

CONFERENCE REPORT



Advancing Women in SETT

Sustaining Women in SETT

Charlottetown, PE

May 30-31, 2019

AtlanticConnections.ca

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Executive Summary

The third biennial Atlantic ConnecTions Conference was held on May 30 & 31, 2019 at the University of Prince Edward Island in Charlottetown, PE, and was hosted by the Faculty of Sustainable Design Engineering. The main theme of the conference was “Sustaining Women in SETT”, and as such the program particularly focused on how best to retain women and gender minorities in SETT in Atlantic Canada. ACT 2019 provided an opportunity for attendee’s to share their experiences of studying and working in male-dominated fields, to network with others, and to discuss successful strategies for recruiting and retaining women in SETT.

ACT 2019 welcomed 84 students, academics and industry professionals from SETT sectors across Atlantic Canada. The conference began on Thursday, May 30th with two optional workshops; a WinSETT Centre Special Topics workshop entitled “Making Your Communication Style Work for You”, and the other was a workshop for Tradeswomen and Apprentices entitled “Respectful Workplaces for Women” organized by CCWESTT.

The conference officially opened with a reception on Thursday evening with remarks from Dr. Katherine Gottschall-Pass, VP Academic & Research at UPEI, and Dr. Tamara Franz-Odendaal, Chair WISEatlantic and Professor of Biology at MSVU. After the reception, attendees were invited to watch the screening of the Biography “The Woman who Loves Giraffes”, the story of Canadian researcher Dr. Anne Dagg.

On Friday morning, Darlene Compton, the Minister Responsible for Status of Women in PEI welcomed participants to the conference. During the “What’s Been Happening” session, various organizations gave updates on activities and progress since ACT 2017. Following this session there were three informative panels and interactive break out sessions that covered a range of topics focusing on Sustaining Women in SETT.

The panel sessions included: **Inclusion in the SETT Workforce**, which focused on strategies being implemented to foster diversity in the workplace, **Retention of Women in SETT**, featuring local leaders sharing strategies their companies or organizations have implemented to retain the women they’ve hired, and **Strategies for Hiring Women** which highlighted a discussion of best practices and effective strategies for hiring women in SETT.

The conference concluded with a workshop by Dr. Dayna Lee-Baggley, Registered Clinical Psychologist, on **Professional Resiliency for Women**.

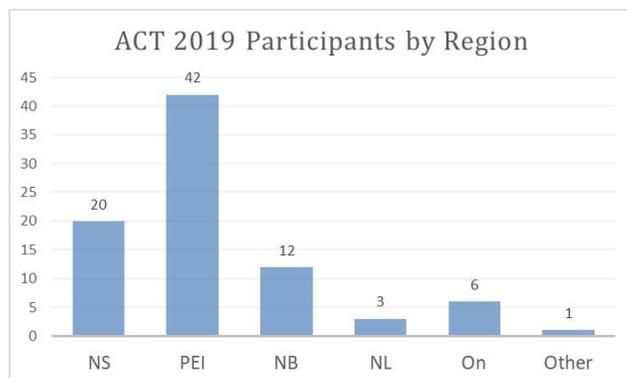
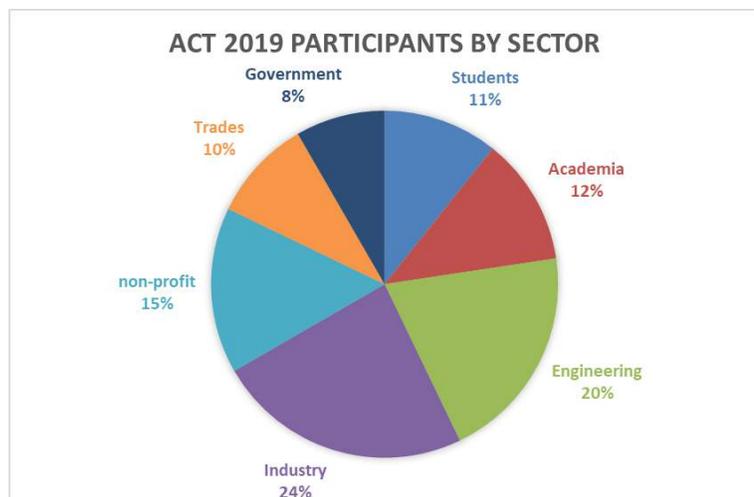
The ACT 2019 Local Organizing Committee would like to thank all the sponsors and volunteers who made this conference possible. The ACT Conferences are regional CCWESTT conferences and provide important opportunities for networking.

