

Vice-Principal (Culture, Equity and Inclusion)

2023 - 2024



ANNUAL
REPORT

Vice-Principal (Culture, Equity and Inclusion)

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Message from the Vice-Principal

It is my pleasure to report on the 2023-2024 Office of the Vice Principal (Culture, Equity, and Inclusion) (VPCEI) activities and to highlight some of the work we and our partners have accomplished over the past year. In this inaugural year the office has faced several new and exciting challenges, experienced many adjustments, and achieved several positive outcomes.

In May 2023, the oversight of employment equity data and responsibilities related to equity web applications transitioned from the Human Rights and Equity Office (HREO) to the Office of the VPCEI. Under the new structure, the Office of the VPCEI has taken on critical functions including monitoring adherence to equity policies as well as creating specialized surveys to enhance equity across various university functions. These efforts are integral to advancing our commitment to equity and inclusion across the university.

The office has made significant advancements in enhancing our equity web applications, central for ensuring compliance with federal requirements and advancing equity initiatives across the university. This year, we undertook major upgrades of several key applications designed to collect, analyze, and report on equity data. The ICOUNT Queen's Census Application was modernized to streamline data collection and reporting, while the Exit Survey/Internal Transfer Application was refined to improve employee feedback mechanisms. We also enhanced the Queen's Equity Appointments Process (QEAP) Application to better monitor recruitment practices and introduced new functionalities to the Training Manager to support comprehensive tracking of I-EDIAA educational programs. Additionally, the Client Management Tool (CMT) and the Diversity, Equity Assessment and Planning (DEAP) Tool were updated to better support client services and assess equity climate across various units.

Queen's has continued to strengthen its commitment to fostering an inclusive and equitable community through various dedicated equity committees. These committees play a crucial role in advancing the university's Indigenization, Equity, Diversity, Inclusion, Accessibility and Anti-racism (I-EDIAA) objectives. Each committee focuses on specific aspects of I-EDIAA, from monitoring anti-racism initiatives and supporting 2SLGBTQI+ communities to enhancing accessibility and responding to hate incidents.

This past year, the office has been at the forefront of addressing and communicating a diverse array of issues impacting our community. From engaging with concerns about global conflicts to fostering collaborative efforts in implementing the Scarborough Charter. Through these efforts, the VPCEI continues to strengthen its commitment to supporting the university's strategic goals and enhancing the well-being of our entire community. As we work toward fulfilling the objectives in the Principal's Strategy, it is evident, efforts of inclusion and accessibility must be a shared goal.



In 2023, Stephanie was appointed Vice-Principal (Culture, Equity, and Inclusion). Stephanie leads Queen's commitment to ensuring a workplace culture that celebrates diversity and inclusion.

The VPCEI Staff



Jill Christie - Executive Director

As the Executive Director for the Office of the VPCEI, Jill is responsible for overseeing cross portfolio strategic project planning, policy development, H&D intake, equity data requirements and management information systems. This includes overseeing requirements and data collection as it relates to the Federal Contractors Program (FCP), the equity related sections of the Queen's Collective Agreements and the Queen's Employment Equity Processes. Prior to joining the Office of the VPCEI, Jill worked in the Human Rights and Equity Office from 2003 to 2023.



Jenny Corlett - Community Integration Liaison

As Community Integration Liaison, Jenny is responsible for enhancing the University's recruitment and retention efforts by promoting the Queen's and Kingston community strengths and working collaboratively with university and community partners to support the attraction and employment sustainability of top-talent faculty and staff. Prior to joining the Office of the VPCEI, Jenny worked largely in the Queen's global engagement portfolio and other roles at Queen's from 1998 to 2023.



Eddie Daniels - Communications Manager

As Communication Manager, Eddie is responsible for building and maintaining engagement with the Office of the Vice-Principal (Culture, Equity, and Inclusion) through the design, implementation and evaluation of a communications strategy, programs and events in alignment with the university's strategic goals and priorities. Eddie joined Queen's in 2020 as Communications Coordinator for the Office of the Provost and Vice-Principal (Academic) following an extensive journalism career.



