025/2026, the Office of the VPCEI provided detailed reports to the HREO for the following two (2) units: School of Medicine and Biology. The HREO then assisted the units in providing a narrative to address the university's equity goals in accordance with Section 6.

Data Collection and Workforce Analysis

Each year, the Office of the VPCEI conducts a workforce analysis to assess how well Queen's employees reflect the Canadian workforce in relation to the four federally regulated designated groups.

In 2025, representation among all equity-deserving groups, except for Indigenous Peoples, in faculty roles increased slightly. However, with the exception of racialized groups, equity-deserving group representation decreased slightly within staff positions.

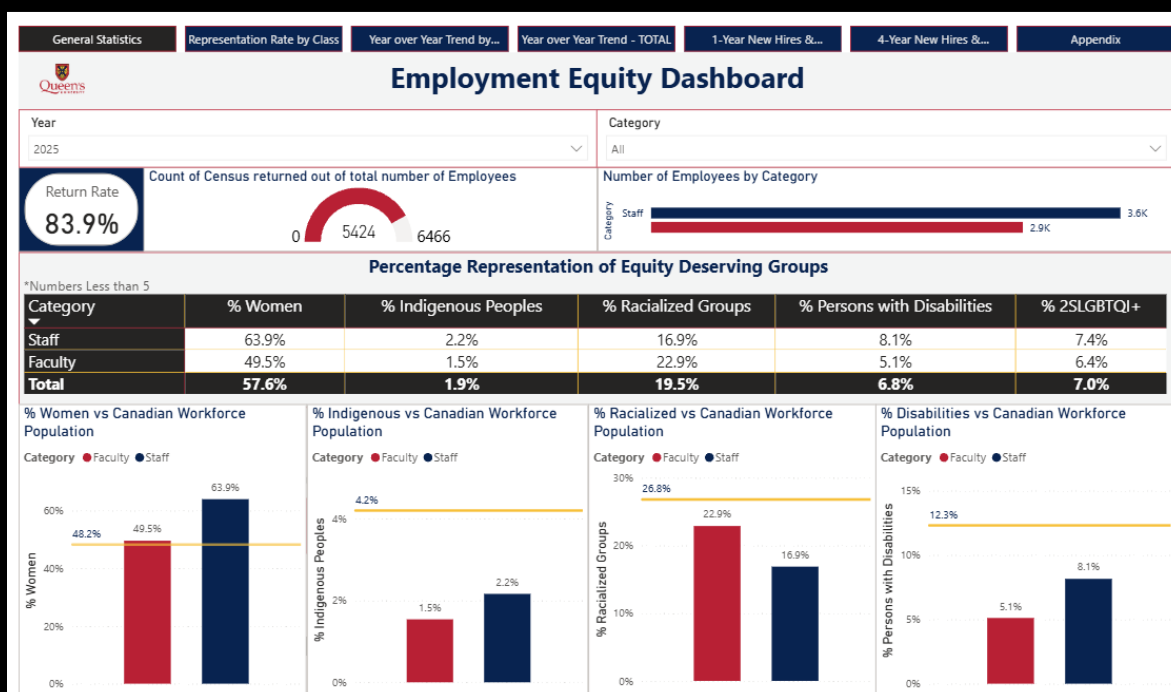
Equity Deserving Group Profile						
Queen's Employees	2021	2022	2023	2024	2025	Canadian Workforce (2021)
Women						
Faculty	46.2%	47.1%	48.5%	49.4%	49.5%	48.2%
Staff	64.4%	65.2%	64.8%	64.8%	63.9%	
Indigenous Peoples						
Faculty	1.5%	1.8%	1.7%	1.9%	1.5%	4.1%
Staff	2.5%	2.5%	2.6%	2.3%	2.2%	
Persons with Disabilities						
Faculty	3.7%	4.4%	4.3%	5.0%	5.1%	12.3%
Staff	6.9%	7.5%	8.3%	8.3%	8.1%	
Racialized Persons						
Faculty	18.6%	20.7%	21.0%	22.2%	22.9%	26.8%
Staff	12.5%	13.9%	15.3%	15.7%	16.9%	
Totals						
Faculty	40.9%	40.7%	43.1%	42.6%	44.2%	
Staff	59.1%	59.3%	56.9%	57.4%	55.8%	

Task Force to Advance Federal Contractors Program (FCP) Goals

The mandate of the Task Force is to provide analysis, collaboration, and strategic work to support progress toward FCP goals, addressing gaps identified by a regular Labour Program audit completed in 2024. The Office of VPCEI provided workforce and equity representation data related to the goals, helped identify the units that should be engaged to advance priority goals based on the available data, and monitored annual progress.

