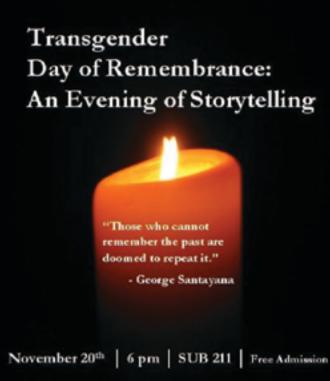
EQUITY OFFICE NEWSLETTER MARCH 2008

Transgender Day Of Remembrance: A Storytelling Event

On Tuesday, November 20, Pride UBC and the Positive Space Campaign of UBC's Equity Office co-sponsored an event to commemorate and raise awareness about the Transgender Day of Remembrance. The Transgender Day of Remembrance commemorates those who have been killed due to anti-trans hatred and prejudice. The event is held in November to honour Rita Hester, whose murder in 1998 inspired the creation of the "Remembering Our Dead" web project and organization of a candlelight vigil in 1999. Since then, the event has grown to encompass memorials in dozens of cities across the world. Rita Hester's murder - like most anti-transgender murder cases – has yet to be solved, despite the fact that some of the murders listed on the website were committed in front of witnesses who did not intervene.

Statistics estimate that, throughout the last decade in the United States, more than one person per month has died

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due to anti-trans violence, hatred and prejudice, regardless of any other factors in their lives. This trend shows no signs of slowing down or ceasing. The real statistics are probably higher than this however, as people who experience transphobic violence may be more hesitant or reluctant to come forward to law enforcement or engage the justice system for fear of further victimization. Also, these types of crimes are often not named as what they are - namely crimes of hate against transgender or gender variant folks (and their allies). Instead these crimes may be largely ignored by the media, mislabelled as accidental deaths, or if reported in the media, done in ways that obliterate the trans-specific nature of the violence. For example, stories may use names and

pronouns that do not fit the lived experiences or personal identification of the deceased. Trans, gender-variant and allied communities often must rely on their own networks to share resources and memorialize the targets of such crimes.

The Transgender Day of Remembrance event at UBC allows us to mourn those who have been lost and also to empower each other through raising public awareness. It means that we memorialize losses, name hate and prejudice for what it is and also that we honour survival, growth, struggles and successes. This year, Pride UBC and Positive Space chose to host a storytelling event in which four members of the local trans/gender variant communities shared parts of their personal stories. For some, these were stories of triumph; for others, of successes mingled with challenges. For all in the audience, we experienced

heart-felt stories which illustrated many of the reasons why gender identity and expression need increased awareness, understanding, action and more explicit legal protections.

The personal stories told by our four storytellers, Gayle Roberts, Kimothy Shaughnessy, Evin Taylor and Jamie Lee Hamilton, were unique and quite distinct from each other. We saw differences across time and generations, economic status, access to community and health resources and fluidity among and across categories of self-identification. Once the storytellers had finished sharing their pieces, we opened the microphone up to audience members who reminded us vividly about why Transgender Day

CONTENTSTransgender Day Of Remembrance 1Dialogue on Diversity Forum 2Addressing Equity and Race at UBC 3Do UBC Faculty Salaries Differ Due to Sex or Visible Minority Status?4UBC Equity Ambassador Program 5Equity Enhancement Fund Update 6Remembering the Montreal Massacre 7Upcoming Events 8About Us8

of Remembrance commemorations are still required in Vancouver. They shared experiences of trans folk in Vancouver who have been attacked or killed from transphobic violence and the systems which ignore their needs. We discussed how violence is prevalent against trans and gender-variant people, but those who bear the worst brunt of it are often those who are otherwise further marginalized: for example, sex trade workers, trans women, people of colour, trans and two-spirit aboriginal and First Nations people, people with lower economic means and access to health and social services resources and people who choose

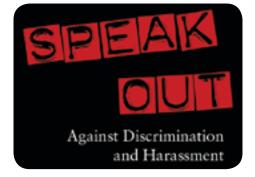
not to, or do not "pass" as easily as either male or female in the public sphere.

