

MEMORABLE MOMENTS



PHOTOS BY GARRETT ELLIOTT



Graduates, families, and friends filled Grant Hall for Fall Convocation from Nov. 13-15, making memories that will last a lifetime as six ceremonies were held and two honorary degrees were conferred by Queen's University.



MAKING HISTORY

Two Queen's faculty members – Dean of the Faculty of Arts and Science Barbara Crow and Professor Jonathan Rose – were members of the Advisory Council that helped select Viola Desmond for the new \$10 bill

A 'noteable' day for Queen's professors

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QUEEN'S UNIVERSITY VICE-PRINCIPAL (UNIVERSITY RELATIONS)

Michael Fraser

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Queen's
UNIVERSITY

BY COMMUNICATIONS STAFF

The new \$10 bill, featuring the image of Viola Desmond, entered circulation on Monday, Nov. 19, marking the completion of a project that involved the work of two Queen's faculty members.

Desmond is the first Canadian woman to be featured on a regularly circulating banknote. She is best known for her refusal to accept racial segregation in a Nova Scotia movie theatre in 1946. She was also an entrepreneur and civil rights activist and over the years, her defiance has resounded with Canadians and was an inspiration for racial equality.

Barbara Crow, Dean of the Faculty of Arts and Science, and Jonathan Rose, a professor in the Department of Political Studies, were members of an expert panel in the selection process. Both say this note marks a turning point in Canada's narrative.

"A currency is a public expression of national identity so it's only appropriate that citizens should have an important role in deciding who should be on it," Dr. Rose says.

Dr. Crow adds that the appearance of a woman, and importantly a woman of color, on Canada's \$10 bill will have a profound effect on Canadians as a people.

"What I think is incredible about the choice is that all of us can stand up to injustice, and she did. Every single Canadian can stand up," she says. "The other women (who were considered), they had lots of expertise, deep



The front of the new \$10 bill features an image of Viola Desmond, while the Canadian Museum for Human Rights is on the back.

expertise, in something that not all of us can attain but all of us can stand up to injustice."

Both Dr. Crow and Dr. Rose say the process was an excellent exercise in altering Canada's con-

ception of itself, involving wide public consultation, for which Dr. Rose praised Governor of the Bank of Canada Stephen Poloz (Artsci'78). Dr. Rose says the civic engagement around which woman should be on Canada's new banknote set a precedent for how meaningful engagement should happen, especially when considering such an important part of Canada's national identity.

"Of all the projects I have been involved with, this was probably the most exciting and really I felt privileged to be part of it, so it's nice that Queen's has had such an important stake in it," he says.

As a feminist and gender studies scholar, Dr. Crow says that having the conversation about women, and their centrality in Canadian history, spill into workplaces, coffee shops, and schools, is essential to understanding how important standing up to injustice is, something we should all aspire to and can do.

Desmond's sister, Wanda Robson, was the first to make a purchase with the iconic bill in Winnipeg at the Canadian Museum for Human Rights, also featured on the new note. She purchased a biography of her sister.

Both Dr. Crow and Dr. Rose say they are excited to see their research contributions touching the hands of Canadians, and look forward to joining Robson very soon in spending their first 'Desy.'

To learn more about Viola Desmond and the new features of the \$10 bill, visit the Bank of Canada website (bankofcanada.ca).

Program honours past and present researchers

BY COMMUNICATIONS STAFF

Queen's University is seeking nominations for a new program celebrating the university's top internationally-recognized researchers.

The Distinguished University Professor program was created to recognize researchers who have made significant and lasting contributions to Queen's and beyond. The honorific titles, approved by Queen's Senate on Sept. 25, are named after past Queen's community members who have helped make the university a special place.

The designation as a Distinguished University Professor is the highest research-related honour bestowed by Queen's. The program is open to all individuals holding a full-time academic appointment at Queen's.

The new honorific titles are

named after:

- Ralph Allen (Fine Art)
- Allie Vibert 'Vi' Douglas (Arts and Science)
- Stephen Giymah (Arts and Science)
- George Whalley (Arts and Science)
- John Freeman (Education)
- Barrington Batchelor (Engineering)
- William Ralph Lederman (Law)
- Patricia Monture-Angus (Law)
- Elizabeth Smith (Health Sciences)

A brief bio for each is available on the Principal's Office website (queensu.ca/principal/priorities-and-initiatives/distinguished-professor-program).

"The Distinguished University Professor program is an opportunity for the university to celebrate faculty members who have made significant and lasting contributions to Queen's and to Canadian society today and, through the

honorific titles, in the past," says Principal and Vice-Chancellor Daniel Woolf. "Personally, I am excited to see this latest chapter in our history unfold and call upon the Queen's community to participate in the nomination process."

Queen's faculty, administrators, staff, students, and retirees can nominate candidates. Successful nominees will then be able to select a preferred honorific name to form part of their title – "Honorific Title" Distinguished University Professor.

The recipients will be recognized each year at convocation.

Nominations are to be submitted to the Distinguished University Professor Advisory Committee, care of the Office of the Provost, by Friday, Feb. 1, 2019. The preferred method is by email to provost@queensu.ca. A hard copy may also be submitted to the Office of the Provost, Suite 353,

Richardson Hall, 74 University Ave., Kingston, ON, K7L 3N6.

The committee will then make a recommendation to Principal Woolf on which nominees, if any, should be designated as a Distinguished University Professor.

The advisory committee invites nominations for all who meet the eligibility guidelines.

Queen's University is committed to equity and diversity and welcomes nominations for women, Indigenous/Aboriginal persons, persons with disabilities, racialized/visible minorities and LGBTQ+ persons.

For further information or questions, contact the Office of the Provost at provost@queensu.ca or 613 533-6000 ext. 74569.

The terms of reference for the program, and further details about the committee, are available on the Principal's Office website (queensu.ca/principal).

Welcoming Indigenous staff voices

BY PHIL GAUDREAU, SENIOR COMMUNICATIONS OFFICER

In recent years, Queen's has been devoting additional resources to supporting and recruiting Indigenous students at Queen's. This effort has only increased since the release of the Truth and Reconciliation Commission task force report, which featured multiple recommendations (6, 9, and 14) centred on hiring more Indigenous staff and offering greater support to students.

The *Gazette* sat down with some new members of the Queen's community (or, in some cases, familiar faces in new places).

Office of Indigenous Initiatives Haley Cochrane, Coordinator

Job number one for Kanonhsyonne (Janice Hill) when she was appointed Director, Indigenous Initiatives in 2017 was to determine which supports she needed to fulfill her mandate.

Haley Cochrane was the first person she hired, in May 2018. Prior to joining Queen's, Ms. Cochrane worked at another Ontario university in an Indigenous recruiting capacity.

"When I saw this position, it was appealing because of all the Indigenous work happening at Queen's and the momentum that has already been built," she says. "It has been a pleasant surprise to see just how much is going on here, and how many allies there are. That kind of commitment makes the work more fulfilling."

Since that time, Ms. Cochrane has been instrumental in the recruitment of a Cultural Advisor and a Knowledge Keeper to the Office of Indigenous Initiatives, and spearheading many other events and initiatives such as the recent Indigenous Knowledge Symposium.

Ms. Cochrane was raised in Whitby and she is of mixed ancestry. Her father is from England, and her mother is Algonquin from Pikawakanagan First Nation (Golden Lake), in the Ottawa Valley area. Haley is a member of the Bear clan.



Clockwise from top left, are: Cortney Clark, Indigenous Access and Recruitment Coordinator, Faculty of Health Sciences; Haley Cochrane, Coordinator, Office of Indigenous Initiatives; Grey Thunderbird (Tim Yearington), Knowledge Keeper; Adamina Partridge, Indigenous Events & Programs Coordinator and Keira LaPierre, Indigenous Recruitment Representative, Four Directions; and Te howis kwúnt (Allen Doxtator), Cultural Advisor.

Te howis kwúnt (Allen Doxtator), Cultural Advisor

Te howis kwúnt (Allen Doxtator) sees his role as focused on education, and bridging the divide between Indigenous and non-Indigenous Peoples.

"There has to be a lot more opportunities for Indigenous Peoples to teach at schools so that people are more aware of the truth of what has happened to Indigenous Peoples in Canada," he says. "We are not trying to make people be oppressed by what we're saying – we are trying to make people understand why we are oppressed. We need to be able to pull ourselves together – both Indigenous Peoples and settlers – and stand up for each other, and support each other."

To that end, Mr. Doxtator is encouraging Indigenous Peoples on campus to share their stories and ensure their stories are presented in their own words. He also encourages non-Indigenous People to speak up and take action to support Indigenous Peoples, rather than dwell in the past or take pity.

"I am a strong believer in change and being able to make

ourselves change, especially as Indigenous People," he says. "We can make ourselves not feel that oppression of colonization, and it can make us grow into a better and stronger people and find our way back to our way of life."

Mr. Doxtator originates from Oneida First Nation of the Thames near London, and is a member of the Bear Clan. He brings more than 45 years of experience as a social worker and in related fields to his role at Queen's.

Grey Thunderbird (Tim Yearington), Knowledge Keeper

"It's about helping people learn and remember," Grey Thunderbird (Tim Yearington) says of his new role. "It's about helping people learn and remember the traditional ways, which are really about being better people."

In his first few weeks, Mr. Yearington has had many opportunities to do this. He has helped host education sessions with staff, advisory sessions with PhD candidates conducting Indigenous research, and participated in recent Indigenous events on campus such as the Knowledge Symposium and Research Workshop. But the process is not always so formal.

"Sometimes we just meet people out and about and have conversations with them about what they're going through, what they're struggling with, or what they want to learn," he says. "In the academic environment, which is about head space and intellectual thinking, we try to balance that out by helping people understand how to learn through their hearts, their being, and their spirit. We also help people break down their fears and barriers so they can learn about traditional

Indigenous knowledge and let go of their preconceived notions."