Stacey Garwood - Executive Assistant

Stacey Garwood joined the Office of the VPCEI in 2023 with over 15 years of experience in administrative roles at Queen's University. In her role as Executive Assistant, Stacey is responsible for providing administrative and organizational support to the office by managing projects and ongoing initiatives, and coordinating logistics, scheduling, and communications.



Khalil Koudary - Data Analyst

Khalil Koudary joined the Office of the VPCEI in 2023, bringing his devotion to and passion for unleashing the potential of data analysis for driving positive change. Khalil specializes in translating data insights into strategic decision-making, employing a diverse array of programming languages and data analysis and collaboration tools. His steadfast commitment to diversity, equity, and inclusion aligns seamlessly with the office's mission to foster an inclusive environment.



Greg Naçu - Application Developer

Greg Naçu worked in the Human Rights and Equity Office from 2014 to 2023 as a programmer and software developer. Greg led the development, implementation and maintenance of numerous applications and their databases, including the Training Manager, Queen's Equity Appointments Process (QEAP), and the Diversity and Equity Assessment and Planning (DEAP) tool. He continues to perform similar work in his role as the application developer for the Office of the Vice-Principal (Culture, Equity, and Inclusion).



Anderson Rouse – Budget and Finance Officer

Anderson joined the Office of the VPCEI in 2024 as the Budget and Finance Officer. Anderson has a range of experience in financial management and full-cycle accounting both in provincial government and in the not-for-profit sector. He leads the financial operations of the Office and administers the day-to-day financial operations such as planning, preparing and monitoring budgets, monitoring and reconciling accounts, preparing and analyzing financial reports, modelling and forecasting financial positioning, and leading reporting requirements.

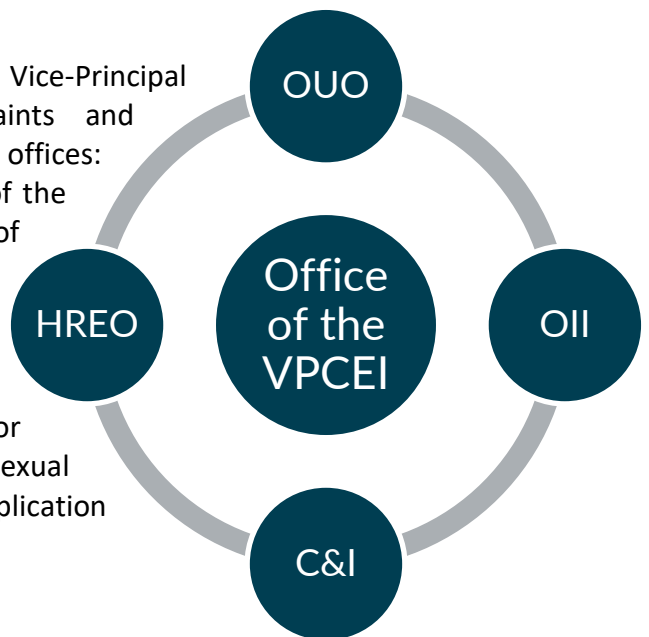
Our Work and Mission

The mandate of the VPCEI is to advance a university culture that celebrates diversity by actively implementing inclusion 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. **Enhancing Communication and Outreach:** Developing effective internal and external communication strategies to highlight our commitment to I-EDIAA and celebrate our diverse community.
2. **Strengthening Systems and Processes:** Implementing systems to ensure equitable practices in recruitment, retention, and advancement of faculty, staff, and students.
3. **Supporting 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. **Ensuring Compliance and Reporting:** Upholding transparency and accountability with I-EDIAA through compliance and reporting mechanisms.