Employment Equity Dashboard

In February 2025, the Office of VPCEI launched the [Employment Equity Dashboard](#). This interactive PowerBI dashboard provides access to comprehensive employment equity data including general statistics, representation rate by class/category, and year-over-year trends for equity deserving groups employees at the university.



Equity Web Applications

ICOUNT Queens Census Application

Queen's is required to submit assessment reports every three years to the Federal Contractors Program. Compliance involves maintaining detailed information about the representation of the four designated groups within the workforce. Building on the full redesign completed in 2023, the ICOUNT Queen's Equity Census Application continued to provide critical support to this mandate throughout 2025-2026. Enhancements during this period focused on improving data export processes, refining integration with reporting systems, and optimizing user experience to increase participation. These updates have strengthened Queen's capacity to produce timely and accurate compliance reports while supporting transparent workforce equity monitoring.

Exit Survey/Internal Transfer Application

The Exit Survey/Internal Transfer Application was developed in 2014 to help ensure that all departing employees have an opportunity to complete an [Exit Survey](#). In addition to the exit survey, an internal transfer survey is available for employees to complete when transferring departments. Each month, the office identifies employees who have transferred departments, using PeopleSoft HR data, and shares this employee information with the HREO. The HREO then sends the transferring employee a survey. A total of 100 employees transferred departments in 2025. Of the 100, 48 completed the Internal Transfer Survey. A total of 250 employees were terminated in 2025. Of the 250, 25 completed the Exit survey.

In 2025-2026, the Exit Survey and Internal Transfer Application underwent revisions to streamline data collection and improve reporting capabilities. Collaboration between VPCEI, the Human Rights and Equity Office, and HR allowed for better identification of transferring and departing employees, facilitating more targeted survey distribution. Refinements to the intake and analysis processes have provided more detailed insights into employee movement trends and contributed to effective recruitment and retention strategies across the university. There is still more work to do to reach employees exiting the university.

The Queen's Equity Appointments Process (QEAP) Application

[The Queen's Equity Appointments Process \(QEAP\) application](#) was developed in 2016 to monitor the recruitment processes for employees. It was developed with the goal of assisting departments in increasing their equity compliance and ensuring that various stages of the process are initiated at the appropriate time. In 2025-2026, 159 departments across campus used the QEAP application to monitor their employment equity processes. During the 2025-2026 year, notable technical improvements included enhanced handling of committee member training verification, particularly ensuring that Employment Equity Representatives meet updated training requirements before participating in faculty competitions. The system's shortlisting and appointment workflows were adjusted, improving data accuracy and compliance. The introduction of a "Unions" field improved tracking and reporting related to union memberships, aligning with updated contractual and equity reporting needs. Additionally, email notifications were optimized to reduce unnecessary communications and ensure timely reminders reach responsible parties. recruitment practices throughout the university.

Renewal, Tenure, Promotion and Continuing (RTPC) Application

The university is mandated to collect, track and report on Renewal, Tenure, Promotion and Continuing (RTPC) data as it pertains to QUFA faculty applicants. The RTPC data is used to inform the Employment Equity Representative (EE Rep) and to assist the Human Rights and Equity Office in completing their annual compliance report to the Joint Committee for the Administration of the Agreement (JCAA) and the Senior Leadership Team. Following major modernization efforts in 2024, incremental updates continued to improve the RTPC application's functionality and usability throughout 2025-2026. Enhancements to applicant search filters, training verification for committee members, and improved export features have streamlined administrative workflows and strengthened data integrity. These changes assist Employment Equity Representatives and Human Rights and Equity Office staff in meeting regulatory reporting requirements and advancing equity-focused academic promotions