Although not structured or intended as an "educational" event in the traditional sense of the word – i.e. a lecture, facilitated discussion or panel discussion – the format of the event was both awareness-raising for some and a fitting tribute to the whole reason we choose to gather and remember on Transgender Day of Remembrance. We honour those who have passed, either by their own hand or someone else's, and we celebrate those who are still here to continue the struggle for dignity, respect, equity and social justice. We honour those who have passed, either by their own hand or someone else's, and we celebrate those who are still here to continue the struggle for dignity, respect, equity and social justice.

Dialogue on Diversity Forum – UBC Okanagan

The Dialogue on Diversity event series aims to raise awareness about how members of the UBC Okanagan community experience power and privilege. Its objectives are to educate, inspire and activate our UBC Okanagan community to create a campus environment free from prejudice, discrimination and harassment.

On September 26th 2007, the organizing committee held its first Dialogue on Diversity Forum. A group of 5 panellists, made up of faculty, staff and students spoke eloquently about their personal experiences of diversity and discrimination at the UBC Okanagan campus.



Subsequent to the presentations, approximately 50 participants divided into smaller discussion groups. The groups shared further experiences of diversity and discrimination and proposed ideas about events which could improve the campus environment. The forum ended with participants expressing interest to meet again.

A second forum in November, with over 40 participants, exemplified the importance of this collaborative effort and the commitment on the part of those in attendance to go forward with the Diversity event series. Communication has been integral to the success of this series. Regular e-mail updates, invitations to a Diversity Forum Facebook group, an online calendar of events and word of mouth have facilitated this process. The organizing committee will identify next steps from the November forum discussion notes to help build working groups. The Dialogue on Diversity event series aims to raise awareness about how members of the UBC Okanagan community experience power and privilege.

We anticipate these working groups will continue to meet during the course of the year to promote a safe, respectful environment at UBC Okanagan.

Addressing Equity and Race at UBC

The Equity Office believes that UBC can do better.

UBC has made significant progress in its efforts to create a more diverse workforce, a workforce that is broadly representative of Canadian society and our student body. As part of its employment equity policy, UBC tracks the representation of "visible minorities" (a term mandated by the Employment Equity Act) within the university's workforce. Overall, the representation of faculty and staff who self-identify as "visible minorities" has increased from 21% to 30% between 1996 and 2007. Nevertheless in some occupational groups, most notably faculty and senior administration, the representation of visible minorities remains small. The Equity Office believes that UBC can do better. One of its goals is to undertake initiatives that aim to identify and eliminate systemic barriers that may be preventing visible minorities, among others, from participating fully in the opportunities that UBC has to offer.

In 2007, Hayne Wai was retained by the Equity Office to assist in the development of a framework for the promotion and implementation of equity-race/ ethnicity objectives. This would include the identification of initiatives and partnerships for promoting equity-race objectives at the university with an emphasis on sustainability, community development and collaborations. Havne reviewed major Canadian resources on employment equity and diversity, considered practices in other universities, met with faculty, staff and students from UBC who have an interest in issues related to race and equity, and he attended conferences, workshops and seminars aimed at promoting equity and race at the university.

In his project report, Hayne noted the challenges of reviewing, analyzing and proposing equity policy and programs for a large post-secondary institution when limited time and resources are available. Despite "a limited but strategic consultation and review process" he was able to offer "the Equity Office strategies and initiatives to best respond to its mandate and responsibilities within the current resource allocations." The report identifies a number of key strategies.

- It is critical to have executive support and accountability to achieve success in meeting any major objectives in a large institution such as UBC.
- Equity must be embedded into UBC's operational objectives so that responsibility for achieving objectives is spread across the organization, rather than resting with one small office.
- Equity resources should be extended into more faculties, departments and units by, for example, having unit equity representatives.
- It is important to provide support and training in the selection and recruitment process and to promote inclusive workplaces to advance respect and dignity.