Our Portfolio

This newly created portfolio includes the Office of the Vice-Principal (Culture, Equity, and Inclusion), the new Complaints and Investigations Office (C&I) and the following established offices: the Human Rights and Equity Office (HREO), the Office of the University Ombudsperson (OUO), and the Office of Indigenous Initiatives (OII). The Office of the VPCEI has I-EDIAA initiatives and functions formerly held by portfolios under the leadership of the offices of the Provost and Principal. Also added to the Office of the VPCEI are responsibilities held by the Secretariat’s Office for the management of harassment, discrimination and sexual violence case intake, and the data and web application responsibilities held by the HREO.



Employment Equity Data

As mentioned above the employment equity data and equity web application responsibilities, once held by the HREO, are now the responsibility of the Office of the VPCEI. This includes handling 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 27 data requests from various faculties and departments across the university in 2023. 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 involve generating reports on the representation of equity-deserving groups at the university-wide level and within specific faculties and departments. These reports provide critical insights into areas of underrepresentation and are instrumental in guiding strategic decision-making.

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, ensuring these bodies are representative of the diverse university community.

To support a new initiative by Housing and Ancillary that aims to support a fair and equitable resident selection process, the office created a customized, self-identification questionnaire using Qualtrics that was sent to all Queen's Student Housing applicants. The questionnaire results will allow H&A Services to analyze important demographic data on applicants, ensuring their selection process reflects the diversity of the student body and aligns with the university's commitment to equity.

Similarly, the office developed a self-identification questionnaire for the undergraduate student exchange program. The survey provided a snapshot of the representation rates of equity-deserving groups within the current participants of the student exchange program. The data collected supports the program in making informed decisions that promote diversity and inclusion.

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](#). For example, analysis of faculty hires with posting exceptions ensures the university is adhering to Collective Agreement guidelines, thereby upholding the commitment to fair and transparent hiring practices. Regarding staff hires, the Office of the VPCEI imported approximately 290 CareerQ competitions to the QEAP Application, which signifies increased engagement with the Employment Equity process for Staff.

Data Collection and Workforce Analysis

Each year the Office of the VPCEI conducts a workforce analysis to ensure Queen’s employees are representative of Canada’s workforce population with respect to the four designated groups. In 2023, there was increased representation of women in faculty positions, Indigenous Peoples in staff positions, persons with disabilities in staff positions, and racialized persons in both faculty and staff positions. This analysis is crucial to inform the university’s employment equity strategies.

Equity Deserving Group Profile						
Queen's Employees	2019	2020	2021	2022	2023	Canadian Workforce (2021)
Women						
Faculty	45.4%	44.8%	46.5%	47.1%	48.8%	48.2%
Staff	65.9%	65.3%	64.5%	65.2%	64.9%	
Indigenous Peoples						
Faculty	1.6%	1.6%	1.5%	1.8%	1.7%	4.1%
Staff	2.4%	2.3%	2.5%	2.5%	2.7%	
Persons with Disabilities						
Faculty	4.1%	3.8%	3.7%	4.4%	4.4%	9.1%
Staff	5.9%	6.5%	6.9%	7.5%	8.4%	
Racialized Persons						
Faculty	15.5%	16.9%	18.5%	20.7%	21.3%	26.8%
Staff	9.2%	10.0%	12.6%	13.9%	15.3%	
Totals						
Faculty	41.0%	41.9%	41.1%	40.7%	42.9%	
Staff	59.0%	58.1%	58.9%	59.3%	57.1%	

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 2023/2024, the Office of the VPCEI provided detailed reports to the following five (5) units: Chemistry, Global Development Studies, Faculty of Health Sciences, Cultural Studies and Dan School of Music and Drama. The Office also conducted extensive consultations in order to assist the units in providing information on how their program has addressed the university’s equity goals in accordance with Section 6.

Equity Web Applications

ICOUNT Queens Census Application

Queen's is required to submit assessment reports to the [Federal Contractors Program](#). The Federal Contractors Program applies to all organizations with more than 100 employees who receive money from the Federal Government or bid on Federal contracts worth \$1,000,000 or more. These institutions are required to maintain information on the representation of the four designated groups within their workforces in order to meet the compliance reviews conducted by the Labour Standards and Workplace Equity Division of Human Resources Development Canada.