ACT Local Organizing Committee:

- **Dr. Amy Hsiao**, Associate Professor, Faculty of Sustainable Design Engineering, UPEI
- **Sally Marchand**, Program Coordinator, WISEatlantic
- **Dr. Nola Etkin**, Interim Dean of Science, UPEI
- **Jaime Griffin**, Director of Projects & Programs, Women's Network PEI
- **Christine MacKinnon**, Acting Director of Municipal Affairs, Gov. of PEI
- **Dr. Marya Ahmed**, Assistant Professor, Department of Chemistry & Faculty of Sustainable Design and Engineering, UPEI
- **Nan Armour**, CCWESTT Board Member, and Former Executive Director, Hypatia Association
- **Dr. Tamara Franz-Odendaal**, Professor of Biology, and NSERC Chair for Women in Science and Engineering, MSVU

Participant Summary

There were 84 participants at ACT 2019, the following charts and graphs give some information on participant demographics.



Feedback from ACT 2019

A post-event online evaluation was sent to all attendees of the ACT Conference following the event, a response rate of 46% was obtained. 90% percent of the conference participants who completed the evaluation said the conference met or exceeded their expectations. Some comments received included:

- *I enjoyed my time at this conference. Being one of the only men there I did walk away with a better perspective. Would be nice to see more men there and mainly senior managers. This would help to bridge the gaps.*
- *At first I was unsure why my employer asked me to go to this conference. I found the conference to be very informative and I walked away feeling inspired to make changes in how I see myself in my organization.*

Participants were asked to list three words to describe the conference; this “wordle” word cloud was created with these words. The larger words indicate those words that were used more frequently.



Pre-Conference Workshops

Making Your Communication Style Work for You

This workshop was presented by the WinSETT Centre and facilitated by Susan Hollett. It was held on the afternoon of May 30 and included 19 participants. The participants were also ACT conference attendee’s from diverse backgrounds such as graduate school, Engineering, industry, and government. This was a 90 minute Special Topics workshop, you can visit <https://www.winsett.ca/programs/special-topics> to learn more about these workshops.

The objectives for the communication workshop included:

- Identify the 4 Communication Styles, including yours
- Anticipate being able to communicate better with the other communication styles in your future interactions
- Understand some of the gendered and other stereotype aspects of communication
- Learn tips & techniques to build your confidence as a communicator in SETT workplaces

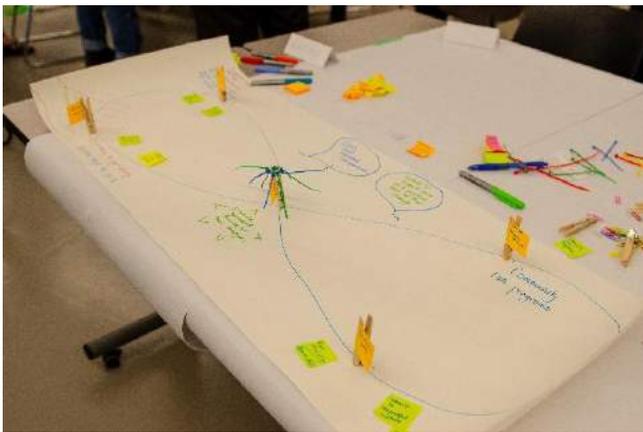
Workshop participants filled-out a questionnaire to determine their own communication styles and learned tips and strategies for better communication through role-playing activities.

Respectful Workplaces for Women

(organized by CCWESTT)

The workshop was held on the afternoon of May 30, 2019 and included 12 participants. The participants represented the provinces of New Brunswick, PEI, and Ontario and included tradeswomen, engineers and instructors. During this very interactive session, the table groups were challenged to visually map the change needed in trades workplaces to support more women. The results were fantastic, ranging from a 3D infinity loop to a colourful key-themed map.

Common themes were the need for open communication from employer leaders with tradeswomen, regarding flexibility, childcare and parental policies. Also, heavily discussed was the need for more government and public policy-makers to be present at these events to help support a change. Many thanks to Libby Dean who skillfully captured the tone of the session on a large poster!