Mr. Yearington is Algonquin-Métis from Kitchizibi (the Ottawa Valley). He previously worked for Correctional Services Canada in Kingston.

Faculty Resources

Cortney Clark, Indigenous Access and Recruitment Coordinator, Faculty of Health Sciences

She began in a new position focused on recruitment, student support, and academic and cultural programming at Queen's Faculty of Health Sciences in August. This new role was created following recommendations from the faculty's Truth and Reconciliation Task Force and from multiple student requests – in fact, when Ms. Clark was hired, she was given a large stack of ideas and offers of support from students.

"There are so many exciting things going on within our faculty – both Indigenous and non-Indigenous initiatives – to address gaps within higher education," Ms. Clark says. "For instance, later this month we are hosting the National Indigenous Health Sciences Circle to demonstrate our allyship and leadership on this important topic, aimed at driving greater representation of Indigenous Peoples among the health professions in Canada."

She works closely with other Indigenous student support advisors on campus, ensuring a wide breadth of coverage for Queen's and Queen's programs during recruitment activities, and ultimately for overall student recruitment, support, and success through their time here at Queen's.

Ms. Clark is of Mohawk descent and is a member of the

Wahta Mohawk Territory in Northern Ontario.

Four Directions Indigenous Student Centre

Adamina Partridge, Indigenous Events & Programs Coordinator

Adamina Partridge's first couple of months at Four Directions have been busy.

In addition to the re-opening of Four Directions following its expansion and renovation, Ms. Partridge has been organizing a number of cultural events including an exercise event based on Indigenous powwow dancing and a traditional Anishnaabe hand drum-making workshop.

Ms. Partridge is Inuk from Kuujuaq, Québec, though she has lived among various Indigenous communities growing up. She hopes to bring some of her culture into the programming mix at Four Directions.

"We are hoping to have an Inuit feast coming up if we can get some northern foods in, such as caribou, and possibly some Inuit events next semester," she says.

Ms. Partridge also notes she has had the opportunity to share her culture with students, and learn from them. One Inuit student at Queen's has expanded her knowledge on traditional sewing projects, for example.

Keira LaPierre, Indigenous Recruitment Representative

While recruiters such as Ms. Clark focus on specific programs and faculties, Keira LaPierre helps to paint the overall picture of Queen's Indigenous supports for prospective students.

Ms. LaPierre's role connects her most frequently with high school students considering Queen's. Her expertise mainly lies in the Indigenous admission policy at Queen's, and in explaining the university's Indigenous support resources including Four Directions.

"Indigenous students want to know about services we provide and ensure they won't be disconnected from community during their time here, especially if they have strong ties and may be leaving home for the first time," she says. "Having a centre like Four Directions is very beneficial to these students, and we want to ensure they access the people and spaces we have here."

Ms. LaPierre is not on campus much throughout the fall, as she is mainly on the road giving presentations and speaking with prospective students and their families. Her work takes her as far as James Bay in Northern Ontario, though most of her time is spent in eastern and southern Ontario.

Ms. LaPierre is Algonquin, with her father hailing from the Golden Lake area near Pembroke.

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PHOTO BY BERNARD CLARK

Honorary degree recipient Sylvia Maracle (Skonaganleh:ra) stands with, from left: Principal and Vice-Chancellor Daniel Woolf; Chancellor Jim Leech; Rector Alex da Silva; and Vice-Provost and Dean of the School of Graduate Studies Fahim Quadir on Tuesday, Nov. 13.



PHOTO BY BERNARD CLARK

Honorary degree recipient Reeta Roy, President and CEO of the Mastercard Foundation, speaks to the graduates during the morning convocation ceremony on Thursday, May 15.

Celebrating convocation at Queen's

BY COMMUNICATIONS STAFF

The weather was chilly but it was warm inside Grant Hall as Fall Convocation took place Nov. 13-15, with two ceremonies being held each day.

Along with hundreds of graduates receiving their degrees, Queen's University conferred two honorary degrees.

During the second convocation

ceremony, an honorary degree was bestowed upon Sylvia Maracle (Skonaganleh:ra), Executive Director of the Ontario Federation of Indigenous Friendship Centres (OFIFC) and an advocate for advancements in justice, health, employment, housing, poverty, and women's issues for urban Indigenous peoples.

The honorary degree recipient during the fifth ceremony was

Reeta Roy, President and CEO of the Mastercard Foundation, a leading philanthropic organization focused on financial inclusion and youth learning initiatives. The private foundation forges partnerships with a diverse range of visionary organizations and is initiating large-scale projects, such as the \$500 million Scholars Program, of which Queen's University is a partner institution.



PHOTO BY LARS HAGBERG



PHOTO BY GARRETT ELLIOTT



PHOTO BY LARS HAGBERG

A PhD recipient and new mother kisses her baby as she waits to be called up to the stage at Grant Hall on Wednesday, Nov. 14.



PHOTO BY GARRETT ELLIOTT

Convocation at Queen's University is a big life moment, not only for the graduates, but also for their friends, supports and families. Each ceremony is filled with smiles of pride, a few tears, the occasional yell of encouragement, and memories that will last a lifetime.

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Meeting new faculty: Ricard Gil

This profile is part of a series highlighting some of the new faculty members who have recently joined the Queen's community. The university is currently in the midst of the principal's faculty renewal plans, which will see 200 new faculty members hired over five years.

Ricard Gil (Smith School of Business) sat down with the Gazette to talk about his experience so far. Dr. Gil is an associate professor of business economics.

BY PHIL GAUDREAU, SENIOR COMMUNICATIONS OFFICER

Tell us a bit about your academic journey.

I completed my PhD at the University of Chicago. My first job was at University of California in Santa Cruz – which was a lovely place to be, at least for a little while. I recommend Northern California to everyone.

While at UCSC, I took a one-year hiatus to complete a post-doctoral fellowship at Harvard Business School. I was offered tenure at Santa Cruz, but made what might be considered an unconventional decision... I instead took an offer without tenure at Johns Hopkins University. I was single and young back then, so it made sense at the time.

In between, I took a year off and visited the MIT Sloan School of Management and the Department of Management at the London School of Economics.

Hopkins was a good experience as I had never taught in graduate programs before. I also met my wife and started my family in Baltimore.

I have lived in three different time zones since moving to North America – it has been an interesting journey so far!



Ricard Gil is a faculty member in Smith School of Business. From his career path, it is clear his knowledge has been in high demand - he has taught and researched at five universities, including Queen's.

What are you researching right now?

My scope of research has to do with firm behaviour. It's all about governance.

The idea is, for very simple transactions like you and I going to the grocery store... there's no governance for that. Why? Because it is very simple. You go to the store, you buy a product, they give you a receipt which is a contract that states if the product is not in good condition you can bring it back.

The world is not always characterized by these very simple transactions – especially when you have firm to firm, firm to government, or government to indi-

vidual relationships. The complexities can come from the fact there are more than two parties involved, or how to define the limitations and the contributions of each party. You need to establish a good governance model in these cases.

I study how transaction characteristics drive the adoption of different governance models. I have studied it in the airline, movie, and TV industries... and I once even studied dry cleaning.

How did you decide this was what interested you, and that you wanted to research it?

You are basically able to observe the same sort of transaction, under the same circumstances,

and understand why the diversity of governance models happens. I find that interesting.

I always thought that, through the study of many years, one comes out with many questions which others might not be reflecting on. I like to communicate those.

If I get to shake students out of their comfort zone and make them think in a way that is not conventional, it's a good day. That's what keeps it interesting.

What do you do for fun?

I am a soccer fan – I root for Barcelona. I like sports in general – European football tends to drive my weekend.

I like to travel. I watch a lot of movies and shows – not as much

"If I get to shake students out of their comfort zone and make them think in a way that is not conventional, it's a good day. That's what keeps it interesting."

– Ricard Gil

as I used to, with young kids I don't travel as much anymore, and don't get to watch movies in-flight. Having said that, I just finished the latest season of *House of Cards*. I am always looking for new shows.

How did you decide Queen's was the right fit for you?

While I was at Hopkins, I came to Queen's for a research seminar. I met some people and liked my experience here. There was a job opening a few months later and some of the people I met encouraged me to apply.

Kingston seemed more attractive than Baltimore, and the university's student profile made it seem like a pretty good deal. So my family moved to Kingston in May – mainly to avoid moving during winter! My wife is happy, my four-year-old is enjoying his school, and our nine-month-old doesn't seem to mind.

I am looking forward to teaching next year once it is determined who I am teaching. I hear very good things about Smith undergraduates.

In the meantime, I am helping the school with some committee work, getting ready for winter, and conducting some research and supporting my colleagues' research. And I am once again navigating the bureaucracy to obtain Canadian permanent residency – I currently hold Spanish and U.S. citizenship.

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view point

Viewpoint offers faculty, staff and students the opportunity to reflect on a wide range of topics related to Queen's and post-secondary education. Email submissions or ideas to andrew.carroll@queensu.ca

Cultivating 'whole person' education at Queen's

This article was first published on the Centre for Teaching and Learning's Teaching Talks blog (queensu.ca/connect/teachingtalks/).

BY CHERYL CLINE, ASSOCIATE PROFESSOR, DEPARTMENT OF BIOMEDICAL AND MOLECULAR SCIENCES

Here at Queen's, we have a strong culture of collective responsibility for student learning that transcends disciplines. The elaboration of common learning outcomes, creation of a network dedicated to cognitive skill-building, and launch of an experiential learning hub are just three recent initiatives that embody this cosmopolitan spirit. Pan-university projects such as these invite us to reflect on shared education goals as a community and to re-think our teaching in light of them. These initiatives have re-animated my own



Cheryl Cline

interest in fundamental questions about the goals of higher education and how we assess them.