The Queen's Training Manager

The Queen's Training Manager was developed in 2019 to manage online (self-paced) and in-person or virtual training sessions. The Queen's Training Manager enables the creation of new online modules and in-person or virtual workshops, automates email communication to registrants, allows units to track individual participation in education sessions, facilitates administrators in distributing registration links, and supports electronic sign-in for attendees. The Training Manager platform expanded its capacity to manage a growing suite of equity and inclusion education offerings during this period, including new courses such as the harassment and discrimination modules. System improvements focused on automated communications, including scheduled reminders for expiring courses, and enhanced reporting capabilities for detailed tracking of participation and compliance. The interface was updated to increase accessibility and facilitate a seamless user experience across diverse university units using the platform.

As of July 2026, there are 194 courses managed through the Queen's Training Manager. To date the following units are using the Queen's Training Manager: the Human Rights and Equity Office, Campus Security and Emergency Services, the Centre for Teaching and Learning, Facilities, Grad Studies and Research, the Office of Indigenous Initiatives, the Office of the University Ombudsperson, the Records and Privacy Office, Student Experience Office, Student Wellness, and the Office of the Vice-Principal Research.

The I-EDIAA Training Portal

[myTraining Record](#) is a dynamic webpage populated by the Queen's Training Manager, allowing employees to review their training history and identify required Human Rights and Equity courses. The addition of notifications for approaching course expiration dates has increased engagement and compliance. Updates improved data integration from multiple units, providing a consolidated, user-friendly interface for ongoing equity and inclusion education tracking.

The Client Management Tool

The Client Management Tool (CMT) was developed in 2021 to help the Human Rights and Equity Office (HREO) manage client services. The CMT allows clients to request services using an online web intake form and allows the HREO to record client data. The CMT system saw significant enhancements in 2025-2026, including tailored reporting. Backend and workflow improvements streamlined case management and client intake processes, while upgraded security features ensured the confidentiality of sensitive information. These revisions have enabled more efficient, coordinated, and transparent service delivery.

The Diversity and Equity Assessment and Planning (DEAP) Tool

To achieve the goal of better understanding the working environment and climate relating to equity and diversity at the university, the Human Rights and Equity Office developed the DEAP Tool with 12 indicators of equity achievement that units can use to ensure that equity, diversity, and inclusion are embedded within all facets of their operations. The Diversity and Equity Assessment and Planning (DEAP) Tool was initially developed in 2015 to assist Academic Units to better understand the environments and climate relating to equity and diversity in their units. In 2018, the Administrative DEAP Tool was created for non-academic units. Modifications in 2025-2026 to the DEAP Tool included the introduction of a specialized branch for researchers, expanding its applicability across the university. Refinements to indicator definitions and measurement tools increased the precision of equity assessments. These updates support academic and administrative units in embedding equity and diversity across operational practices and culture.

Harassment and Discrimination Intake Tool

The Harassment and Discrimination Intake Tool is a new application designed and developed by the Office of the VPCEI during 2025-2026 to manage complaints and reports submitted under Queen's Harassment and Discrimination Prevention and Response Policy. This system replaces the previous Advocate platform, which was a paid service, allowing Queen's to bring critical case management functionality in-house. The HD Intake Tool incorporates advanced features such as clear differentiation between complaints and reports, streamlined intake forms, improved case tracking, and automated email notifications to involved parties. A significant focus during its development was the successful import and integration of historical data from the Advocate system to ensure continuity and comprehensive record-keeping.

Equity Committees

The Vice-Principal (Culture, Equity, and Inclusion) Chairs or Co-Chairs committees and groups entrusted with establishing and nurturing an inclusive and equitable university community. These committees assist in transforming Queen's University into a space that empowers individuals to reach their full potential, while studying and working at Queen's. These committees include:

The University Council on Anti-Racism and Equity (UCARE)