Graphic facilitation by Libby Dean

What's Been Happening

Updates on activities and progress since the last ACT Conference in 2015 regarding women in SETT in Atlantic Canada were provided by several organizations since the last ACT Conference in 2015.

- **Dr. Nicholas Krouglicof, Dean of Engineering, UPEI** provided insights on behalf of the Engineering faculty at UPEI and what they are doing to support women in SETT.
 - A new program called ProGRES: promoting girls in research in engineering and sustainability; Grade 11-12 girls spend 5 weeks working on a research project; 6 students last year; all enrolled in engineering program
 - Next initiative: introducing Biomedical Engineering program; believed to be a major contributing factor to obtain over 50% female enrollment in engineering at Cornell University – the first school to go over this percentage
 - Statistics: 1/3 of faculty are women, 23% female enrollment in undergraduate programs, 37% female enrollment in graduate programs (including Egypt program).
- **Dr. Nola Etkin, Dean of Science, UPEI** provided updates from the Faculty of Science at UPEI
 - Third consecutive woman to be named Dean of Science at UPEI
 - Currently there are more female than male students in the Faculty of Science
 - Recent negotiations focused on equity, specifically with respect to hiring practices, and language around hiring and tenure/promotion committees
 - Indigenous committee also working towards equality for indigenous students and decolonizing the university setting.
- **Dr. Jeanette Southwood, Engineers Canada**
 - Engineers Canada consists of 12 engineering regulators that license 295,000 engineers across Canada
 - Strategic plan 2019-2021 (SP3) focuses on the recruitment and retention of women in field of engineering
 - <18% of newly licensed engineers are women. Aiming for 30% by 2030 - this is a threshold for sustainability, a tipping point for the successful retention of women. Therefore, SP3 aims not only to achieve this recruitment goal, but to also improve retention.
 - 30 by 30 endorsement involves an agreement by an institution to follow guidelines



Dr. Krouglicof



Dr. Southwood

- 30 by 30 champions are appointed for prestigious recognition. These 'champions' are individuals in positions of authority who support the 30 by 30 equity goal.
- **Jillian Kilfoil, Women's Network PEI (WNPEI)**
 - Started Trade HERizons in 2010
 - 3-month crash program
 - 276 years vs 45 years to gender equality in trades on PEI before/after program
 - 0.5% vs 5.4% registered apprentices before/after program
 - 3.3% vs 7.6% average female enrollment in trades and industrial technology programs at Holland College before/after program
 - Propelle program: provides assistance for women such as updating resumes, employment assistance, etc.
 - Supporting Island Trades Employers (SITE) project aims to increase the number of women in trades and industrial technology on PEI
 - Women Building PEI and Steel Heels, are companies created by women for women.
- **Coralie Rochefort, Program Officer, Scholarships and Fellowships, NSERC**
 - Dimensions Pilot Program initiative hosted by the Tri-Council of Canada (NSERC, CIHR, SSHRC) based on a similar program called Athena Swan in the UK which was started in to encourage and recognize commitment to advancing the careers of women in STEM employment in higher education and research. Canada implemented the program to address barriers to research for minorities and will broaden scope to all underrepresented groups and a bigger field of study.
 - Dimensions Pilot Program provides a framework of goals and priorities that each institution can follow. It allows two years for institutions to collect data and produce a detailed report on Equity, Diversity and Inclusion which will be assessed by a committee and hopefully will lead to a full-fledged program. July 3rd 2019 application deadline. Unique aspects of this program in Canada include government-led; all academic disciplines; all underrepresented groups (not just women in STEM fields); and no fees apply for institutions to join.

- **Susan Hollett, WinSETT Centre National Program Coordinator**

- WinSETT born from CCWESTT with focus on early career women
- Offer 6 full-day workshops and 12 Special Topics, which are half-day workshops.
- Opportunities to grow center around marketing



Susan Hollett

- **Nan Armour, Former Executive Director, Hypatia Association, and CCWESTT Board Member,** provided updates from CCWESTT

- Equality and the Trades: initiative aims to develop a code of practice to answer the question “What does a respectful workplace look like?” Already know what the challenges are: hiring and retention.
- National CCWESTT conferences are every 2 years. 2020 conference will be in Winnipeg. 2022 conference in Moncton.
- Nan also paid tribute to the late Dr. Margaret-Ann Armour by sharing with participants Dr. Armour’s bold vision of a Canada *that includes ‘diverse women and men working together in academia, in government, in industry, in all aspects of the life of our country, fairly represented, equally valued, and with equal voices’.*