Queen's collects equity deserving group self-identification information, through the *ICOUNT Queen's Equity Census Application*.

Throughout the 2023/2024 year, the VPCEI staff completely overhauled the current ICOUNT Queen's Equity Census Application from 2008 and launched the new Application. This new Application now has a direct feed from Queen's Human Resources Information System, PeopleSoft, and automatically sends a Census to new employees at time of hire. It also has reporting functions that allow staff to run Gaps reports, outlining which designated group is most underrepresented at the university. This report includes particular PeopleSoft fields to help determine, 'Class,' 'Appointment Type,' and 'Union Code' so that equity deserving group data can be broken down by occupational status.

Exit Survey/Internal Transfer Application

The Exit Survey/Internal Transfer Application was developed in 2014 to help ensure that all exiting 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, and shares this employee information with the HREO. The HREO then sends the transferring employee a survey. A total of 120 employees transferred departments in 2023-2024. Of the 120, 80 completed the Internal Transfer Exit Survey. Throughout the 2023-2024 year, the VPCEI staff worked on the following new functionality within this Application: updated the introduction of survey to employees, validated all questions to be required, and finalizing the reporting and export files.

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 faculty and staff. 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 2023-2024, 107 departments across campus used the QEAP application to monitor their employment equity processes. Throughout the 2023-2024 year, the VPCEI staff worked on the following new functionality within QEAP Application: posting exception system, including a field when a targeting hiring process is implemented and updating the Equity Deserving Group Profile section to include a response on the profile from the Employment Equity Representative.

The Training Manager

The Training Manager was developed in 2019 to manage online (self-paced) and in-person or virtual training sessions. As of September 2024, there are 86 courses managed through the Training Manager.

Throughout 2023-2024 the VPCEI staff worked on updating functionality to allow units across the University to utilize the Training Manager to track their unit's online and in-person education sessions or modules.

To date the following units are using the Training Manager: The Human Rights and Equity Office, the Centre for Teaching and Learning, Facilities, Grad Studies and Postdoctoral Affairs, Human Resources, the Office of Indigenous Initiatives, the Office of the University Ombudsperson, the Records and Privacy Office, Student Services, Student Wellness, and the Office of the Vice-Principal Research.



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. It also allows the users the ability to include 'actions' with their assessment and intake data. Throughout 2023-2024 the VPCEI staff worked primarily on updating the ability for other units in the VPCEI Portfolio to use the CMT (VPCEI staff and Ombuds). Staff also worked on customized reporting for each department using the CMT.

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 university 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. The following revisions/updates were made in 2023/2024: specific customization for Dalhousie University so that they could implement the Tool and a new branch was designed in the Tool for Patient Care.

Equity Committees

The Vice-Principal (Culture, Equity, and Inclusion) Chairs or Co-Chairs committees/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 twice during this period and discussed the following: Responses to racism, the Shift Survey, the Faculty, Staff, Recruitment, Retention and Support (FSRRS) UCARE Sub-Council, the Inclusive Community Sub-Council, the PICRDI Recommendations from Internal Audit and updates from the Yellow House, HREO, and the Scarborough Charter.

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 three times during this time and discussed key I-EDIAA Initiatives across each portfolio. Here are some examples of the initiatives discussed:

1	2	3	4
POLICIES AND PROCEDURES	INDIGENOUS INITIATIVES	INSTITUTIONAL AND EMPLOYEE SUPPORT	INCLUSIVITY AND CULTURE
<ul style="list-style-type: none">Finalizing Employment Equity hiring module for faculty membersUpdated Employment Equity Policy and ProcedureUpdating Queen’s Canada Research Chairs (CRC) EDI Action PlanDeveloping webpage for the Faculty of EducationDeveloping an EDI Teaching Guide for Faculty	<ul style="list-style-type: none">Supporting the Indigenous Research Ethics Review Working GroupEstablishing programming for the QHS Indigenous Health OfficeDevelopment of an Indigenous Cultural Practice and Ceremonial Leave PolicyAdvancing the work of the National Day for Truth & Reconciliation committee	<ul style="list-style-type: none">Creating ERG needs assessment frameworkCreating Resource Guide for Racialized Staff and FacultyAn I-EDIAA review of externally oriented programming related to Queen’s University Alumni Association, Donor Relations, Fundraising and Volunteer Management	<ul style="list-style-type: none">Developing a hate incident response protocol in collaboration with the DSAEstablishing Inclusive Workspace and Office Décor practiceCreating Religious and Spiritual Observance GuidelineEstablishing the DEAP Tool for Individual Researchers

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 2SLGBTQI+ community or who are gender non-conforming. PAGGAS serves as a conduit for connecting ideas and proposals to the resources needed to enact them. PAGGAS met nine times during this period and discussed the following:

- Recommendations from the PAGGAS Washrooms and Changeroom Report
- A universal washroom for Gordon Hall
- Campus security, support to 2SLGBTQ+ groups on campus
- Integrated Communications - outreach to senior leadership
- Updates to the Equity Locator and/or Secure App for gender-inclusive washrooms
- Updates to the Gender-Neutral Washroom Policy
- Wen-Do Self Defense for Women
- Training and feedback for Student Wellness Services staff team in creating gender-diversity friendly clinic setting
- Guidance and training to ARC staff on supporting and reporting incidences of discrimination or harassment and consulting for upcoming ARC renovations to changerroom spaces
- Outreach to senior leaders and campus units about PAGGAS: Vice-Provost and Associate Deans, Teaching and Learning, Department of Student Affairs leadership, HR Client Services Team

Senior Accessibility Advisory Group

The Senior Accessibility Advisory Group (SAAG) provides oversight and leadership to a coordinated approach which underscores Queen’s commitment to facilitate the identification, removal, and prevention of barriers to persons with disabilities. The SAAG will foster integration of efforts and services across the campus to create a seamless experience for students with disabilities to assist in achieving an accessible and inclusive campus environment. The SAAG supports and oversees institutional compliance with the Accessibility for Ontarians with Disabilities Act (AODA) and its related standards, as well as institutional measures necessary to build an accessible and inclusive community. The SAAG met twice during this period and discussed the following:

A review of the SAAG Terms of Reference

The updated Queen's Accessibility Framework

The AODA 4th Review

The Accessibility Change Management Plan

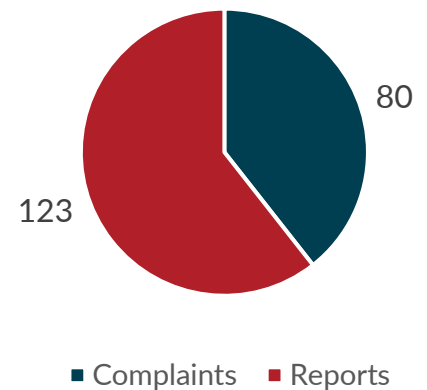
Queen’s University Anti-Hate Advisory Group

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. The QUAHAG met once during this period and discussed the following:

- The group’s Terms of Reference
- Report: “THE VICTIM’S TRUTH IS THE VICTIM’S TRUTH CASES RESPONSE TO HATE CRIMES ON CAMPUS AT QUEEN’S UNIVERSITY” (2021)
- “Protecting and Supporting our Campus Community Against Hate Motivated Activity” - CSES response to the Report
- The Queen’s anti-hate campaign, [Together Against Hate](#), was developed in conjunction with University Communications. The campaign focuses on the services, training, and education available regarding hate.

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 September 1, 2023 to August 31, 2024, there were 203 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 National Day for Truth and Reconciliation (NDTR) Working Group, the Anti-Racism Task Force (City of Kingston), Campus Planning Advisory Committee, Freedom of Information and Protection of Privacy Act Group, Data Sharing and Access Sub-Committee, FSSRS UCARE Sub-Council, ERG Recommendations Working Group, VPFA Shared Services Forum, Queen’s Renew Project, University Culture Committee, Accessibility Change Management Working Group, Global Engagement Working Group, Scholars at Risk Committee, and the I-EDIAA Strategic Communications Working Group.