Valuing what we can't easily measure in student learning and development

As Ontario moves further in the direction of outcomes-based funding for higher education, universities face the risk of emphasizing cognitive and performance aspects of learning that lend themselves to easy measurement, at the expense of its less tangible dimensions. Cognitive learning has a long history linked to behaviourism and psychometrics. Most educators are familiar with Benjamin Bloom's influential taxonomy of cognitive learning outcomes, for example. This taxonomy was intended for use as a measurement tool to facilitate the exchange of test questions among faculty at different universities.

Constructing learning outcomes on the basis of observable knowledge and skills has had the unintended consequence that elements of student growth less amenable to measurement – like the development of emotions, dispositions and personal attrib-

"The formal expansion of learning outcomes to better support whole person development can also uncover limitations of larger institutional processes that we currently take for granted."

utes – remain under-theorized and hard to express in current outcomes discourse. Bloom himself put his finger on this problem when he observed that non-cognitive elements of learning are difficult to characterize because "internal or covert feelings are as significant for this domain as are the overt behavioral manifestations."

Of course, we have come a long way from narrow frameworks like Bloom's. L. Dee Fink's influential *Taxonomy of Significant Learning* introduces a role for self-development by encouraging opportunities for students to learn about themselves and to adopt new "feelings, interests and values."

Locally, members of our own community are helping to diver-

sify learning outcomes along similar lines. For example, affective outcomes geared toward values development have been proposed as part of a taxonomy for health professional education programs, and the Queen's Learning Outcomes Framework codifies both cognitive and interpersonal and intrapersonal learning goals for Queen's students.

Assessing what we can't easily measure in student learning and development

As we think more broadly about common learning goals that support personal and interpersonal development, questions about assessment also move into the foreground. Reflection activities and self-assessments are two routes to personal growth that involve students connecting with their past and present experiences and ideas. Making these personal connections is an essential part of learning in educational theories like Kolb's experiential learning cycle. However, in practice, this kind of introspection and self-disclosure can be quite difficult to fit into our traditional systems of assessment. For

example, feedback using the type of analytic criteria found in rubrics can sometimes feel overly clinical in this context, where validation and dialogue rather than evaluation and judgment may seem better suited.

The formal expansion of learning outcomes to support whole person development can also uncover limitations of larger institutional processes that we currently take for granted.

For example, our traditional grading system that is used to rank and sort students may be counterproductive when viewed in light of interpersonal learning goals related to teamwork and collaboration.

How to specify comprehensive learning goals and assess them are certainly not new questions, but their fundamental importance demands that they be revisited on a regular basis.

Recent university initiatives at Queen's have been incredibly helpful in my own thinking about how to modernize my learning outcomes to support student growth, and I am excited to see how this collaborative culture will continue to flourish.

What nobody tells you about being a perfectionist in university

The following article was first published on the Student Academic Success Services Peer Blog (sass.queensu.ca/category/blog/).

BY VERONICA SEWILSKI, NURSING, CLASS OF 2021

I guess you could say that I've been a perfectionist for as long as I can remember. I was raised with the mentality that if something was not perfect, you start again (and again, and again...). This mindset has stuck with me my whole life. Before coming to Queen's, this trait was quite beneficial for me: I got really good grades, I was very involved in the community and with extra-curriculars, and I was well-liked by teachers and employers. I'm sure a lot of you grew up this way too.

Last year, in my first year of university, I quickly felt totally overwhelmed by life and school. I was like a new mini-adult who had responsibilities like making sure I ate enough veggies that day, and that I had clean underwear for tomorrow. I felt like I had to socialize all the time so people would like me. I was also here for school, so I had to make

sure that I kept up with the giant workload that comes with being a university student. And, of course, perfectionist me wanted to excel at all of those things. I soon learned that life at Queen's can feel like it's on hyper-speed. I simply couldn't keep up. The ways I had done things my whole life were now being tested and I had to adjust quickly if I didn't want to crash and burn.

Now in my second year, I learned and regularly apply a lot of lessons about how to achieve the things I want without letting my perfectionism become a burden. Here are some strategies I've learned and that you can try too:

1. Let things go

Being a perfectionist means that you can be quite stubborn. You won't quit until something is perfect. That's useful when you're dealing with a tough course, but it can actually be bad in some situations. For example, when writing an essay, it is so easy to keep editing because you feel like your writing just isn't perfect enough. I've learned that at university, writing is never going to be perfect. Your prof will always have

feedback on how to improve your thinking and writing. If you are going to lose hours of sleep over fixing that essay, it is not worth it. You need to simply let it go—use your time thinking about your prof's feedback and how to improve next time. I'm making this sound dramatic, but letting go for the first time is hard for a lot of perfectionists. I can promise you, though, you will be glad you got those extra hours of sleep.

2. Prioritize

So you have a quiz tomorrow morning that is worth 2 per cent of your grade, and a midterm later that afternoon for another class that is worth 30 per cent? When it comes to university, you have to be realistic with your priorities. Don't stay up until 3 am studying for that measly quiz when clearly the midterm is a lot more important. Maybe you have to sacrifice a good quiz mark to get a good midterm mark. This is okay. Setting priorities will make things the hectic midterm season, when everything is due at once, a lot less stressful. You should also prioritize your courses, too. If your long-term goal is to go to

medical school, you should be putting more of your focus on your biology course than your film elective. Decide which is most important to you and stick with it: you'll look back and thank yourself later!

3. Accept help

I used to be the type of person that never asked for help. I always felt like I didn't want to bother anyone and I could eventually just figure things out on my own. However, university can be really hard and sometimes you just need to let others help you. Whether that's asking a friend to explain a math concept to you, talking to a prof or TA, or taking advantage of the school's many academic support services (like SASS), you will save so much time and in the end, probably do a much better job than if you tried to do things on your own.

4. Learn from your mistakes

This has truly been the biggest life lesson I've gotten from being here. As a perfectionist, you're simply not used to losing or having things not go the way you wanted them to. Now that you've

let go of some of your perfectionist-tendencies, embrace the losses. You have to realize that with every mistake, you need to look on the bright side and see what you can learn from the situation. If you get a poor grade in a paper or test—and it will happen to everyone at university level—seek help, reflect on the feedback you've received, and make a plan for improving your work next time. Having this attitude has truly made my life more positive and helped me avoid burn-out and stress caused by my perfectionism.

So there you have it, my fellow perfectionists. As hard as it sounds, it's so important to let go of the incredibly high standards that you hold for yourself. But trust me, you will thank yourself in the long run.

Coming to Queen's doesn't mean that you have to stop trying as hard as you used to, it just means that you have to shift your focus to the bigger picture. Take that passion that you have for everything you do and use it to your advantage. You're going to do amazing things with it one day. I believe in you.

Queen's in the news

Highlights of Queen's experts in the media from Nov. 8-22

NEWSPAPERS

Ed Struzik (School of Policy Studies) says in the New York Times that the California wildfires are going to get worse. "I don't think there's any question about it. We're seeing a trend here very clearly."

Kim Nossal (Political Studies, School of Policy Studies) says in the New York Times that, following the midterm elections in the U.S. we're going to see a reintroduction of uncertainty surrounding trade.

Martin Hand (Sociology) says in the New York Times that with the invention of the smartphone, there was nothing that humans did, absolutely nothing, that they didn't also make an image of.

Jana Raver (Psychology, Smith School of Business) says workplace bullying can create a tremendous amount of psychological health and emotional problems, in the Toronto Star.

Christopher Evans (Medicine) spoke with the Globe and Mail about his new story into traumatic injuries and mental health.

Matthew Barrett (History) was interviewed by the Globe and Mail about Prime Minister Trudeau visit-



ing Vimy; says in a Globe and Mail article on honouring those who fought in the often-forgotten Battle of Hill 70 that as public historians we have a strong interest in making our research accessible to a broad audience, which conventional academic works do not always reach.

Don Drummond (School of Policy Studies) says the numbers in a new health care report strengthen the case of national pharmacare, in the Toronto Star.

Christian Leuprecht (Political Studies, School of Policy Studies) says in his op-ed published by the Toronto Star that Canada needs to follow the lead of the United States in banning some companies from sensitive projects; says that despite an increase in rural gun homicides, there's little reason for most Canadians to worry. While the violence might seem high, or relatively high, most of this violence is not random. His comments appeared in outlets across Canada, including the National Post, Montreal Gazette, Calgary Herald, and Edmonton Journal.

Robert Wolfe (Policy Studies) was interviewed by the Edmonton Journal about trade deals and intellectual property rules.



ONLINE

Elizabeth Goodyear-Grant (Political Studies) says in her op-ed for The Conversation that the strength of a person's masculinity and femininity no doubt had a discernible impact on how U.S. voters cast their ballots. The op-ed also appeared in the National Post.

Robert Wolfe (Policy Studies) says in globalnews.ca that if the things your company produces were being bought by Canadians, and now Canadians aren't buying it, you're going to feel that.

Bruce Berman (Political Studies) wrote for The Conversation that the Republican Party, the party of Abraham Lincoln, who dedicated his life so the "government of the people, by the people, and for the people" should not perish, has become under Donald Trump the greatest threat to American democracy since the Civil War.

David Messenger (School of Medicine, Emergency Medicine) spoke with CBC Online after an inmate from Millhaven Penitentiary grabbed a gun from a guard and started shooting inside the Kingston Health Sciences Centre that the hospital has a 'Code Silver' plan for dan-



gerous weapons in the building, but it's extremely uncommon for something like this to happen.

Douglas Cook (School of Medicine, Surgery, Division of Neurosurgery) says a new hand-held brain scanner device is cheaper than CT scanners and could be available anywhere, including hockey rinks or sports fields, in an article by Yahoo! Canada.

Valerie Michaelson's (School of Religion) piece for The Conversation about corporal punishment appeared in the National Post.