The University Council on Anti-Racism and Equity (UCARE) was established to coordinate, monitor, and report on the progress of university-wide initiatives to address racism and promote equity, diversity, and inclusion. The Council helps to shape the vision and strategy of the university and serves as a critical voice for diversity and inclusion at Queen's. The UCARE met three times during this period to review and discuss several key reports, including the Harassment and Discrimination Intake Annual Report, the I-EDIAA Annual Report, and the Multi-Year Accessibility Plan, the O-VPCEI Annual Report. Members also received updates from the Yellow House, the HREO, and the Division of Student Affairs, along with presentations on the Dimensions Program, the Anti-Hate Campaign and the Employment Equity Plan

I-EDIAA Practitioners Group

The I-EDIAA Practitioners Group is an informal community of practice whose aim is to create a space for sharing initiatives, information, and resources. The I-EDIAA Practitioners Group fosters collaboration between practitioners on campus, promotes best practices, and builds capacity in I-EDIAA principles. The I-EDIAA Practitioners Group met twice during this time and discussed key I-EDIAA Initiatives across each portfolio.

Principal's Action Group for Gender and Sexual Diversity (PAGGAS)

Established at the request of the Principal, the purpose of the Action Group is to initiate and support actions that will improve the climate for participation in the life of the university for all Queen's students, faculty, staff, and alumni who are part of the 2SLGBTQIA+ community or who are gender non-conforming. PAGGAS serves as a conduit for connecting ideas and proposals to the resources needed to enact them. Over the course of seven meetings during this period, the group actively engaged in a wide range of discussions related to equity and inclusion on campus. Topics included updates from QUAQE, planning and participation in the Pride parade and flag-raising, and continued work on a campus map identifying gender-inclusive washrooms and changerooms. Council members advanced a draft gender-neutral/inclusive changeroom policy, reviewed processes for legal name changes and supports for updating names on SOLUS, and discussed coordination with the AMS on student-facing inclusion efforts and access to gender-affirming care. PAGGAS examined Convocation washroom arrangements at Slush Puppie Place and supported outreach with Yellow House, including new resources such as the Trans Health Care booklet, as well as the ongoing Queerorientation program. We welcomed 2 Queen's Doctoral Internship in University Administration (QDIUA) interns Rina Khan and Ashiq Abdul Rahiman, who led the Pride 365 project, ran a campus survey, and presented their findings to the PAGGAS at the end of term. The group also connected with campus and community events such as the Reelout Queer Film Festival, and heard regular updates from the

Social Issues Commissioner, who is forming an ad hoc working group to reestablish a queer club presence on campus and develop a new constitution. Overall, PAGGAS continued to focus on practical improvements to safety, visibility and supports for 2SLGBTQIA+ and gender-diverse students and employees.

National Day for Truth & Reconciliation Working Group

The purpose of this working group is to put thoughtful plans and actions toward reconciliation efforts at Queen's University in a manner that engages community during the week of the National Day for Truth and Reconciliation and throughout the year. The Working Group is responsible for planning and coordinating events, initiatives, and supports commemorating the National Day for Truth and Reconciliation (NDTR) at Queen's. It develops key messages that promote learning and action around Truth and Reconciliation, working in collaboration with communication teams across the university to ensure these messages are widely shared.

The NDTR Working Group convened eight times over the period to advance a number of key projects. Members worked on an art exhibit in partnership with the Agnes Etherington Art Centre and the Union Gallery. The committee organized the Sacred Fire ceremony, coordinating speakers and the Firekeeper. Team members also oversaw T-shirt sales for Orange Shirt Day, raising awareness and funds for the Kingston Native Centre and Language Nest. The Group also developed a communication plan to promote NDTR events and resources across campus. Overall, the committee concentrated on concrete steps to deepen engagement, visibility, and educational outreach around Indigenous histories and ongoing reconciliation.

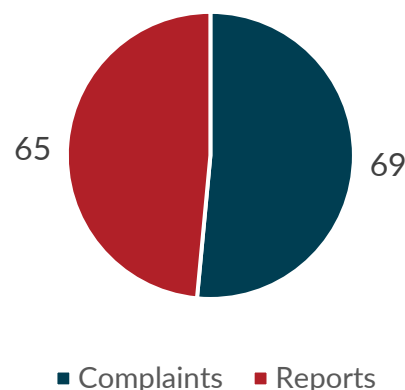
Queen's University Anti-Hate Advisory Group

The Queen's University Anti-Hate Advisory Group (QUAHAG) provides broad guidance to university administration on effective approaches to hate prevention and response, in consultation with communities targeted by hate, as well as literature/research on leading and promising practices. The QUAHAG builds relationships between communities targeted by hate and university/Kingston community partners involved in the provision of services related to hate-incident response, communication services, safety, health, and wellbeing supports. The QUAHAG does not respond directly to emergencies; however, the QUAHAG's Community Support Subcommittee may liaise with the university's hate emergency systems to ensure that culturally sensitive and trauma-informed services for victimized individuals and communities are in place and that institutional support is appropriately communicated.