VPCEI 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 2023-24 year, the Office of the VPCEI staff assisted ERGs with scheduling events, coordinating storage space and assisting with financial management. VPCEI staff also assisted ERG leads with website development and revisions as well as event promotion. A few highlights were:

- Providing support to lead organizers for opening of Black History and Futures Month.
- Distributing for Green Square Campaign for National Day of Remembrance of the Quebec City Mosque Attack and Action against Islamophobia.
- Supporting Queen's Women's Network and Women in Science at Queen's ERGs for International Women's Day event.

The Inclusive Community Fund

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.

Since the Vice-Principal (Culture, Equity, and Inclusion) began its inaugural year of administering the Inclusive Community Fund (ICF), there have been 19 initiatives provided with financial support for the promotion of a more inter-culturally informed, tolerant and inclusive campus community. The ICF also comprises the Principal's Black Student-led Initiatives Fund which this year, saw three projects funded. Here are a few examples of initiatives, projects and events which received financial support from the ICF:

- **Diverse Employee Wellness Luncheon (Queen's Employee Resource Groups)**
A collaborative event organized on November 3, 2023, by the campus ERGs for Queen's University's Thrive Week, a "Diverse Employee Wellness Luncheon" was designed to promote sharing and learning spanning the ERG member community. The luncheon served as a platform to connect and highlight existing ERGs while providing an opportunity for employees (new/pre-existing) to learn more about the resources and communities available to support diverse faculty/staff well-being and belonging at Queen's.

- **Fast Forward (Queen’s Black Fashion Association)**

As part of their annual conference, the Queen’s Black Fashion Association (QBFA) presented a fashion show focusing on sustainability and the future of fashion. The aim of the club is to present Black culture’s impact on fashion and promote sustainable fashion choices that consider the effect of our actions on the environment. The event was held February 9th, at the Isabel Bader Centre for the Performing Arts.

- **International Women’s Day 2024 Event (Queen’s Women’s Network, Women in Science at Queen’s, Women in Engineering)**

A celebration of International Women’s Day and information session from Women-focused groups across campus, providing an opportunity to network and learn about available women’s groups at Queen’s. Events held at the BioSciences atrium March 8th featured information booths, brief speeches and a casual lunch. This year, the Kingston Interval House was invited to participate, and attendees were encouraged to bring needed items to be circulated in the community.

- **Office of Indigenous Health Grand Opening (Queen’s Health Sciences)**

This project was developed to support the grand opening of the Queen’s Health Sciences EDIIA Initiatives space for the Office of Indigenous Health. The Office of Indigenous Health will be used for gatherings that include feasts, meetings, and healing circles, amongst other opportunities. The grand opening events took place Spring 2024, with another planned when students return in September 2024.

The Academic Accommodations Review

As part of our commitment to inclusivity and accessibility, and our legal duty to accommodate and support students with disabilities as they pursue their academic goals, Queen’s with support from the Office of the Vice-Principal (Culture, Equity, and Inclusion), launched an external review of its academic accommodations and related procedures.

The Office of the VPCEI assisted in the establishment of the review’s Advisory Committee, of five students, two faculty members, and one staff member to provide input directly to the external panel of reviewers. Between August 2023 and January 2024, 77 interviews were coordinated and scheduled to be conducted by the reviewers, representing students, people in positions supporting students, and instructors who implement academic accommodation policy. During the month of October, accessible, in-person, open consultations were organized and promoted across six faculties over three days. The reviewers were available to meet one-on-one with participants. For those who were unable to attend the consultations in person, an online anonymous and confidential questionnaire was made available to Queen’s staff, faculty, and students to provide their input to the reviewers directly. Of the 814 who accessed the questionnaire, 755 provided responses to the questions.