Warren Mabee (Geography and Planning, School of Policy Studies) says in an article by CBC Online the Keystone XL project has been fraught with delay over the last five, six, seven years now. It is something that the company probably anticipated. The story also appeared on Yahoo Canada!; says on CBC Online that not all oil companies are affected the same way and it would be difficult to get everyone to agree on output cuts.



TELEVISION

Warren Mabee (Geography and Planning) was interviewed on CTV National about the surplus oil crisis.

Christian Leuprecht (Political Studies, School of Policy Studies) spoke to Global TV National about the next potential head of Interpol.

Lee Airtton (Education) says in an interview with Huffington Post that gender stereotypes hurt everyone.



RADIO

Dallas Seitz (Psychiatry) was interviewed by CBC's Ontario Morning about mental health problems following traumatic injury.

Christian Leuprecht (Political Studies, School of Policy Studies) appeared on Radio Canada International talking about ties between China, Canada and world universities.

Lisa Carver (Arts and Science) says on CBC Radio that politicians can have a cognitive dissonance, and we hold them to a higher standard of judgement and behaviour because of the power they hold.

MAGAZINES

Awet Wildmichael (History) says in The Economist that the economic sanctions on Eritrea have really had no effect.

Entering the U.S. education market

Continuing Teacher Education Office at Queen's University now offers courses for teachers in the United States

BY ANDREW CARROLL,
GAZETTE EDITOR

A leader in online professional development for teachers in Ontario for more than 20 years, and more recently in British Columbia, the Continuing Teacher Education Office at Queen's University is now expanding into the United States market.

It is increasingly mandatory in many states for teachers to complete Continuing Teacher and Leadership Education (CTLE)

courses to maintain their licenses. Seeing a massive opportunity for growth, the CTE Office created courses with the United States teacher in mind, based around what is known as Common Core Standards. The CTE Office is now an approved CTLE sponsor in New York state.

As with the Ontario and B.C. programming, these new courses make use of the Faculty of Education's instructional strengths and leadership in research, while providing an online platform that al-

lows users to develop new skills, collect valuable resources, share ideas, and collaborate with a community of learners. Many comparable programs utilize Massive Open Online Courses (MOOCs), says Nathan Cheney, Business Developer in the Professional Studies Office. These courses provide the required content and, once complete, a certificate is awarded. In contrast, all Queen's courses are instructor-led. The courses are supported by current research but also based in practice, designed with the working teacher in mind.

"This offers an opportunity to be different from a lot of the other professional development courses. All of our courses have up-to-date research that is written by experts in the field," Cheney says. "Our courses are written by teachers for teachers. These aren't courses that are designed to give you overarching theory only. They are designed to be directly applicable to something the teachers can use in the classroom, which is an important feature."

The first courses – Teaching

Mathematics in Elementary Schools and Teaching English Language Learners – started being offered Nov. 12.

Another important component is that the Queen's courses also create a "community of learners," through open discussions with instructors as well as fellow teachers.

"In my opinion, the best thing about these courses is the discussion component. We'll have 15 or 20 teachers in a class and in doing so they must interact with each other, which means they are setting up a community of learners, they are setting up a resource group," Cheney says. "The courses are designed so that participants are sharing their resources as part of the discussion board. So not only are you walking away with the resources you get from the expert instructor, you are walking away with resources from all these other instructors who are in the class with you."

As seen in the Ontario and B.C. courses these networks can continue long after the course is com-

plete. The interactive nature of the courses also allows variety of perspectives to be voiced, says Jessica Della-Latta, Executive Director of Professional and Non-Credit Programs at the Faculty of Education.

"What's great about the courses being online is you can get so many perspectives. You can have a seasoned inner city teacher and a new rural teacher sharing their point of view and experiences," she says. "You get the richness of all these perspectives which creates the opportunity for problem-solving, creativity and new outlooks to challenges. In the Ontario and B.C. courses professional friendships develop and the mutual support that is so important within the course continues long after the course ends. It's not only setting up an expert level course that is written and designed for them, it's setting up an opportunity for them to have colleagues from across the country that they can lean on throughout their careers."

For more information or to register, visit the CTE website (coursesforteachers.ca/us).

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Breaking new ground at intersection of AI and law

BY COMMUNICATIONS STAFF

Conflict Analytics is taking off. “It’s hard to describe how fast this is growing,” says Samuel Dahan, Assistant Professor at Queen’s Faculty of Law and head of its nascent Conflict Analytics Lab.

Conflict Analytics is a notion that began with Dahan before he joined Queen’s, and that has grown rapidly since then.

“The idea of extracting data from negotiation settlements and cases, converting it to knowledge that is understandable and can be acted on, and using that to help people not only in legal practice is one I’ve been intrigued by since my time as a PhD student at Cambridge, and then while I was at the Court of Justice of the European Union,” he says. “It’s not just a question of creating information of use to lawyers, but also providing guidance for parties and organizations involved in a dispute, such as consumer or employment negotiation.”

Dahan brought this idea to Queen’s when he joined the faculty in 2017, having already found collaborators, including Jonathan Touboul of the College de France; Aymeric De Moncuit of the Court of Justice of the European Union; Maxime Cohen of NYU Stern; Colin Rule, founder of eBay’s online dispute resolution platform; and David Restrepo Amariles of HEC Paris. While the idea behind the project has remained consistent, the list of collaborators has continued to grow. The Conflict Analytics Lab, the first of its kind, now has the largest consortium of experts on data analytics and dispute resolution.

Through a partnership with the Smith Scotiabank Centre for Customer Analytics and the Centre for Law in the Contemporary Workplace, a team of more than 25 law students and data scientists is working feverishly on data entry and coding in order to develop an open source AI-tribunal for small claims in Ontario. This digital dispute-resolution platform would be aimed at providing predictive legal services and negotiation support for self-represented plaintiffs.

Professor Kevin Banks, Director of the Centre for Law in the Contemporary Workplace, has played an important role in the project.

“Professor Dahan is taking the centre’s work in bold new directions,” he says. “He joined the faculty as a centre affiliate, and the work he’s doing with the lab will support our mandate to advance the thinking around workplace law, particularly rights adjudica-



Professor Samuel Dahan is the director of the Conflict Analytics Lab, which will offer opportunities to educate the next generation of lawyers, negotiators and mediators.

PHOTO BY GARRETT ELLIOTT

tion, at a national and an international level.”

But what does it all mean?

“This is a project that quickly moves from academic work to something with real-world applications,” Dahan notes. “Key to this is our work on applied research – using the machine-learning system we’re building to create a dispute resolution service for people who cannot afford to be represented. There are several applications of the technology, for instance, dispute resolution, consumer complaints, contract negotiations and trademark analysis.”

“To take an example,” Dahan continues, “look at consumer disputes. Companies spend excessive amounts of money to solve customer disputes, and struggle to build consistent dispute-resolution processes. We are collaborating with several industries, including the hospitality and banking sectors, to develop a cutting-edge neural network system. We’re going to use it to analyze this vast volume of information so that we can start to provide guidance for customer services on what happens in some cases, as well as identifying best practices for resolving disputes.”

“What if there was a tool for customers that let them see what the history of similar disputes was? Or for businesses to see what the most likely result of a resolution would be? How would that change how the business responds to a customer who has a problem? And how much time and energy would it save, on a mass scale, if we could streamline these processes?”

These are big questions – and perhaps big solutions – that apply to all of the applications that the

Conflict Analytics Lab is working on.

“That’s the philosophy that also drives the idea of a tool for an open AI resolution tribunal, as well as a system to let us see whether Canadian, French and European case law are consistent,” Dahan says.

On a smaller scale, the lab is currently using cutting-edge text analytics to help one of the largest train builders in the world to improve their contract drafting and negotiation strategies.

“This is a smaller project, but one that will really serve as a proof of result for the project,” Dahan says. “We are taking past negotiations over contracts in this specific industry, building a database, and then moving on to analytics that will help administrators enter into contracts with a solid idea of what has resulted in success in the past.”

Beyond these direct applications, the Conflict Analytics Lab is also serving as an incubator, creating a home for legal technology entrepreneurs to foster and grow their own projects.

“We’re excited to be creating an ecosystem for future projects,” Dahan says. “Mariella Montplaisir, an adjunct professor at the University of Ottawa, is working with us on her Solvr project, an online dispute-resolution system, and we are looking forward to more partnerships like this in the future.”

All of this, of course, involves substantial research – and will generate some foundational work on data analysis and dispute resolution in the academic sphere.

“As an academic, I’m excited at the potential here to produce substantial work that will extend the benefits of the project far beyond

our collaborators and to an international audience of scholars dealing with both the issues surrounding labour law, and also how data and analysis can fuel a better understanding of our field,” Dahan says.

That, in turn, will fuel the final mandate of the lab: education.

“This brings us full circle,” Dahan says. “We’re creating practical tools for the legal and other industries, but are we informing them? This work can create powerful ways for people to understand and use data, but the education component of this is vital and can-

not be overlooked. Beyond the tools, there are opportunities here to educate the next generation of lawyers, negotiators and mediators. At the end of the day, meaningful work is about change, and change is something that has to happen at the user level.”

The project is also creating opportunities for students: Maddy Sequeira (Law’21), and Shane Liquornik (Law’20), are two of Dahan’s first hires as research assistants for the project.

“It’s exciting as students to have the opportunity to play a role in shaping the way in which technology and law can interact and advance the field of dispute resolution,” they say. “As next-generation lawyers, the lab has exposed us to the benefits of embracing innovations in the legal field.”

Bill Flanagan, Dean of Queen’s Law, is delighted with the Lab and its remarkable progress since Dahan’s arrival at Queen’s.

“Samuel has taken a leadership role in creating a space where we are leveraging both technology and creative thinking in developing highly innovative and low-cost ways to deliver legal services,” he says. “The lab is putting Queen’s Law on the forefront of thinking and research on the application of AI to dispute resolution, developments that hold major potential to address some of the chronic access-to-justice challenges in Canada and around the world.”