Across three meetings the Anti-Hate Advisory Group received updates, reviewed materials, and provided feedback on communications, educator supports, and response tools to address harassment and discrimination on campus. At the October meeting Brand and HREO presented the next phase of the anti-racism campaign (an "Upstander"/bystander-intervention focus) and reviewed Phase I outcomes. The Group also heard from CTL on pluralistic dialogue and educator training. In January and April members reviewed the Harassment & Discrimination and I-EDIAA annual reports as well as approved the Hate Crimes and Incidents Guide and Response Framework.

Harassment and Discrimination Intake Assessment Team

The Harassment and Discrimination Assessment Team, chaired by the VPCEI, meets weekly to review submissions made through the Harassment and Discrimination Policy and to determine if the complaints/reports meet the bar for investigation. From May 1, 2025 to April 30, 2026, there were 134 reports/complaints submitted through the H&D Policy. The annual Harassment and Discrimination Intake report can be found here: [H&D Intake Report](#)



Other Committees

Members of the Office of the VPCEI are often invited to take an active role on other Committees on and off campus, including:

- The Anti-Racism Task Force (City of Kingston)
- Freedom of Information and Protection of Privacy Act Group
- FSSRS UCARE Sub-Council
- Curriculum, & Instruction Working Group
- VPFA Shared Services Forum
- University Culture Committee
- Global Engagement Working Group
- Kingston Immigration Partnership Steering Committee
- Anti-Hate Advisory Group
- Commitment Scholars Awards
- Space Booking Group
- I-EDIAA Strategic Communications Working Group
- Campus Planning Advisory Committee
- Data Sharing and Access Sub-Committee
- PSE ASI Assessment
- ERG Recommendations Working Group
- Queen's Renew Project
- Data Trusteeship Committee
- Campus Disruption/Incident Group
- Indigenous Oversight Committee
- Scarborough Charter Steering Committee
- the U15 German Canadian Exchange Planning Group
- Indigenous Council
- Academic Accommodations Interim Working Group
- Employee Data Integrity Network
- Queen's Art of Research

Support for Equity Initiatives

Support for Employee Resource Groups

Employee Resource Groups (ERGs) help create an inclusive workplace by giving equity-deserving groups a formal structure within an organization to support their unique needs. ERGs contribute to community building within organizations and provide an avenue for all employees to learn more about diverse groups. ERGs provide professional development opportunities to develop skills such as project management, budget development, public speaking and committee organization which are directly transferable to the workplace.

Throughout the 2025-2026 year, the Office provided operational and strategic support to Employee Resource Groups, working closely with the ERG Recommendations Working Group to finalize two flagship resources: the ERG Toolkit and the ERG Time Release Policy. Staff led development and promotion of the policy (drafting manager communications, securing a Gazette article, and circulating guidance to ERG leads) while revising the ERG fund online form and funding criteria, preparing the ERG final recommendations report, and offering ongoing financial and administrative support for group activities. The Office also developed ERG webpages for the Parents & Caregivers Village as well as the Queen's Muslim Inclusion Network (QUMIN).

The Office coordinated membership and engagement initiatives, including successful ERG membership drives at New Faculty Orientation, the Principal's BBQ and the Principal's holiday lunch.

For the June 17, 2025 ERG Gathering the team organized an appreciation day for all ERG Leads. This included arranging for a facilitator, working with Event Services, preparing all materials and gift bags and processing facilitator payments.