The Office of the VPCEI promoted and issued communications throughout the external review to support the broad outreach to the Queen’s community, through email updates and announcements to Senior Leadership, faculties, service units, and university groups, social media posts, Queen’s

Gazette, and Queen's Journal articles. A dedicated website providing up-to-date information regarding the external review was developed and housed on the Inclusive Queen's website.

In June 2024, the external review panel provided their final report to Queen's, which outlines findings as well as recommendations to address pressing issues related to the university's academic accommodations and related procedures. An immediate next step by the Provost and Vice-Principal (Academic) is to establish an interim working group to address these issues.

Employee Relocation

The Community Integration Liaison (CIL) in the Office of the VPCEI started in the role in August 2023 and during that time has conducted outreach to several units at Queen's and organizations in the City of Kingston. The goal is to establish mutually beneficial partnerships and work collaboratively to provide resources and individualized support to new Queen's employees (staff and faculty) who are relocating to Kingston, particularly for those who are from diverse communities and identities, or newcomers to Canada.

Some of the Kingston organizations include Immigration Services Kingston and Area (ISKA), KEYS Employment and Newcomer Services (Dual Career Support Program), Downtown Kingston BIA, Service Ontario, major banking institutions, real estate and property management offices, preferred supplier moving companies, City of Kingston partners (EDI Manager; Workforce Development Analyst), and Kingston Immigration Partnership.

Finding affordable accommodation in proximity to the university for newcomer employees and families that are reliant on active transportation (walking, cycling) or transit can be a challenge and requires time to support families in their search, especially when they are residing outside of Canada, awaiting work permit approval. Finding appropriate childcare and/or a family doctor is another major concern for new employees. There are limited spaces in Kingston requiring additional outreach to organizations in Kingston by the CIL to provide a variety of options for employees and families to explore.

Issues of increasing housing scarcity and demand and availability in Kingston continue to impact all constituencies and the ability to attract and retain new faculty and staff.

In this role, the CIL attended the Welcome Strategy Working Group, led by Downtown Kingston Business Improvement Area (BIA), to develop a community resource toolkit for welcoming newcomers to Kingston as well as attending quarterly meetings of Kingston newcomer service providers, led by Kingston Immigration Partnership.

The CIL also works collaboratively with the Queen's Immigration Consultant in the Office of the Provost (Academic). A [new website with extensive information](#) to support the immigration and relocation of new employees was created and launched in September 2024. This replaces the Faculty Recruitment and Support Program website as part of the university's strategic goals to have a more inclusive approach in supporting the attraction and retention of top talent faculty and staff in their diversity.

Relocation Service Components	Number of Clients
Immigration and Settlement Services	5
Moving Services	6
Housing	19
Healthcare	4
Childcare	3
Schools and Neighbourhoods	2
Employment Support for Spouse/Partner	7
Driver's License/Vehicle Registration & Banking	7
Faith and Cultural Communities	4
City of Kingston Information	6
Real Estate Agent referral	3
Rental Property offer/listing	6
Other Topic*	12

* Additional relocation support included topics such as summer camps, making connections in Kingston community, mortgage loans and legal advice, public library access, activities for kids, language classes, telecommunications, and police check information.

Employee Onboarding

The CIL met with members of the Organizational Development and Learning (ODL) team to discuss the Queen's Employee Journey and their consultation findings to begin work on onboarding project with HR team.

The CIL has been supporting the Indigenous scholars cluster hire, meeting with Queen's National Scholar candidates in the Faculty of Law, and departments of English and Geography and Planning. Questions and concerns about higher housing costs, finding a family doctor, and sufficient childcare are often raised during faculty candidate meetings. Candidates are pleased to learn about the KEYS Dual Career Support program service that we offer to spouses and partners of new employees and the relocation/immigration support in general.

The CIL is reaching out directly to Kingston property management companies to establish a connection and keep informed of new vacancies well-suited to new Queen's employees and professionals. The low vacancy rate continues to drive up the lease costs, which makes Kingston less affordable for some candidates.