Nan Armour

Panel One- Inclusion in the SETT Workforce

Introduction and Moderation by **Dr. Tamara Franz-Odenaal, Professor of Biology at Mount Saint Vincent University, and NSERC Chair for Women in Science and Engineering – Atlantic Region**

Dr. Linda Campbell, Professor Environmental Science, Saint Mary’s University

Dr. Nola Etkin, Dean of Science, Organic Chemist, UPEI

Keilah Bias, Industrial Engineer, Standard Aero

Panelists stated their reasons for being at the conference and participating in the panel:

Campbell:

- Saw the need for diversity and inclusion in SETT and the lack of representation of deaf academics and scientists around the world and realized that others wanted to learn more and see more from deaf scientists.
- Wants to promote diversity and inclusion for all groups that have not been well represented in the past.

Etkin:

- Dedicated her participation as a panelist to the late Margaret-Ann Armour, a true diversity activist. Etkin recalled coming to terms with her sexuality as a lesbian and the negative effects of not having a mentor during her early academic career. Dr. Armour had a profound impact on her life and supported her in completing her PhD after struggling for so long with discrimination and lack of support. Her experiences motivated her to be a leader in the fight for equal rights.



Linda Campbell, Tamara Franz-Odendaal, Nola Etkin, Keilah Bias

Bias:

- Spoke from her experiences being in a male dominated undergraduate program in engineering, and then transitioning to the male dominated industry of aerospace. Recalled that the mentors that she had along the way supported her in reaching her goals so she sat as a panelist to pay homage to the women (mentors) who have come before her and paved the way for other women to succeed in SETT. Inspired to be a mentor to other women.

Q1: What is one thing that you recommend individuals can do that can make inclusion better in their departments/units/workplaces? What would have helped you?

Campbell:

- Understand that there are different ways of seeing the world and accepting that our perceptions differ and we have to start by acknowledging that. Be humble. Take off individual blinders from dominant cultures. Encourage diversity in the workplace.

Etkin:

- Be a proactive ally. Use gender neutral and identity neutral pronouns and questions. Use “they” instead of “he” or “she”. Be accepting of differences.

Bias:

- Engage in conversation with others who have different views or who are ignorant of issues. Do not dismiss them. It helps people to be more open minded.

Q2: What is one thing that you recommend organisations/institutions/companies do that can make inclusion better at the organizational level? What would have helped you? Do you think there is a role for societies or not-for-profit organisations to assist to minority groups with inclusion? What can they do? What would have helped you?

Campbell:

- Every committee seeking active and rigorous change should be under the President's office.
- Accessibility and inclusion should be under the President's office and not HR.

Etkin:

- Prioritize inclusion and equity, not just diversity.
- Attach real importance to how candidates will contribute to EDI at hiring interviews and not just on their academic qualifications.
- Put equity minded folks in leadership positions. Acknowledging the importance of conferences like these being accessible to all.
- Provide childcare at conferences to encourage more participation.
- Symposiums for individual fields should take on a more intersectional approach.

Bias:

- Change in the workplace starts at the leadership level.
- Equity has to be a part of the company's culture and management. Make equity mentorship and training a priority.
- In the non-profit sector, measure outcomes only to assess the real results. Organizations or countries may have representation but lack real results. The numbers may look good, but the outcomes may not.
- The impact of empowerment is undeniable. Work in the schools and the communities.

Highlights from Breakout Session 1 - Inclusion in SETT Workforce

- Change the structure of power so that younger women who have children can have positions as well. Not just when their children are grown.
- Job sharing. For example, having a co-president.
- Let the small issues go and focus on the bigger problems.
- Workplace accommodation for women with families, i.e., schedule, location flexibility.
- Hiring incentives to attract more women. Get more women in and allow them the opportunity to prove themselves.
- Accountability. Transparency of salary range.

- Think about diversity in promotional material.
- Hold the board of governors and presidents accountable. Having the EDI committees directly under them will make things happen much quicker.
- Representation matters. For example, decolonization initiative act has an indigenous advisor.
- Have open conversations with misinformed individuals.
- Your emotional reaction sometimes undermines your ability to do your job well. Employers should be aware and understanding of this.