- It is imperative that UBC promote public dialogue on 'equity', 'diversity' and 'human rights' to faculty, staff and students for greater understanding and acceptance of these goals.
- An important role for the Equity Office is to provide networking opportunities "to connect the many equity-based initiatives and programs, to share information and provide support."
- To advance equity at UBC, the Equity Office should continue to partner and collaborate with other equity seeking groups on campus.

The report does not purport to provide an assessment of the degree to which UBC has or has not successfully addressed issues of race and equity at the university, but it provides a useful foundation for developing a framework for addressing those issues. In addition to demonstrating the need to better address issues of race and equity on campus, it documents some of the innovative initiatives being undertaken here and elsewhere and outlines principles than can guide future initiatives as the Equity Office works to advance equity at UBC.To read the full report, go to http://www.equity.ubc.ca/ stats/Addressing%20Equity%20and%20 Race%20Report.pdf.

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Do UBC Faculty Salaries Differ Due to Sex or Visible Minority Status?

Employment equity is about more than hiring members of groups who are underrepresented within our workforce (these groups include women, visible minorities, Aboriginal people and people with disabilities). It's also about ensuring that there is a working climate that is welcoming and inclusive for all. That means, among other things, that resources and opportunities are fairly distributed to those who are hired. Salary, of course, is an important measure. With that in mind, Oxana Marmer and Walter Sudmant, of UBC Planning and Institutional Research, recently completed an analysis for the Equity Office using a variety of statistical methods to investigate hypotheses about differences in salaries, promotions, and promotion rates arising from the sex or visible minority status of faculty.

As the authors note, "salaries vary for many reasons: years of experience, disciplinary differences, and most importantly, productivity. The purpose of this analysis is to use all of the existing data available on UBC systems to provide as much insight as possible into differentials. The most important shortcoming of the analysis is the absence of productivity data. No such data are available centrally, and there is no general agreement across the university on how to measure or collect quantitative data on faculty productivity. Nevertheless, by using the existing data we can provide some conclusions on the magnitude of differences, and the possible mechanisms underlying the differences."

Looking first at the absolute differences in salaries between men and women, overall and by faculty, the authors noted that women faculty at UBC earn approximately 13% less than men. Using regression analysis, they found that "about ½ of the salary differential between men and women can be 'explained' by experience and discipline differences. The results also show that when controlling for experience and discipline, there are no differences due to visible minority status." The analysis then looked at the effect of rank on sex differences. Introducing "rank" into the regression equation resulted in a much improved salary model, and almost entirely eliminated the sex salary differential. The authors note that these results "cannot be definitive, because while rank is clearly a measure of productivity, it has also been hypothesized that promotion is the principle mechanism by which women are disadvantaged in their career." small and not statistically significant with some faculty exceptions." This finding suggests that time to promotion is not a major factor in the promotion differential throughout the university. This leaves open the possibility that the promotion differential is the result of women not being promoted at all, particularly to the rank of full professor. Using a form of analysis known as probit estimation, the study found "that there is a significant difference in the probability of promo-

Salary differences between men and women can largely be explained by differences in experience and discipline, but ... a statistically significant differential exists after controlling for these factors, and ... some of this difference can be explained by the fact that women are less likely to reach the rank of full professor.

The study then investigates two hypotheses for the promotion differential: "First, women may experience differential promotion across all faculties as a result of 'systematic factors'; that is, if women on average tend to devote more time to teaching (Singell et al. 1996) or family than to research, it may take them longer to reach promotion, or they may have a higher probability of never reaching the rank of full professor. Since this hypothesis depends on systematic differences between men and women, we would expect to see the phenomenon across all disciplines. An alternative hypothesis would be that women experience some kind of promotional discrimination, in which case it is more likely that the promotional differences will vary by faculty."

The analysis found "that overall the differences in time to promotion are

tion, with women being less likely to be promoted to full professor, and that this phenomenon is not discipline specific."