Communication

The Office of the VPCEI has played a critical role in communications of various forms. From responding to emails by concerned parents and community members regarding the war in the Middle East to calls for community collaboration in the Scarborough Charter implementation at Queen's. These emails, social media posts, statements, Gazette articles, and more serve to inform internal and external audiences of the important work to which the university has committed itself.

Since the establishment of the Office of VPCEI, the Communication Manager has helped tailor the website into a user-friendly hub of resources. In addition to maintaining the VPCEI site, the Communications Manager also regularly reviews and updates sites that include, Inclusive Queen's, Human Rights and Equity Office, and Immigration and Relocation. Some of the items completed or monitored are: Transferring important policy information from the Secretariat site to the VPCEI section on the Harassment and Discrimination Policy, creating individual pages for Queen's Employee Resource Groups (ERGs) sites, relocating and updating the National Center for Faculty Development & Diversity (NCFDD) page, adding the Inclusive Community Fund page to VPCEI, creating the Black Student initiative Fund page, relocating the I-EDIAA Annual Progress Reports page to VPCEI, as well as relocating the Review of Academic Accommodations and Related Procedures at Queen's to VPCEI from Inclusive Queen's, among others.

Inclusive Queen's has been a site that is a hub of information for the university, however, much of the information presented on the page has a natural fit under the VPCEI banner. Because of that alignment, pages like Awards, Representation Rates, and Tracking Our Progress on Equity, Diversity, and Inclusion have been updated and moved and now serve as important resources on the VPCEI page.

The VPCEI staff worked closely with the HREO and other units on campus to develop a comprehensive **de-escalation and self-defense training program** for faculty, staff, and students. The Sexual Violence Prevention and Response Services (SVPRS) coordinated and hosted a two-day Wen-Do women's self-defense class offered to Queen's students and staff in March 2024. Of the 20 available spots, 16 participants registered for the course.

The VPCEI staff and HREO continue to respond to **sector and community concerns regarding increasing Islamophobia, antisemitism and anti-Arab** sentiment. Amid growing pressure to take explicitly political positions, the offices navigate carefully between human rights advocacy and impartiality. Several resource pages are in development to share high-level information, further learning opportunities, and support options with Queen's community on topics related to Human Rights and anti-oppression (including Islamophobia and antisemitism). The new QU Anti-Hate Advisory Group met twice in this period developing anti-hate messaging and hate incident response protocols.

Members of the VPCEI portfolio have attended City of Kingston's Anti-Racism Task Force meetings in the lead up to the city's launch of the **Kingston Anti-Racism Awareness Campaign**. The VPCEI staff coordinated Queen's participation in collaboration with the Integrated Communications team.

Conclusion

The 2023-2024 year has been a period of growth, innovation, and progress for the Office of the Vice Principal (Culture, Equity, and Inclusion). The formation of the new portfolio, strengthens our ability to address issues related to equity, human rights, and Indigenous concerns holistically, enhancing our capacity to support the entire Queen's community. The collaborative efforts of these offices under the VPCEI banner create a more cohesive approach to advancing Indigenization, equity, diversity, inclusion, accessibility, and anti-racism.

The transition of employment equity responsibilities, the enhancement of key equity web applications, and the continued work of dedicated equity committees have all contributed to the advancement of the university's commitment to fostering a more inclusive and equitable environment. By modernizing tools like the ICOUNT Queen's Census Application and refining the Queen's Equity Appointments Process, the office has reinforced its role in ensuring compliance, improving transparency, and supporting equity across university functions.

Furthermore, the office's responsiveness to emerging issues and dedication to collaborative initiatives such as the Scarborough Charter have demonstrated a strong alignment with the university's strategic goals. As we move forward, it is clear that the ongoing pursuit of Indigenization, equity, diversity, inclusion, accessibility, and anti-racism must be a shared responsibility, one that will continue to shape a more inclusive and supportive community for all.