I-EDIAA Funding and VPCEI Budget Requirement

Queen's University strives to create an inclusive and welcoming environment in which diversity is valued and celebrated by all members of the campus community. The **Inclusive Community Fund** was established in 2018 to further these goals by providing financial support to host programs, events, initiatives, or projects that serve to promote a more inter-culturally informed, tolerant, and inclusive campus community. Established by a \$50,000 annual contribution from the Office of the Vice-Principal (Culture, Equity, and Inclusion), the fund is available to any Queen's student or employee.

The **Black Student Initiative Fund** was created to support Black student-led events, programs, initiatives, and projects on campus through the existing Inclusive Queen's Community Fund process. Additionally, the Office of the Principal and Vice-Chancellor has committed an additional \$25,000 every year to the fund, bringing the annual total to \$75,000.

From May 2025 to April 2026, there were 61 requests for funding through the ICF, 12 requests through the BSIF, and four requests from Employee Resource Groups. This was an increase of 40 requests than the previous year.

The following initiatives were funded through the ICF:

- Re-imagining the Women in Science at Queen's (WiSQ)
- Heart Garden for the NDTR
- Teaching Development Conference 2025
- Black Ambassador Program
- Equity Gala, End the Stigma
- Equity Caucus Events
- Queerorientation
- Beyond Words: BIPOC Art Series + Loan Stars
- Negotiating Peace, Accessible Recipes for Accessible Exhibitions
- Fostering Leadership and Elevating Voices: Black History Month Activities
- Convergence 2026
- Ramadan Iftaar Program 2026
- Black Legacy Mentorship Program
- QGC Coffee Chat Initiative, Death and Dying: A Multi-Faith Perspective
- International Women's Day Celebration – QWN
- Where's the Party 2.0
- WiE-RISE Symposium
- CFMS SCORA X-Change program
- Queer Prom
- Taste of Nigeria
- Pride at Queen's
- QUAQE Annual Events
- Black Swims 2025-26
- On the House: Free CC (& Gender Affirming Closet)
- Cultural Crossroads Cook-Off
- 4th Annual Indigenous Art Exhibition
- Book Club and Speakers Panel
- ACSA Dance Team
- With Opened Mouths
- ASL Interpretation for Accessibility First Speaker Series
- Queen's Black Future Lawyer's Social
- Lesbian Camp and Activist Media
- the black experience art exhibition
- Can. Ass. for the Study of Islam and Muslims Conference
- Teaching for Transformation
- Women in Neuro Conference
- Walk and Roll a Thon
- FLSQ Conference 2026
- 2026 QGC Speaker Series Plan
- The Legal Roundtable : Where Pre-Law Meets Practice
- Queen's Research Mentorship Program 2026
- Nowruz in Solidarity with Iran
- Black Medical Students' Association of Canada AGM
- Black Farewell 2026

The **Diversity and Inclusion Fund** is base budget funding that allows the Office of the VPCEI to support units across the university implement I-EDIAA programming and initiatives. Below are some examples of support provided for the 25-26 year.

- The [Community of Support](#) (COS) program is a collaborative of eight partner university faculties of health sciences and medicine across Canada. Its mandate is to support prospective students facing systemic barriers as they embark on medical education, health sciences research, and rehabilitation science programs. It offers supports for Black students, and also to individuals who identify as Indigenous, Filipino, Latin American, those who face financial barriers, and/or identify as having a disability or are non-traditional applicants (e.g., mature students).
- The [Journal of Critical Race Inquiry](#) advances research and thinking on race and racialization in Canadian and international contexts and encourages interdisciplinary approaches to critical race inquiry that extend beyond institutional walls
- The Centre for Teaching & Learning (CTL) and the Human Rights and Equity Office (HREO) hosted Dr. Aftab Erfan to offer a public talk (open to all Queen's faculty, staff, and students) and a train-the-trainer workshop for invited staff and educators.
- QUMSA - Prayer space and space during Ramadan
- Leading While Marginalized: Custom 4-session pilot program for racialized and marginalized directors
- U15 Exchange Support: June 2026 meeting of the U15 Canada-Germany Exchange on EDI
- HREO - Animation Video Series: Animated informational videos on harassment and discrimination.
- Racism Awareness Campaign: Kingston Anti-Racism Awareness campaign, internal bus transit advertising through Kingston Transit.
- 2025-2026 Institutional Member: [The National Center for Faculty Development & Diversity](#) offers a range of programs, courses and workshops designed to support faculty across career stages and institutional roles.
- Research Support - Black Student Retention: Research into the retention of black students in computer science and related disciplines at Queen's
- Support to Wellness(HR): Support of the Wellness program in HR
- Support for Pre-Doctoral Fellowships for Black and Indigenous scholars in FAS