The study concludes that the existing data "show that salary differences between men and women can be largely explained by differences in experience and discipline, but that a statistically significant differential exists after controlling for these factors, and that some of this difference can be explained by the fact that women are less likely to reach the rank of full professor. The implication is that women's careers are more likely to be impeded by a lack of promotion to the full professor level."

To read the full report, please go to http://www.equity.ubc.ca/stats/ Salary%20Analysis.pdf.

UBC Equity Ambassador Program

The Equity Ambassador Program is a volunteer peer leadership program for students and is a joint collaboration between the Equity Office and the Access and Diversity Office. Using the Social Change Model of Leadership (developed by faculty and graduate students at the University of California, Los Angeles), the program focuses on core values such as self-knowledge, service and collaboration. As well, the program encourages students to examine issues of diversity, difference and inclusivity in relationship to dominance and privilege.

The Equity Ambassadors work to raise awareness about equity, diversity and inclusivity in the UBC student population; heighten student understanding of UBC's Policy on Discrimination and Harassment; encourage student citizenship in promoting positive social change; contribute to the development of campus policies and processes to promote inclusivity and to build partnerships with other student groups and staff agencies concerned with social justice and diversity.

These goals are achieved through the delivery of workshops; outreach initiatives; hosting special events; participating through membership on student and staff committees; and networking with various groups on campus.

The Equity Ambassadors produce two Think Equity newsletters per year which contain submissions by members of the program and through a call for submissions made throughout the campus. In addition to submitting articles for Think Equity, the Equity Ambassadors have submitted articles for other newsletters and media sources such as the Ubyssey and Communique. Copies of the latest Think Equity newsletter are available in the Equity Office and Access and

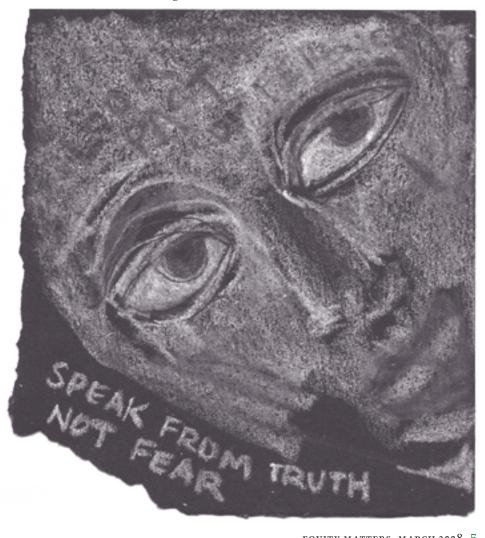
The Equity Ambassadors work to raise awareness about equity, diversity and inclusivity in the UBC student population. Diversity. The Think Equity newsletter is also available online at www.students. ubc.ca/thinkequity.

Thus far, this has been a very busy year for the 2007/2008 Equity Ambassadors. In addition to orienting new members through a successful recruitment drive, they have been working closely with Residence Life staff in the development of the Residence Equity Ambassador Program which was introduced into Totem Park and Place Vanier as a Residence Life Committee Program. The Equity Ambassadors delivered a training workshop on Discrimination and Harassment to the Residence Equity Ambassador Committee.

The Equity Ambassadors have also engaged in a number of initiatives in partnership with the Residence Equity Ambassador Program such as the "Trick or Eat" event held in Place Vanier where they held an apple bobbing contest; raised funds for a charitable organization through the sale of "candygrams;" and screened the documentary film "It Was A Wonderful Life" which addresses stereotypes and clichés about homelessness. Together, both student groups went on to host a Coffee House at Totem Park where they held a writing contest on the issue of Violence Against Women with the contest entries being considered for submission to the next issue of the Think Equity newsletter.

The Equity Ambassadors are developing new initiatives for the current term and already have plans in the works for a poster campaign aimed at raising awareness and acceptance of different types of relationships in collaboration with Pride UBC.