Panel Two – Retention of Women in SETT

Moderator: **Dr. Amy Hsiao**, *Associate Professor, Faculty of Sustainable Design Engineering, UPEI*

Cassandra Polyzou, *Interim Manager of Diversity and Outreach, Engineers Canada*

Dr. Marianne Rodgers, *Scientific Director, Wind Energy Institute of Canada*

Leigh-Anne Dingwall, *VP Human Resources, Maplewave*



Amy Hsiao, Cassandra Polyzou, Marianne Rodgers, Leigh-Ann Dingwall

Q1: In your role, what is the main issue in retaining women personnel.

Polyzou:

- Manager of diversity and inclusion at Engineers Canada. 30 by 30 initiative. Convener and facilitator. Aims to facilitate national feedback and goals from stakeholders that are doing the ground work towards retaining women in the workplace.
- Inequality in the workplace (enrolment, behaviours, how workers are treated, etc)

Rodgers:

- Inequality in the workplace is an issue in her workplace. There is one female, and they have successfully retained her by accommodating her so that she can live at the work site (northern PEI) during the week, and at home in Charlottetown on weekends.
- Work life balance is also key, for both men and women

Dingwall:

- Works in tech industry; hired by her company during a 'growth' phase, and was hired by someone who understood that someone starting a family would need time off, but then could come back and make an impact throughout their career.

- Workplace is a fairly balanced 50/50 split between men and women. Her voice is heard at the table, but the key is the person at the top makes an effort to make the work environment welcoming and accepting of her views and opinions.
- Change has to come from both sides and there needs to be commitment at all levels.

Q2: What are the characteristics of a workplace that welcomes and retains women?

- Workplace needs to be a space where women are valued and supported
- Companies need to realize that their success relies on retaining their employees.
- Respect commute times, live and breath workplace policies, realistic expectations.
- Healthy work-life balance.
- Superiors sharing opportunities to work on bigger projects, publish, attend talks, etc.
- Accommodation', in the sense of flexibility, for a mom or dad who needs to have time to be there for their family. Creating a flexible atmosphere needs to happen more which requires a shift in mindset of employers and employees, where they accept that even if they are not there physically, they can still be effective members of the team and that they will not be replaced in their absence.
- Be accountable, and walk the talk of the policies.

Q3: What would bridge the gap between finding solutions to the issues and creating these positive workplace characteristics?

- Start young by encouraging children to do what they love, to do what the boys do, and vice versa - making them feel they can be themselves and they are valued for that.
- The more women in leadership roles, the more women will follow in their footsteps.
- Try! And keep trying, keep pushing the envelope.
- Need more women in organizations, but also in the community, in events like these. We all have stories, and sharing them can have a great impact.
- Recent graduates attending events like this help foster discussions, where women can hear from others in the face of tough career decisions.
- Universities investing in female students that are being recruited. Outreach, including engineering groups that can make a network for girls to help boost the chances of them sticking with their career path.
- Being able to measure the demographics of companies. Companies have to make a commitment to look at their diversity so that they have a clearer picture of the demographic that makes up their company, and they will be accountable to meet the needs of that diversity.

Highlights from Break-Out Session 2 - Retention of Women in SETT

Organizations need to give women the tools and freedom to make the choices that work best for them, that in turn benefit their productivity in the organization

- Students feel fear to get married and have kids because work-life balance is already an issue. A cultural shift is needed with respect to being more accepting of people who can only work

part-time to achieve their desired work-life balance (whether for family life or personal life situations) and to be respected for that decision despite working less time. This means not favouring a full-time status for scholarships/grants and workplace benefits such as offering a house-cleaning service in return for working full-time, as well as more accepting attitudes from coworkers and employers.