Learn more about the Conflict Analytics Lab (conflictanalytics.queenslaw.ca).

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A hall of fame career for Stephen Smith

BY COMMUNICATIONS STAFF

Stephen Smith is being inducted into the Canadian Business Hall of Fame.

The hall recently announced that Smith will enter the hall in June as part of the class of 2019.

Smith (Sc'72, LL'D'17) is co-founder, chairman, and CEO of First National Financial Corporation and one of Canada's leading entrepreneurs.

He's also known for his philanthropy and is a longtime supporter of Queen's.

In 2015, Queen's University announced the naming of the Stephen J.R. Smith School of Business in recognition of his transformational \$50-million donation to the business school.

"It's really an honour for me to be part of the hall of fame along with so many great nation builders," Smith says. "People who are business leaders know the challenges of setting up businesses and running them. So that

makes this recognition quite gratifying."

The hall of fame is a who's who of legendary Canadian executives past and present – from Samuel Bronfman (Seagram Company) and Joseph-Armand Bombardier (Bombardier Inc.), to Heather Reisman (Indigo), Guy Laliberté (Cirque du Soleil), and Jim Pattison (Jim Pattison Group). It started in 1979. Inductees become Companions of the Order of the Business Hall of Fame.

Smith's significant contribution to business began in 1988 when he and Moray Tawse founded First National Financial in Toronto. Their goal was to create value in mortgage lending, and they introduced several innovations to the market. Among these were various securitization techniques to finance mortgage assets.

Another innovation was through information technology. First National's proprietary underwriting system, called Merlin, was Canada's first web-based, real-



Stephen Smith

time broker information system. It created a paperless 24/7 management platform for mortgage brokers.

"In many ways, First National is the original fintech," Smith said. "We just didn't call it fintech back then."

Today, First National is Canada's largest non-bank mortgage lender. It employs approximately 950 people across the country and has more than \$100 billion in mortgages under administration.

Smith has expanded his finan-

cial industry investments over the years. He is chairman of Canada Guaranty Mortgage Insurance Company, which he owns in partnership with the Ontario Teachers' Pension Plan. He is also the largest shareholder in Equitable Bank, the country's ninth largest bank. He recently co-founded Peloton Capital Management, a private equity firm.

"We're honoured to have Stephen Smith as a companion in the Canadian Business Hall of Fame," said David Denison, Chancellor of the Order of the Business Hall of Fame. "Mr. Smith's achievements and contributions to the business community are immense."

Denison added that Smith has also proven "a tireless supporter of Canadian culture through his philanthropic efforts and dedication to social causes." These include support and involvement with the arts, history and charities. In 2012 he was given the Queen Elizabeth II Diamond Ju-

bilee Medal for contributions to Canada.

Smith received his Queen's degree in engineering, but his success came in the world of business, which inspired his transformational gift to the business school.

Smith has expressed a desire to direct his philanthropy to education, which he says has the power to transform lives.

"I think a lot of the wealth in Canada is in the human capital that we have, and that comes from a great educational system," he says.

Stephen Smith will be inducted into the Canadian Business Hall of Fame at a ceremony June 19 at the Metro Toronto Convention Centre alongside three other business leaders: Claude Lamoureux, retired president and CEO of the Ontario Teachers' Pension Plan; Clarence Louie, chief of the Osoyoos Indian Band; and Annette Verschuren, chair and CEO of NRStor Inc.

Chancellor honoured for philanthropic leadership

BY COMMUNICATIONS STAFF

Jim Leech (MBA'73), is a natural leader. Whether for a person, business, or a non-profit organization, he uses his expertise to help others around him improve and succeed.

"It is important to bring your skills and experiences to an organization to help make them more effective and better at what they do," he says.

Since retiring from his job as CEO of the Ontario Teachers' Pension Plan five years ago, he has focused on helping others through philanthropic leadership. His volunteer senior management roles have spanned many sectors: education, health care, and humanitarian.

He became the 14th Chancellor of Queen's (a volunteer position) in July 2014. He is the board chair for the Toronto General & Western Hospital Foundation and successfully led its \$1-billion fundraising campaign. He is the chair of the Mastercard Foundation, the world's second-largest independent foundation (US \$25 billion), which has projects in 29 countries across Africa. He was part of an expedition that hiked to the magnetic North Pole in 2014, raising more than \$2 million for the True Patriot Love Foundation in support of wounded veterans.

His philanthropic leadership is why he was honoured with the Outstanding Volunteer award by



PHOTO BY LARS HAGBERG

Chancellor Jim Leech congratulates a Queen's graduate on the Grant Hall stage during convocation. Chancellor Leech was recently named the Outstanding Volunteer by the Greater Toronto Chapter of the Association of Fundraising Professionals.

the Greater Toronto Chapter of the Association of Fundraising Professionals (AFP) at a ceremony on Wednesday, Nov. 21.

"I am honoured to receive this award. Volunteering is something I have been doing for most of my life. I enjoy helping others and feel everyone deserves the opportunity to succeed," says Chancellor Leech, who is also an Honorary Colonel in the 32 Signal Regiment.

Chancellor Leech has been a Queen's volunteer for decades. He was a member of the Board of Trustees from 1984 to 1996, and served on University Council from 1980 to 1984. He was part of

the Initiative Campaign leadership team that helped the university raise \$640 million. He also served on and chaired the Smith School of Business Advisory Board on three separate occasions.

Principal Daniel Woolf says Queen's has benefited enormously from Chancellor Leech, who has shared his time and expertise with students, alumni, and benefactors.

"This award is well-deserved and reflects not just his contribution to Queen's, but also his many philanthropic endeavours throughout the country and around the world," says Principal Woolf.

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PHOTO BY DIANE GILCHRIST

BISC student Jake Kidd takes a photo of his great uncle's inscription after locating it on the Vimy Memorial.

A journey of remembrance

BY COMMUNICATIONS STAFF

A group of 110 students and faculty from the Bader International Study Centre (BISC) travelled to the French town of Vimy on a cold, wet, and windy Nov. 11, as the world marked the 100th anniversary of the end of the First World War.

Today, the Canadian National Vimy Memorial, Canada's largest overseas war memorial, sits at the highest point of the Vimy Ridge and commemorates not only the Battle of Vimy Ridge, (April 9-12, 1917) but all Canadian Expeditionary Force members killed during the First World War, including those with no known resting place.

While students from the BISC have been travelling to the memorial on or around Remembrance Day for the past several years, this is the first year that the BISC Chamber and Open Choir have been invited to participate in the Remembrance Day ceremony.

The BISC's 40-strong choir, robed and sporting their BISC scarves, was afforded the honour of leading a procession of pipers and local dignitaries to the memorial site. The choir sang two moving excerpts from *Requiem* by Eleanor Daly, a Canadian composer and Queen's University graduate. As the rain came down in earnest, soloist soprano and BISC Musician-in-Residence, Diana Gilchrist also sang Mozart's *Laudate Dominum* from his *Solemn Vespers*.

Three BISC students, Wyatt Mann, Harriet Wright, and Sarah Dulmage, laid a wreath during the ceremony on behalf of the BISC and Queen's University. They were chosen from dozens of applicants for their outstanding submissions on the subject of what

laying a wreath at the Vimy Memorial would mean to them and their families.

"With this opportunity, I take great pride in being able to represent those who have come before me. My great-great grandfather Charlie Wright fought in World War One and took part in the Battle of Vimy Ridge," says Dulmage. "My family is composed of many military personnel, so to me, laying the wreath meant giving the ultimate thanks to my family who have served and allowed me to be who I am and where I am today."

Choir member and BISC 100 lecturer Beth Richan says she was proud seeing such a mix of generations and a sea of Canadian red in the assembled crowd as the bugler played *The Last Post*.

"What struck me from speaking to the students afterwards was just how many of them expressed that being present was not only very important to them personally, but would be hugely significant for their parents and grandparents too," she says.

Student Jake Kidd was one of many who searched the thousands of names etched into the Vimy Memorial on behalf of their families and found a relative, his great uncle.

Following the ceremony, each student was presented with a commemorative Vimy pin and poppy. The students then visited Ypres and the Menin Gate Memorial to the Missing.

The trip to Vimy was the culmination of an entire term's worth of opportunities to learn more about the history and experience of war. On Nov. 7 and 8, approximately 125 students attended performances of *Lest We Forget* at Hastings' Stable Theatre. This contemporary production is based on

stories from survivors of the Great War from East Sussex and weaves readings, poems, and songs from the era into the narrative. In addition, the Castle Reads group has chosen the First World War novel *Strange Meeting* by Susan Hill as their book for the fall term.

Back in the UK, the students will have the opportunity to reflect further on their experiences with a concert at the Castle on Sunday, Nov. 25 in honour of the 80th anniversary of Alfred Bader's participation in the Kindertransport of 1938. Dr. Bader, along with some 10,000 other Jewish children, was evacuated to the safety of the UK from Nazi-occupied Austria.

grad studies

THESIS DEFENCES

Tuesday, Nov. 27

Michael Couchman, History, 'Apologists, Prohibitionists and Systemic Inertia: The Origins of Global Drug Control, 1900-1945'. Supervisors: A. Chowdhury; S.M. den Otter, 402B Gordon Hall, 9 am.

Wednesday, Nov. 28

Lin Li, Mining Engineering, 'Study of Kinetics and Mechanism of Pyrite Oxidation in Sulfuric Acid Solution'. Supervisor: A. Ghahreman, 350 Goodwin Hall, 9 am.

Thursday, Nov. 29

Jennifer Matsunaga, Sociology, 'Limits of "Truth and Reconciliation": The Effects of Compensation on Stories About Residential Schools and Japanese Canadian Internment'. Supervisor: S. Srivastava, D528 MacCorry Hall, 12 pm.