For more information about the Equity Ambassador Program, visit the Equity Ambassador website at **www. students.ubc.ca/thinkequity** or send an email to equity@interchange.ubc.ca.



Equity Enhancement Fund Update – \$29,000 for initiatives at UBC Vancouver

The Equity Enhancement Fund (EEF) was established in 1996 to provide funding of up to \$5,000 for new initiatives designed to enhance equity at UBC. The initiatives may be for the benefit of students, faculty or staff. The funds are allocated by the Associate Vice President, Equity in consultation with the President's Advisory Committee on Equity, Discrimination and Harassment (PACEDH).

The Guidelines (posted on **www.equity.ubc.ca**) were revised in 2006 to make the fund more flexible. In particular, the revisions clarify that the funds are available to any academic or administrative unit with the endorsement of the head of unit. Proposals are reviewed twice each year, with application deadlines of March 15 and October 15.

In September 2007, eight proposals were received at UBC Vancouver in response to the invitation for submissions. Adjudication of these proposals was done in consultation with PACEDH in November and the following six initiatives received a total funding of \$29,000.

The call for proposals was recently circulated and submissions are due by March 15, 2008 (see http://www.equity. ubc.ca/employment/eaf_eef.htm). We appreciate the campus-wide interest in supporting equity and diversity at UBC and encourage all units to apply.

ACCESS & DIVERSITY

Understanding the Experiences of Visible Minority Students

This project will investigate compiled data from Planning & Institutional Research regarding the experiences of distinct student communities. It will also design and pilot tools for a deeper examination of the experiences of visible minority students.



FACULTY OF LAW, EQUITY COMMITTEE Development of Equality Component in Law

This initiative will develop an equality component for the first year orientation with a follow-up Equality Speaker Series and/or Equality Day in 2008.

UBC GRADUATE SCHOOL OF JOURNALISM

Diversity Awareness Project This project is the first phase of a 3 year funding request to heighten awareness of diversity at the Graduate School. It involves a series of workshops for faculty to assist them in incorporating critique/ diversity initiatives into the curriculum as well as implementation of a curriculum review related to diversity.

FIRST NATIONS STUDIES PROGRAM

"What I Learned In Class Today: Aboriginal Issues in the Classroom" As part of a long-term project plan, this initiative explores the dynamics involved in discussing culturally sensitive content in classrooms at UBC. It hopes to make visible the problems that students identify, and to develop valuable resources for instructors, administrators, and others towards a more professional approach to working with difficult cross-cultural and politically divisive issues.

MECHANICAL ENGINEERING

Women Undergraduate Students in Mechanical Engineering

This is a case study on the enrolment of women students, the climate they perceive in the Department, and why women students are leaving engineering programs in larger numbers than their male peers.

FACULTY OF EDUCATION, EXTERNAL PROGRAMS AND LEARNING TECHNOLOGIES

Promoting Equal Access to the Web This project focuses on the promotion of web accessibility of online courses and educational content across UBC through training, knowledge and resources development and dissemination. The project will benefit students with disabilities, and people in rural and remote areas across Canada, and will enable inclusiveness and shared experiences within the UBC network.

Funds are available to any academic or administrative unit with the endorsement of the head of unit. The call for proposals was recently circulated and submissions are due by March 15, 2008 (see http://www.equity.ubc. ca/employment/eaf_eef.htm). We appreciate the campuswide interest in supporting equity and diversity at UBC and encourage all units to apply.

Equity Enhancement Fund Update – \$9,000 for Initiatives at UBC Okanagan

September 2007 saw the first call for Equity Enhancement Fund (EEF) proposals at UBC Okanagan. The funds are allocated by the Associate Vice President, Equity in consultation with the Deputy Vice Chancellor's Committee on Human Rights and Equity (DVCHE).

Four proposals were received in response to the invitation for this inaugural funding at UBC Okanagan. Adjudication of these proposals was done in consultation with the DVCHE in October. The following two initiatives received approval in November for funding totalling \$9,000.