- Institutions need to look for well-rounded individuals with meaningful volunteer and social skills in addition to the academic requirements. Even at the high school level, students are pushing themselves to achieve academic perfection, but at the detriment of their social and mental well-being. Institutions need to support their students/employees by allowing flexibility for pursuing other interests through extra-curricular/volunteer activities.
- Childcare accommodation is needed at the trainee and professional level. This includes conferences, for both men and women.
- Motherhood – take on less yourself, build a community of support that will boost you and your family. Share the load. “Find your village and lean on them more”.
- Fear of growing personally or professionally as a woman...leaving work to have a baby induces fear of getting replaced or undermined at work. Need a cultural shift within ourselves to not fear that. Women critique themselves as much, if not more, as we think we are critiqued by men. We are competitive by nature and feel the need to always be better. Women are harder on other women than they need to be.
- Long-term career retention. Need to feel empowered to ask for what you deserve, have opportunities offered to you, need role models to see yourself in those positions, us vs. them mentality needs to be fixed by bringing men into the discussion and part of the solution as well.
- Adaptations to deal with guilt that comes with sharing parenthood with career. Working 60 hours a week is not realistic even though it is the expectation.
- Take the unconscious bias out of the evaluation process so that women don't need to 'work harder' to meet the same requirements. Senior management...needs to be as diverse as the community, consumers, relevant population. Opportunities need to be made for men to have flexibility to care for sick children and those same roles that women tend to fill first. If we help men to shift their gendered role of being the primary breadwinner to encompass more family responsibilities, this will make room for women to move into the workplaces to help share the men's workload.
- Succession plan – does your manager or organization support your succession plan? How do we support women in supervisor roles to carry on filling the seats of the older men that are still occupying them? Need those men to be the role models for change.

- Re-evaluate people's contributions in the workplace – time is currently used as the main way to measure productivity, but some people get more done in 40 hours a week than others. Re-evaluating productivity would allow people to create their own hours that work for them, so long as the expected output is there.
- Institutions should reward employees for being themselves (e.g. formal acknowledgement, publicly sharing successful situations through storytelling/conversations, peer-to-peer inspiration).



Conference Participants

Panel Three – Strategies for Hiring Women

Moderator: **Christine MacKinnon**, *Director of Municipal Affairs, Gov. of PEI*

Steve Lecuyer, *Regional Managing Principal, GHD*

Adrienne Power, *Industry Outreach, Development & Corporate Relations Officer, Faculty of Computer Science, Dalhousie*

Josée Owen, *Associate Director, RDT, Agriculture & Agri-Food Canada*



Steve Lecuyer, Adrienne Power, Christine MacKinnon, Josée Owen

Q1: How have you advocated for change in your workplaces? What are some successes and failures?

- Value in hiring people from different countries
- 19% women graduates in computer science
- Carnegie Hall has a >40% buy-in from leadership; they truly believe in the initiative in a genuine way
- Give girls information about careers in Computer Science and explain social impact
- Answering a female question first ensures a 50/50 male: female participation rate
- By allowing multiple attempts for assignments an experiment at Dalhousie University Computer Science showed that female students achieved perfect scores, while males settle for 75-85%
- Was oblivious to gender equality aspects for many years – common problem
- Women may be functionally but not officially denied training

- Power dynamic prevents women from speaking up
- Women generally do not apply for positions unless they meet all the requirements
- Employers cannot discriminate under the Public Service Employment Act – but this is not the reality
- Host bring a Girl to STEM events

Q2: Have you ever experienced hiring policies that have worked?

- Leadership training helps with unconscious bias
- Putting females in top leadership roles
- \$10,000 scholarship for females that apply to Computer Science program with individual telephone congratulation call from the Dean of Computer Science.
- Day of interactive sessions to introduce high school girls to tech; bring in professionals
- 80% of employers say they just hire the best
- Overcome imposter syndrome with meet and greet events
- Fund girls and women to go to conferences
- Change social events (e.g., hackathon to gameathon) to ensure they are inclusive
- Have strong defence ready for if/when receive complaints for preferential treatment
- Have 3-4th year mentors for 1st year students, or 1-5 year industry worker mentor for 3-4th year students; helps to build confidence
- Make positive model of employees that are afraid of taking parental leave (e.g., term, part-time positions)
- Make hiring process competitive
- Ensure job ad wording does not have implicit bias – run through gender decoder
- Targeted recruitment (i.e., for women)
- May need to downgrade importance of publication record in academia
- Blind interviews – email quiz out to applicants for initial assessment
- Coaching and mentoring for employers and employees