Thursday, Nov. 29

Josephine Nielsen, Philosophy, 'Interests and Rights: Minorities Communities, Parents and Children'. Supervisor: W. Kymlicka, 307 Watson Hall, 10 am.

Thursday, Nov. 29

Veldon Woodrow Richard Coburn, Political Studies, 'A Genealogy of Contemporary Indianness: A Foucauldian analysis of Identity and Society in Anti-Colonization Politics'. Supervisor: E.M. MacDonald, 402B Gordon Hall, 3 p.m.

Friday, Nov. 30

Bruno Adrian Svajger, Biomedical and Molecular Sciences, 'Impact of Vascular Calcification on the Regulation of Circulating Minerals and Hormones in Experimental Chronic Kidney Disease'. Supervisors: M.A. Adams; R.M. Holden, 563 Botterell Hall, 1:30 p.m.

Tuesday, Dec. 4

Ram Prasad Lamsal, Chemistry, 'Exploration of New Applications of ICPMS to Fuel Cell Electrochemistry'. Supervisor: D. Beauchemin, 300 Chernoff Hall, 9 am.

Monday, Dec. 10

Stefan Denis Merchant, Education, 'Assessment of Learning Skills and Work Habits in Ontario Secondary Schools'. Supervisors: D.A. Klinger; P.M.K. Chin, A115 McArthur Hall, 1 pm.

Monday, Dec. 10

Daniel Vena, Cultural Studies, 'Unfinished Business: The new wave of women's horror cinema'. Supervisor: E. MacDonald, 402B Gordon Hall, 1 pm.

Thursday, Dec. 13

Drew MacDonald, English Language and Literature, 'DeQuincey and the Christian Experience: The Feeling of Struggle, Depravity and Doubt'. Supervisors: R.J.H. Morrison; J. Pierce, 419 Kingston Hall, 2:30 pm.

Monday, Dec. 17

Michael Grossman, Psychology, 'Mechanisms of Social Cognition in Early Psychosis'. Supervisor: C.R. Bowie, 228 Humphrey Hall, 1 pm.

Monday, Dec. 17

Sufujiang Yu, Mechanical and Materials Engineering, 'Design of Uniformly Textured Polymer Surfaces for Hard-Soft Bearing Systems'. Supervisor: J.T. Bryant, 312 McLaughlin Hall, 9 am.

Tuesday, Dec. 18

Sara Hadi Dastjerdi, Pathology & Molecular Medicine, 'Co-Regulation of the Cytochrome P450 24A1 Gene in a Model of Kidney Fibrosis by 1,15-dihydroxyvitamin D3 and Growth Factors'. Supervisor: P.M. Petkovich, 126 Bracken Library, 9:30 am.

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How sex and gender influence how we vote

We must consider how voters identify themselves in terms of gender to truly understand how women and men think about politics

This article was originally published on *The Conversation*. Read the original article at theconversation.ca.



BY ELIZABETH GOODYEAR-GRANT
AND AMANDA BITTNER

Leading up to the recent midterm elections in the United States, pundits predicted women voters and candidates would alter the race.

There were, in fact, historic changes as more women than ever gained seats in U.S. Congress, breaking the 100-seat barrier. The winners included two Muslim women and two Native American women, both historic firsts.

However, as we unpack and explain voting patterns, the narrative must move beyond stereotypical and biologically grounded explanations that focus on men and women as voting blocs. Instead, we must ask how gender orientations condition men's and women's politics.

Several lessons from our ongoing research are instructive: First, gender strongly conditions the impact of sex on the vote. By "gender," we mean the extent to which men and women identify with masculinity and femininity as sets of roles, traits and ideals.

The impact of gender on the vote differs from the effect of sex alone, in part because sex does not determine where you place yourself on a masculinity/femininity continuum.

Why some men are more liberal

Our work on measuring sex and gender in survey research, published last year in *Political Behavior*, shows that men who



PHOTO BY ARNAUD JAEGER/UNSPASH

Neither men nor women vote in blocs, and gender identity helps explain voting patterns.

do not strongly identify with hypermasculinity are equally or more liberal than women on various issues, from same-sex marriage to social spending.

This implies that moderately masculine men, so to speak, are not in the Republican orbit because they do not share the party's positions on the issues that defined the 2018 midterms: Immigration, gun rights, Brett Kavanaugh and the backlash against so-called "identity politics."

In fact, all respondents whose gender self-placement veers from the most masculine or feminine endpoints of the scale tend to be more politically moderate than the hyper-masculine and hyper-feminine identifiers.

This means that highly femi-

nine women — those who possess very traditional gender identities — are more conservative on some issues, including workplace discrimination, and are indeed open to the Republican platform.

The general message here is not novel in its recognition of multiple and cross-cutting identities and their importance to voting. Race, socioeconomic status and religion, for example, are other important influences on the vote.

What is novel about our research is that it identifies the patterns from an overlooked aspect of identity — gender. Sex and gender tend to be treated as synonymous both in "real life" and in research. Disentangling them is revealing the ways that our biology affects our behaviour less than previously thought.

Gender not a factor for some

The second big message coming from our research is that we must stop automatically treating gender as a "first-order" or "meta" identity that eclipses all other identities. For some voters, gender is not a strong pull on the vote or on political attitudes. Our research published last year in the *Canadian Journal of Political Science* finds that there are few male-female gaps in attitudes, and presumably voting, among people for whom gender is not

important.

It's only among those for whom gender is highly salient (and this is the case for a lot of people) that sex and gender have the potential to create gaps in attitudes and votes, producing a chasm in the electorate.

In the context of the 2018 midterms, a key observation is that sex and gender are more prominent in some campaigns than others.

Sometimes gender-based issues are at the top of the agenda, or high proportions of women candidates run. This can cue voters to think about gender issues when making their vote choices, a process called priming.

This helps explain the large partisan gaps between men and women and the unprecedented showing of women candidates in 2018. A record number of women candidates ran and won, and media, think tanks, researchers and political parties spent a lot of time discussing the anticipated "pink wave."

#MeToo movement in play

What's more, voters went to the polls soon after a Supreme Court confirmation process fought nearly exclusively over allegations that nominee Brett Kavanaugh had sexually assaulted several women. And this came after a year of intensive public ac-

"Traditionally, we talk about women voters as if they are unique and act as a bloc. But not all women vote the same, and women don't uniformly feel the same about issues, parties or candidates over time."

tion by the #MeToo movement, which has illuminated the widespread sexual violence and harassment faced by women.

It's clear the electoral environment contributes to the politicization of social divisions. When campaigns focus on other issues or other types of candidates, different electoral divides define the vote, and sex and gender may take a back seat to partisanship, race or religion.

Traditionally, we talk about women voters as if they are unique and act as a bloc. But not all women vote the same, and women don't uniformly feel the same about issues, parties or candidates over time.

Context matters. It activates identities in the minds of voters, and campaigns provide cues for the types of considerations that will influence voters at the ballot box. The 2018 midterm election campaign activated sex, but it also activated gender, and the strength of a voter's masculinity and femininity no doubt had a discernible impact on how they cast their ballots.

Elizabeth Goodyear-Grant is an associate professor the Department of Political Studies at Queen's University, director of Queen's Institute of Intergovernmental Relations, and director of the Canadian Opinion Research Archive. Amanda Bittner is an associate professor in the Department of Political Science at Memorial University of Newfoundland.

The Conversation, which provides news and views from the academic and research community. Queen's University is a founding partner. Queen's researchers, faculty, and students are regular contributors.

The Conversation is seeking new academic contributors. Researchers wishing to write articles should contact Melinda Knox, Associate Director, Research Profile and Initiatives, at knoxm@queensu.ca.



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Dedicated to helping through the United Way

As a professor in the Department of Geography and Planning, David Gordon, teaches planning history, community design, and urban development. Throughout his career he has been active in the Queen's and Kingston communities.

This year he joined the Queen's United Way Committee as the Faculty Representative.

Recently, he sat down with the *Gazette* to talk about how he got involved with the United Way and why more community members should throw their support behind the fundraising organization.

How did you first get involved with the United Way?

A wonderful professor, Dr. John Coleman, was head of the Department of Mathematics and Statistics for many years and my former calculus teacher. He recruited me to assist with a charity he helped establish in the late 1970s that is now called Lunch by George. We serve meals to people who are homeless or have other issues in the downtown.

Lunch by George operates from St. George's Hall at Johnson and Wellington streets, and had been funded on an emergency basis for many years by colleagues of Dr. Coleman's. After I joined the board as the treasurer, we looked at what they were doing and realized this is the type of agency that the United Way supports and we needed the operating support that only the United Way can provide. The United Way can raise funds to support the operating costs of good work.

So I helped Lunch by George apply to the United Way. It's a lot



Professor David Gordon and Principal Daniel Woolf point to the top of the United Way thermometer during the opening week of the annual fundraising campaign. This year Queen's United Way has set a target of \$330,177.

of work to become a United Way agency and our students in the School of Urban and Regional Planning's social planning field helped with the original research studies. To get funding from United Way you have to quite rigorously prove that you are helping people. We had to prove that we were changing people's lives, which turned out to be quite useful for other fundraising and sharpening our own work, by thinking about what we are doing that is effective and transformative.

What do you get out of taking part in the Queen's United Way Committee?

This is my first year. I have

been delighted to help Queen's understand how United Way is a powerful force for good in our community. I'm not hesitant in sharing that message both from my personal experience from working with a social agency but also from my professional experience as a planner, watching what it takes to support a healthy community. As a professor of urban planning, you look at the way a community functions and it is easy to see that the United Way does an immense amount of good.

Having been a long-time supporter of the United Way, what are some of trends that you have seen over the years in terms of support and needs?