Dimensions Canada

The Office of the Vice-Principal (Culture, Equity, and Inclusion) and its units, alongside the Vice-Principal Research Portfolio are working to implement the Dimensions Canada recognition program within the institution's research arm. A part of that work involves communicating the highlights and benefits of the program as well as the implementation process with the campus community. This important portion of the implementation process will increase awareness and understanding among Queen's faculty, staff, and students about EDI in research and the Dimensions initiative.

Employee Relocation

Between May 2025 and April 2026, the Community Integration Liaison (CIL) provided targeted relocation support across the university community, assisting **88 new employees**, including faculty, postdoctoral researchers, staff, visiting scholars, and senior leadership. This is an increase of 51 from the previous year. The CIL recorded 411 discrete client and partner interactions. Below summarizes trends, the range of client needs, external partnerships and recurring challenges, and it outlines process improvements and next steps to strengthen relocation outcomes.

Relocation services during the reporting period included needs assessment, housing search and viewings (in-person and virtual), orientation and welcome resources, immigration and Queen's benefits/UPP navigation and referrals, short-term accommodation brokerage, and referrals for spousal employment and Kingston community settlement supports. Clients included new faculty and senior leadership appointments (Deans), faculty candidates (interview stage), clinical physicians, staff, postdoctoral fellows, and visiting scholars across various units and faculties.

Relocation Service Components	Number of Clients
Immigration and Settlement Services	33
Moving Services	31
Housing	54
Healthcare	31
Childcare	10
Schools and Neighbourhoods	23
Employment Support for Spouse/Partner	19
Driver's License/Vehicle Registration & Banking	17
Faith and Cultural Communities	1
City of Kingston Information	25
Other Topic*	28

* Additional relocation support included topics such as banking, accountant, camps and other activities for kids, athletics, furniture, music lessons, OHIP eligibility, property taxes, temporary accommodations.

Activity and trends

Relocation activity followed the academic hiring cycle, with heightened volumes in late spring and late summer as faculty, clinical hires and postdocs prepared to begin their appointments. Several accelerated, short-turnaround cases—notably Impact+ Chair candidates and clinical appointments from the United States—required intensive, time-sensitive coordination. International moves and arrivals continued to be a substantial portion of client base, with frequent needs for immigration guidance (in coordination with Queen's Immigration Consultant), port-of-entry planning and enrolment in provincial health plans.

Senior leadership and senior faculty relocations required tailored timelines and service, campus orientation and assistance with temporary housing options, and expedited access to university systems.

New faculty and clinical hires often needed family-centred supports (school tours, neighbourhood profiles, child-specific resources) and coordination of multiple services during short visits with their families to Kingston.

Postdoctoral fellows and visiting scholars typically sought affordable, sometimes furnished housing solutions and settlement information. Recurring individual needs included OHIP and health coverage navigation, spousal/partner employment referrals, temporary accommodation before permanent moves, and advice on cross-border matters (importing vehicles, pets, tax implications, mortgage/legal services for US hires).

Top needs and recurring challenges

- Housing availability and affordability in Kingston was the leading barrier, cited in 54.5% of client cases and often necessitating short-term accommodation solutions.
- Immigration timing and work-permit complexities (including recent Immigration, Refugee and Canadian Citizenship changes) created scheduling uncertainty and required repeated liaison.
- Service Ontario/OHIP application documentation inquiries required timely actions and consultation with Service Ontario colleagues for additional support.
- Spousal and partner employment needs (18.2% of cases) required multiple follow-ups, meetings, and referrals to Queen's HR job postings, community employment supports, networking events and other job search options in Kingston.