GLOBAL MEDIA AND POLITICS OF CULTURE WORKING GROUP

Equity and Diversity in the Global Market This initiative will present a two-day workshop on the topic of equity and diversity under the forces of globalization and neo-liberalism. The event will examine the question of equity in the context of globalization and a highly diversified, mobile and complex labour market particularly with regard to North/ South relations, with concentration on three central themes: race/nationality, gender, and disability.

DISABILITY RESOURCE CENTRE

Disability Issues Speaker and Film Series This initiative is for undergraduate and graduate students across disciplines, faculty and staff to develop general disability awareness through a speaker and film series on the UBC Okanagan campus regarding a variety of disabilityrelated topics.

Equity Enhancement Fund Guidelines for UBC Okanagan can be accessed at: http://web.ubc.ca/okanagan/hes/policies/ equityfund.html. The call for proposals was recently circulated and submissions are due by March 15, 2008 (see http:// www.equity.ubc.ca/employment/eaf_eef. htm). We appreciate the campus-wide interest in creating new initiatives that will enhance equity within the University to benefit students, staff, and/or faculty.



Remembering the Montreal Massacre

On December 6, 1989, a man entered l'École Polytechnique in Montreal, separated the women from the men and opened fire. During his 45 minute rampage in which he specifically targeted women, he killed 14 and wounded 13 others. Citing his hatred for women and his belief that feminists had ruined his life, he targeted women solely because they were women.

The impact of this tragic, gender-based act of violence shocked Canadians. The obvious targeting of women as a group, individuals who were unknown to their assailant, brought home the reality of violence against women in Canada in a manner to which many Canadians were unaccustomed. Instead of eradicating feminism, it galvanized the movement to end violence against women. In 1991, the Canadian parliament formally acknowledged December 6th as 'The National Day of Remembrance and Action On Violence Against Women'.

This year, to mark the 18th anniversary of this tragedy, UBC (through Access and Diversity, the Equity Office, the Sexual Assault Support Centre, Women in Engineering at UBC, and Student Development, Faculty of Applied Science, Engineering) hosted a number of events. On December 6 itself, a chilly, windy day, we held a vigil outside the Frank Forward Building at the site which will be home to a permanent monument in memory of December 6. Various speakers from Engineering, the Faculty of Law, First We Mourn... Then We Work For Change.

Access and Diversity and the Engineering Undergraduate Society talked about the impact of sexism and gender-based violence on their lives and career paths. Silhouettes of human forms, mounted across campus, also reminded campus community members and visitors about the National Day of Remembrance and Action On Violence Against Women, the 14 women who were killed on this day, 18 years ago, solely because they were women and the countless other victims and survivors of gender-based violence.

Campus organizations such as Counselling Services and the Sexual Assault Support Centre also had information booths in the SUB concourse to offer support and candle lighting to remember all those impacted by genderbased violence. We thank everyone who participated in these events and who took some time to remember the events of December 6, 1989 and mark them in their own ways. First We Mourn... Then We Work For Change.

He targeted women solely because they were women.

Upcoming Events:

UBC OKANAGAN

HIREABILITY CONFERENCE – MARCH II

Location: UBC Okanagan gymnasium Time: 10am-3pm

- Keynote address: *Think Abilities, Not Disabilities* Sonja Gaudet – Paralympic Curling Team, Gold Medalist Gerry Austgarden – Paralympic Curling Team, Gold Medalist
- Morning Panel presentation: Work Spaces that Work
- Afternoon Panel presentation: Voice of Experience

ELIMINATION OF RACIAL DISCRIMINATION WEEK AT UBC OKANAGAN – MARCH 17–20, 2008

EQUITY AND DIVERSITY IN THE GLOBAL MARKET CONFERENCE – MARCH 28 & 29, 2008

Hosted by the Irving K. Barber School, the Faculty of Creative and Critical Studies (FCCS), and the Disabilities Health Research Network (DHRN).