What I've seen, and admire very, very much, is the way the United Way has progressed from being simply a coordinated fundraising campaign, which is quite important, to leading social planning in the community. The United Way is coordinating agencies and service delivery in the areas of greatest need in the Kingston region. For example, I am particularly impressed by their program called Success By 6, where the United Way is coordinating the work by several agencies to improve the lives of the most vulnerable children in the community. There is clear research about how important it is to have good nutrition and good education in the earliest years of a child's development and that interventions in these areas can pay off enormously in the long term. So from a community planner's point of view this work is extremely valuable. I am also impressed by what United Way are

doing in terms of targeting the work of multiple agencies, not just for age groups but with initiatives to help people in areas of poverty. The United Way is working with the City of Kingston, coordinating these efforts.

What would you say to someone in the Queen's or Kingston communities who is thinking about supporting the United Way?

I think the United Way is the single most effective agency involved in fundraising in the community. It is very efficient, with a low proportion of fundraising costs and therefore distributes most of the money it raises to agencies. In fact, the United Way KFLA recently was included in MoneySense's Charity 100 for 2019 based on its financial efficiency and transparency.

To get United Way agency funding you have to prove that you are being effective in improving people's lives. For that reason I think they are a good steward of our donations. People are also surprised at the broad reach of the human service supports that United Way provides in our community and to learn that you can also target part of your gift to an agency that you admire. For example, I designate part of my gift to Pathways for Education, rather than having to write separate cheque as a donation.

To have one consolidated fundraising campaign is a smart thing, and that is why it has been going on since the 1940s. But it's also an efficient and effective thing to do.

For our institution, we are

proud that Queen's is the largest workplace campaign contributor to the United Way KFLA. However, we observe that our participation rate has been drifting down a little bit since the introduction of the online payroll system a few years ago. Online giving is easier but many of us seem to have lost track of our gift, now that we no longer get an itemized monthly pay stub on paper.

My appeal for everyone is to please check that you are actually still giving the donation that we remember. We get one consolidated charitable donation total in our Queen's T4 summary, so it's hard to be sure what we are giving unless you check queensu.ca/unitedway. We hope that if more people do that we will get our participation back rate up.

* * * *

The Queen's United Way Campaign Committee has set a fundraising goal of \$330,177 for this year's campaign in support of United Way of Kingston, Frontenac, Lennox and Addington.

Last year, more than 58,000 people benefited from United Way KFL&A-funded programs.

Queen's community members can back the United Way through payroll deduction, a one-time gift, credit card, cheque or cash.

To make a donation online through the United Way's ePledge system, simply go to queensu.ca/unitedway and fill out the forms. Please note that if you donated last year and selected the auto-renewal action, no further action is required unless you would like to change your donation.



Queen's Athletics & Recreation honoured the 2017-18 Academic All-Stars at a breakfast reception held Wednesday, Nov. 21 in Grant Hall. A total of 365 varsity student-athletes were recognized as Academic All-Stars, having earned at least a 3.5 grade-point average over the past academic year at Queen's. The event marks the seventh year the department has undertaken this initiative to honour the academic and athletic excellence of its student-athletes.



events calendar

Wednesday, Nov. 28, Noon-1 pm Brown Bag Conversations: Discussing Decolonization Series

Faculty, staff, and students are welcome to monthly brown bag lunches to discuss the implications of decolonization for teaching and learning. Facilitators from the CTL will guide discussion, but all participants will contribute to the direction of each meeting and the direction of the program as a whole. Mackintosh-Corry Hall, F200, Large Collaboration Space

Wednesday, Nov. 28, 1:30-3:30 pm Introduction to Indigenous Ways of Knowing in Curricula: Indigenizing Curricula - Indigenous Experience and Theorization

The political nature of Indigenous identity is the focus of this workshop. Ian will briefly review related theory, followed by a discussion with two Anishinaabe women who will drum, sing, and offer their experiences and teachings to those in circle. Time will be allotted for those in circle to pose their question to Ian's guests. Robert Sutherland Hall, Rm. 202

Thursday, Nov. 29, 6:30-8:30 pm Artist's Talk: Jinny Yu

Jinny Yu will discuss her painting and sound installation Don't They Ever Stop Migrating? currently on view in The hold, drawing upon her personal responses to recent refugee crises and contextualizing these within her work as a painter with an international exhibition practice. Presented in collaboration with the BFA (Visual Art) Program. Agnes Etherington Art Centre

Friday, Nov. 30, Noon-1 pm Policy Talks: Warren Mabee -

Mission Impossible: Energy policy in Canada

Warren Mabee holds the Canada Research Chair (Tier 2) in Renewable Energy Development and Implementation. He is Assistant Professor with a joint appointment to the School of Policy Studies and the Department of Geography, and cross appointment to the School of Environmental Studies. He is Director of the Queen's Institute for Energy and Environmental Policy (QIEEP). His research focuses on the interface between renewable energy policy and technologies, with particular emphasis on wood energy and biofuels. His interests also include environmental policy, international approaches to renewable energy development, and commercialization of new products and processes. Robert Sutherland Hall, Rm. 202

Monday, Dec. 3, 3-5:30 pm QUIC International Holiday Decorating Social with SGPS and World Link Students

Casual social event with networking for students who will be staying in Kingston over the winter holidays. All are welcome. John Deutsch University Centre - Queen's University International Centre (QUIC)

Tuesday, Dec. 4, 4-6 pm Basmajian Award Presentation, Lecture and Reception for Dr. Susan Bartels

Join us for the award presentation, lecture and reception for Dr. Susan Bartels (Department of Emergency Medicine), recipient of the 2017/18 Faculty of Health Sciences 'Mihran and Mary Basmajian Award for Excellence in Biomedical/Health Research'. Following the award presentation, Dr. Bartels will give a talk

on her research "Turning Stories Into Data: Global Health Research at Queen's to Improve Outcomes for Women and Girls in Humanitarian Settings", and a reception in the atrium will immediately follow the lecture. Everyone is welcome, but please RSVP for reception only to Gladys.Smith@queensu.ca. Phone 613-533-6627. School of Medicine Lecture Theatre 132A - 15 Arch St.

Saturday, Dec. 8, 7:30-9 pm Observatory Open House

Public Open Houses are an exciting way for the Queen's Observatory to give back to the Kingston com-

munity by sharing our knowledge and facilities to inquiring minds young and old. Our guests are invited to come and experience free of charge the wonders of our Universe from the smallest planets to the largest galaxies! The first part of the Open Houses consist of a presentation on an interesting topic that is accessible to all, for about 30 minutes. After the talk, and weather permitting, we head upstairs to tour the 14-inch telescope in the dome atop Ellis Hall and do some observing! Even if the weather is not favourable and we are not able to do any observing, tours of the facilities up-

stairs are still offered for those who are interested. Ellis Hall Auditorium

Monday, Dec. 10, 2-3:30 pm INSIDE AGNES Music and Art Series

Developed by members for members, INSIDE AGNES runs on the second Sunday each month from September through April. These congenial sessions of music performance, conversation, art and tea are organized by The Agnes Society volunteers, with the stellar team of Alan Grant, Marcia Shannon, Susan Gibbon, Catie Allan, Sandy Fox and others. All are welcome. Free Family Care Drop-In is available in the Studio.

ACROSS

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- 9 Criteria: abbr.
- 13 Twist
- 17 National Weather Service agcy.
- 18 Skye of film
- 19 Host Donahue
- 20 "Havana" actress
- 21 Where Winslow Homer painted
- 24 Kelly of morning TV
- 25 Mideastern capital
- 26 Saxophonist Parker
- 27 Idles
- 29 Tokyo, formerly
- 30 "Take a hike!"
- 31 Railroad yard stew chef
- 32 Certain prelates: abbr.
- 35 Pt. of NFL
- 36 Famous race-track
- 39 Adds pizzazz

- 40 Luau adornments
- 41 Man-made river tamer
- 42 Timeworn
- 44 Very narrow shoe width
- 45 Eye: Fr.
- 46 Less compromised
- 47 Sputtered out, as a fire
- 48 Loser
- 50 1966 hit for Paul Revere & the Raiders
- 51 Double-decker checkers
- 52 Person who heads a dept.
- 53 Patron saint of France
- 54 Christmas tree
- 55 First name in diary writing
- 58 Distributed charity
- 59 Casino IOUs
- 63 Ovaltine flavor
- 64 Magnetic unit
- 65 Diva Lily
- 66 Candian prov.

- 67 El ___ (Spanish hero)
- 68 Desi's drum
- 69 Sharp flavor
- 70 Fish stories
- 71 Nymphets
- 73 Thereabouts
- 74 Lawrence of "Mama's Family"
- 75 French land bits
- 76 Half of a lithography duo
- 77 Weep and wail
- 78 Singer Khan
- 80 2008 retiree
- 81 Roman orator
- 84 Ruth's homeland
- 85 Excursion with a hog?
- 89 Source of indigo
- 90 Hold tightly
- 91 Moisten a stamp
- 92 Cold desserts
- 93 Editor's notation
- 94 Pair in a rowboat
- 95 Actor Omar ("Higher Learning")
- 96 "Modern Maturity" publisher

DOWN

- 1 Printer's fluid
- 2 South African Dutch
- 3 Mother ___? (playground game)
- 4 Woodcutters
- 5 Botch
- 6 Van Halen alumnus David Lee
- 7 Unconjugated verb form: abbr.
- 8 Opts for
- 9 Herringlike fish
- 10 Scrawny
- 11 Performed
- 12 Certain skier
- 13 Russian wolfhound
- 14 Fashion designer Saab
- 15 Sips from a flask
- 16 Biol. evidence
- 22 George of "CSI"
- 23 Racing track
- 28 ___ to leap tall buildings...
- 30 Emulate Dennis Conner
- 31 Honey factories
- 32 Film-rating gp.