Partnerships and supports

Partnerships with local newcomer services like KEYS Employment and Newcomer Services, Service Ontario, property managers, real-estate agents, moving suppliers, short-term accommodation providers, bank managers, and community groups are essential to service delivery. These partnerships enabled in-person and virtual accommodation viewings, negotiation of short-term rates for long-stay accommodation, and connections to employment and settlement services.

At Queen's, the Immigration Consultant, the Provost Office, faculty staffing officers, Employee Resource Groups (ERGs), Human Resources and other campus service units provided valuable guidance and operational support for relocating employees. Their assistance — from immigration and benefits guidance to local orientation, staffing coordination and community connections — was essential to resolving complex cases and improving arrival experiences.

During the year, the CIL refreshed outreach and orientation materials, supported New Faculty and Postdoctoral Orientation events, curated relocation information packages for prospective faculty/employee candidates, presented on Kingston community resources to the Global Connect ERG for international employees, expanded the roster of real estate and professional service contacts, supported closer coordination between HR and immigration staff to problem-

solve systemic issues (e.g., work-permit renewals) and sought out new local services and community engagement activities.

Relocation services help to support recruitment, employee sustainability, and inclusive onboarding. Strengthening partnerships, continuing exploration of negotiated short-term housing options, and engaging hiring units earlier in the process will improve equitable access and onboarding outcomes for incoming Queen's community members. Future projects include curating a detailed and Queen's-branded relocation checklist for incoming employees and an employee-focused campus tour to offer through the HR Learning Catalogue.

Communications

The Office of the VPCEI has played an active role in equity related communications of various forms by liaising with leadership, multiple units, and individuals across Queen's University.

Gazette Articles

The following Gazette articles were published this academic year by the Office of the VPCEI:

May 19, 2026: [Employment Equity Forum 2026](#)

April 13, 2026: [Pride 365 builds year-round support for the 2SLGBTQIA+ community at Queen's](#)

March 11, 2026: [Multi-Year Accessibility Plan ready for input](#)

March 4, 2026: [Dr. Aftab Erfan to explore dialogue and conflict on campuses](#)

January 30, 2026: [Black Histories and Futures Month 2026](#)

November 10, 2025: [Employee Resource Group Leaders Time Release Policy receives approval](#)

October 6, 2025: [Reflection and learning for the National Day for Truth and Reconciliation](#)

September 25, 2025: [Special Advisor \(Academic Accommodations and Considerations\)](#)

September 12, 2025: [National Day for Truth and Reconciliation](#)

September 3, 2025: [Harassment and Discrimination Prevention and Response Policy](#)

July 21, 2025: [Employee Resource Groups leads gather to celebrate](#)

June 12, 2025: [Advancing diversity through employment equity](#)

Website updates

Website efforts continue throughout the year, making them accessible, informative, timely, and better aligned with institutional equity mandates. Leading up to February, which is designated Black History and Futures Month, The [Black Histories at Queen's](#) and [Scarborough Charter](#) websites were developed and launched. The Black Histories at Queen's page is a platform dedicated to celebrating the stories, achievements, and contributions of Black students, faculty, staff, alumni, and community partners connected to Queen's University. This page aligns closely with the principles of the Scarborough Charter: Black Flourishing, Inclusive Excellence, Mutuality, and Accountability, and supports this year's Black History Month's theme: Recognition. Justice. Development. Additionally, the Scarborough Charter site serves as a home for the charter and the ways in which Queen's has worked to embed the charter into the university's fabric. The Scarborough Charter site highlights many of the initiatives created for

and by students, faculty, and staff. It also provides a hub for reading the charter, gaining resources, and understanding how the charter will be intertwined within Queen's.

The main VPCEI website also became the full-time home of the Inclusive Queen's content. All of the content from the Inclusive Queen's website was transferred to the VPCEI website for greater efficiency. Working closely with ITS, Inclusive Queen's was archived and a permanent redirect was put in place by ITS to send users to the relocated Inclusive Queen's resources now on the VPCEI site.

Other important updates to the website include the creation of the [Queen's University Muslim Inclusion Network](#) and [Queen's Parents and Caregivers Village](#) pages, the [Employee Resource Groups Toolkit](#), and the updated [Employment Equity Dashboard](#).



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