UBC VANCOUVER

UBC REALITIES OF RACE – MARCH 17–20, 2008

This week-long series of events takes place annually at UBC during the week of March 21, the International Day for the Elimination of Racism. Now in its 5th year, Realities of Race seeks to heighten awareness of racism, both globally and locally, and to encourage members to the University community to take action for positive change.

The theme for this year's series of events is: "Intersecting Oppressions, Uniting Resistance." By choosing this theme, we hope to focus on the multiple forms of oppression that work alongside racism in our society, as well as celebrating the ways that people resist these oppressions.

THE POSITIVE SPACE CAMPAIGN – ONGOING

Positive Space workshops for this term are posted on our website at **www.positivespace.ubc.ca**. The workshops are free and open to all UBC students, staff and faculty. Pre-registration is required as these workshops are very popular and fill up fast.

The Positive Space Campaign, an initiative of UBC's Equity Office with support from Counselling Services, works to address patterns of invisibility on campus that lead to the exclusion, discrimination and harassment of lesbian, gay, bisexual, queer, transgender, twospirit, inter-sex (LBGQTTI), genderqueer and questioning students, staff, faculty and the denial or erasure of their issues. By training resource persons and identifying Positive Spaces on campus, the campaign works to make UBC more visibly welcoming to and supportive of its LBGQTTI population.

Please contact Anne-Marie Long, Senior Equity Advisor and Positive Space Campaign Coordinator at 604.822.4859 or am.long@ubc.ca for more information.

THE UNRULY SALON SERIES PRESENTED BY GREEN COLLEGE AT UBC JANUARY 12-MARCH 29TH, 2008

Join The Unruly Salon to further the discourse on diversity, humanity and civil society; contribute to a fundamental reshaping of the disability narrative; challenge ideas of 'global citizenship'; and work to realize the full inclusion of all people.

In the context of a burgeoning disability arts and cultural movement in Canada and internationally, the Unruly Salon Series is an historical first at UBC. Drawing from both internationally renowned scholars of disability studies and professional artists from the visual, performing and musical arts sectors, the Salons will demonstrate a belief that the pursuit of equality and inclusion is a cultural task as much as it is an academic or political one.

The series is the inspired creation of Dr. Leslie G. Roman, Associate Professor, Dept. of Educational Studies at the UBC Faculty of Education, in partnership with Mr. Geoff McMurchy, Artistic Director of \$4DAC (The Society for Disability Arts and Culture) and the Artistic Director for The Unruly Salon Series.

Visit the Unruly Salon's website for upcoming Salon dates, www.unrulysalon.com.

About Us

The Equity Office at the University of British Columbia works to prevent discrimination and harassment on campus, to provide procedures for handling complaints, and to coordinate UBC's employment and educational equity program. We help educate members of the UBC community about their rights and responsibilities. Workshops and training sessions for students, staff and faculty on issues such as discrimination and harassment, equity and diversity are offered regularly and are available on request.

VISION

The Equity Office envisions a community in which human rights are respected and equity is embedded in all areas of academic, work and campus life. Through its leadership, vision and collaborative action, the Equity Office will further UBC's commitment to excellence, equity and mutual respect.

MISSION

To advance equity and human rights at UBC by promoting diversity, eliminating discrimination and engaging the community in dialogue and action.

CONTACT INFORMATION

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Human Rights & Equity Services (HES) University of British Columbia Okanagan 3333 University Way, SSC 119F Kelowna, B.C. Canada VIV 1V7 Tel.: 250.807.9291 Email: nythalah.baker@ubc.ca Website: www.ubc.ca/okanagan/hes

The Equity Office produces *Equity Matters* to keep faculty, staff, and students informed on equity and diversity issues. This newsletter is available in limited hard copy, alternative format, and on the web at **www.equity.ubc.ca**. Suggestions, news and event notices for inclusion in *Equity Matters* are welcome. Email equity@equity.ubc.ca.

DESIGN

UBC Communication Services