- 33 "Kiss from a Rose" singer
- 34 Dean's list stats
- 35 No: Ger.
- 36 Company car et al.
- 37 Nummular item
- 38 Couturier Cassini
- 40 '70s sitcom czar Norman
- 41 Astronaut Shannon
- 43 Letters on a dentist's sign
- 45 Professional gps.
- 46 Languishes
- 47 Dagger's kin
- 49 Neglect
- 50 Kutcher's "That '70s Show" role
- 51 White wine apéritifs
- 53 Henning and Sheehan
- 54 Snake's tooth
- 55 "Breaking Bad" channel
- 56 Collar
- 57 Actor Ray of "We're No Angels"
- 58 Carvey et al.
- 59 Stereo's predecessor
- 60 "Cast-of-thousands" flick
- 61 Smell strongly
- 62 Emphatic Spanish assent
- 64 Spirited spectator's shout
- 65 Transpire
- 68 Swindle
- 69 Molasses, in Manchester
- 70 Sierra Leone's neighbor
- 72 Apt
- 73 Exceeding
- 74 Sotto ___
- 76 Spots for flapjacks
- 77 Jockey's outfit
- 78 Megaphone's shape
- 79 Hard precipitation
- 80 Begin to wake up
- 81 Cold War inits.
- 82 Costa ___
- 83 ___-Neisse Line
- 84 Vexed
- 86 "___ pro nobis"
- 87 Puppy's bark
- 88 Psychic's skill: abbr.

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Sheahan steps down as Gaels football head coach

BY COMMUNICATIONS STAFF

After leading the Gaels football program to innumerable successes, highlighted by a 2009 Vanier Cup win, head coach Pat Sheahan will turn over the reins to a new coach for the 2019 season.

"Pat Sheahan has been a tremendous ambassador for the university and a respected and celebrated coach who has led our team to remarkable achievements," says Leslie Dal Cin, Executive Director, Queen's Athletics & Recreation. "His contributions to our program are immeasurable and as a result he has cemented his place in Queen's and USPORTS history as one of the most accomplished Canadian university football coaches of all time. We are incredibly grateful for his years of dedication to Gaels football. Pat has also been instrumental as a role model and counsellor to his

student-athletes who have succeeded on the field as Gaels as well as off the field after they graduated."

Sheahan led the Gaels for 19 seasons, and has been a U SPORTS head coach for 30 years. In addition to the Vanier Cup win, he guided the team to multiple playoff appearances and has received several coaching awards, including being named the Ontario University Athletics (OUA) coach of the year in 2001, 2007 and 2008, and earning the Frank Tindall Trophy as U SPORTS coach of the year in 2008.

"It has been an honour to lead this team, and hundreds of talented student-athletes, for the past 19 years," says Sheahan. "I am incredibly proud of all we accomplished during my time at Queen's, highlighted by our 2009 Vanier Cup win and the 2016 opening of the new Richardson Stadium. I have also had the privi-

lege of working with dozens of dedicated coaches over the years, and know we could not have achieved the successes we did without each and every one of them."

Sheahan will serve as a special advisor to the department until June 2019. The national search for his successor will commence immediately.

"We are grateful to Pat for staying on as a special advisor as we transition to new leadership; his wealth of knowledge and experience will be invaluable," says Dal Cin. "We look forward to the search for our next head coach, and to writing the next chapter of our strong and storied Gaels football program."

The department looks forward to recognizing and celebrating coach Sheahan's career over the next six months. More details will be shared in the near future once confirmed.



PHOTO BY IAN MACALPINE

After 19 seasons as the head coach of the Queen's Gaels football team, Pat Sheahan is stepping down



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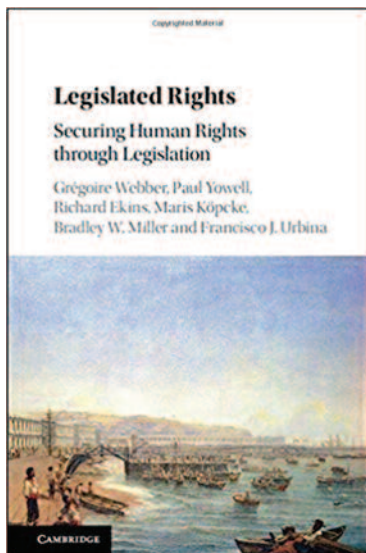
Legislated Rights: Securing Human Rights through Legislation

By *Grégoire Webber (Faculty of Law), Paul Yowell, Richard Ekins, Maris Köpcke, Bradley W. Miller, Francisco J. Urbina.*

The important aspects of human wellbeing outlined in human rights instruments and constitutional bills of rights can only be adequately secured as and when they are rendered the object of specific rights and corresponding duties. It is often assumed that the main responsibility for specifying the content of such genuine rights lies with courts.

Legislated Rights: Securing Human Rights through Legislation argues against this assumption, by showing how legislatures can and should be at the centre of the practice of human rights.

This jointly authored book explores how and why legislatures, be-



ing strategically placed within a system of positive law, can help realise human rights through modes of protection that courts cannot provide by way of judicial review.

for the record

NOMINATIONS Queen's Senate

The University Secretariat is seeking nominations for two (2) positions on Queen's Senate:

- 1 staff member, for a three-year term starting Sept. 1, 2019
- 1 faculty member, for a three-year term starting Sept. 1, 2019

The Senate is Queen's highest academic governing body and makes decisions related to academic development and procedures, research, educational equity, honorary degrees, residence, and scholarships and student aid.

Almost all faculty and staff members at Queen's can be nominated, or nominate themselves, for Senate. Nomination forms and information about the nomination process are available online at <http://www.queensu.ca/secretariat/elections> or by contacting the University Secretariat at 613-533-6095.

Nominations need to be submitted to the University Secretariat, F300 Mackintosh-Corry Hall by 4 pm on Monday, Dec. 3, 2018.

In recognition of the value that diversity brings to governing bodies and in order to help us achieve the goal of building an inclusive community that reflects the diversity of Canadian society, individuals from equity seeking groups such as women, racialized groups, Indigenous peoples, persons with disabilities, and persons who identify in the LGBTQ+ community are encouraged to apply. Contact the University Secretariat should you have any questions at 613-533-6095 or univsec@queensu.ca.

MEETINGS

Town Halls outline proposed pension plan changes

Queen's University, University of Guelph and The University of Toronto, together with their faculty

associations, the United Steelworkers (USW) and representatives of the non-unionized employees at the three universities (through the Ontario Association of Non-Unionized University Employees) are working diligently to develop a new pension plan to cover employees at all three universities, the University Pension Plan Ontario (UPP).

Queen's University invites all pension plan members to attend one of the following Town Hall information sessions on the proposed changes:

- Nov. 22, All, 10:30 am-12:30 pm, Grant Hall
- Nov. 30, All, 10 am-12 pm, Grant Hall
- Nov. 30, QUFA, 2-4 pm, Grant Hall
- Dec. 14, Pensioners, 1-2:30 pm, Ellis Auditorium (following the Queen's Pension Plan AGM)

human resources

Successful Candidates

Job Title: Procurement Specialist
Department: Strategic Procurement Services

Competition: J0818-0598

Successful Candidate: Shelley Rizzo

Job Title: International Student Advisor

Department: Queen's University International Centre

Competition: J0418-0885

Successful Candidate: Amanda Gray

Job Title: Registered Practical Nurse

Department: Family Medicine

Competition: J0918-0416

Successful Candidate: May Sebaa

Job Title: Associate Director, Development

Department: Development, Faculty of Arts and Science

Competition: J0918-0955

Successful Candidate: Carmen Vanderlinde (Office of Advancement)

Job Title: Assistant, Alumni & Student Engagement

Department: Alumni Relations and Annual Gift Giving

Competition: J1018-0695

Successful Candidate: Michelle White (Alumni Relations and Annual Gift Giving)

Job Title: Assessment and Analytics Lead

Department: Faculty of Engineering & Applied Science

Competition: J0918-0565

Successful Candidate: Nerissa Muligan (Faculty of Engineering & Applied Science)

Job Title: Department Manager

Department: Dan School of Drama and Music

Competition: J0918-0239

Successful Candidate: Katherine Peter (Med Tech Unit)

Job Title: Instructional Designer

Department: Faculty of Education
Competition: J0918-0899

Successful Candidate: Susan Rance (Faculty of Education)

Job Title: Pension Analyst

Department: Human Resources

Competition: J0918-0394

Successful Candidate: Laura Yate-man (Human Resources)

Job Title: Personal Counsellor

Department: Department of Commerce - Smith School of Business

Competition: J0218-0557

Successful Candidate: Jo-ann Ferreira

Job Title: Assistant Dean of Students

Department: Faculty of Law

Competition: J0918-0310

Successful Candidate: Laura Kinnerman

Job Title: Research Project Manager

Department: School of Rehabilitation Therapy

Competition: J0918-0497

Successful Candidate: Catherine Normandeau

Job Title: Law Programs and Exams Assistant

Department: Faculty of Law

Competition: J1018-0582

Successful Candidate: Christina Ulian

Job Title: Digital Development Coordinator

Department: Agnes Etherington Art Centre

Competition: J0818-0316

Successful Candidate: Danuta Sierhuis

Job Title: Financial Assistant (USW Local 2010)

Department: Finance - Smith School of Business

Competition: J1018-0598

Successful Candidate: Tasha Lloyd

Job Title: Educational Developer/Designer

Department: Faculty of Education

Competition: J0918-0901

Successful Candidate: Corina Koch MacLeod (Faculty of Education)

Job Title: Undergraduate Program Assistant and Receptionist

Department: Biomedical and Molecular Science

Competition: J0718-1128

Successful Candidate: Kimberley Bremner

Job Title: Personal Counsellor - Embedded Education

Department: Student Counselling Services

Competition: J0818-0451

Successful Candidate: Martha Dougherty

Job Title: Admissions, Registration, and Academic Advising Manager

Department: Bachelor of Health Sciences, Faculty of Health Sciences

Competition: J0718-1123

Successful Candidate: Nicola Philbrook

PUZZLE SOLUTIONS

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admuclub@queensu.ca

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