Highlights from Break-out Session 3 – Strategies for Hiring Women

- Add sponsorship to mentorship opportunities. Sponsors can be advocates for women as well as assisting on the career pathway.
- Organizations need to establish a clear set of goals/targets for women and diversity and a clear replacement strategy to have the desired distribution
- Hire for target culture of what the organization wants to be
- Hiring strategies might include stating the minimum requirements + negotiables
- Organizations should provide a flexible workplace with maternity, child care, work flex, motivating success/contribution criteria, career promotion, mentoring opportunities, initiatives that support inclusion/diversity
- Leadership should involve asking the right questions and providing a safe place for the answer to be received



Professional Resiliency for Women

Dr. Dayna Lee-Baggley, Ph.D., R. Psych. Registered Clinical Psychologist reviewed practical, hands-on strategies to help improve personal and professional resiliency and decrease burnout. She introduced some of the latest empirically based skills and techniques that have been shown in research to improve well being and resiliency as well as to increase work performance and behavioral effectiveness. Attendees got to clarify their professional values and identity. She also highlighted some of the issues commonly faced by women in the workplace that hinder effectiveness and potential ways to manage them at the individual, team, leadership and organizational level.



Dr. Lee-Baggley

Some key points that came out of the workshop included:

- Know that resiliency does not fall on the shoulders of the individual. It is a team effort that first starts with leadership.
- For leaders and supervisors: Do you inspire? Are you humble? Are you generous? Are you a good mentor?
- What are your values as a person? What is important to you? Values give us direction.
- Every step counts. Even before you reach your destination
- Values motivate long term behavior. Values help us to set goals. They also help us to make decisions. They change throughout life.
- Know what we do and don't have control over. We can only control our own behavior.
- We can't control our thoughts and feelings, others' behavior and others' thoughts and feelings. Sometimes we can influence them, but we do not have direct control over these things.
- Stay and change what you can; Stay and accept what we can't change

- Assertive communication is a democracy. Aggressive communication is a dictatorship. The difference is in the outcome.
- Coping with stress but not changing the situation is emotion focused coping
- Acknowledge what “is” and direct the energy elsewhere (other adaptive things).
- Happiness is not a sustainable state. You are capable of being happy but we are not wired to be happy all the time. Sadness and ill feelings are a normal part of being a functional human.
- Acknowledge thoughts and feelings (deal with the passengers) but don't let them detour us from our routes (know where you're going).
- Overcoming is all about your willingness to feel uncomfortable to do something that matters to you. Be willing to experience guilt in order to show up as the person you want to be.
- Observe what is happening but do not get caught up in it.
- Being kind to oneself. It improves our health outcomes. It helps us persist in difficult situations.
- We are hard wired to feel better when we are connected to other humans. It is a part of the survival of the species. human interaction is good for our health. The obstacles don't seem as big when we are connected to another human.
- Leave when there is nothing that you can do and your values do not align. Your well being is at risk.
- There is a need to mentor and share the knowledge and expertise, which involves sharing the work and credit, and being prepared for the day that someone you are mentoring becomes better at what you do, and to keep encouraging that person.
- Values give direction ... stay true to those values and keep projecting those values and being the person you want to be.



The ACT 2019 Local Organizing Committee would like to thank all the sponsors and volunteers who made this conference possible.

Appendix One - ACT 2019 Conference Program



Atlantic **C**onnect**I**ons Conference

Advancing Women in SETT

May 30 & 31, 2019

*University of Prince Edward Island
Charlottetown, PE*

*This conference is an official CCWESTT Regional Conference
hosted by WISEatlantic*





Welcome Message

Dear ACT Attendee,

On behalf of the local organizing committee, I am delighted to welcome you to the 2019 Atlantic ConnecTions Conference hosted by the faculty of Sustainable Design Engineering, UPEI.

The Atlantic ConnecTions conference takes place on the off-year of the Canadian Coalition of Women in Engineering, Science, Trades and Technology (CCWESTT) Conference. The ACT Conference provides an opportunity for women and gender minorities in Science, Engineering, Trades and Technology (SETT), and their male colleagues in Atlantic Canada, to share their experiences of studying and working in male-dominated fields, to network with others and to develop action items with the goal of advancing women in SETT. We aim to Act, Celebrate, Collaborate, and Transform!

This year's conference theme is "Sustaining Women in SETT". We encourage you to take advantage of networking opportunities to build your network and to find mentors and sponsors to support your career.

I would sincerely like to thank our generous sponsors, as well as the local organizing committee who have made this year's Atlantic ConnecTions Conference possible.

This conference is a regional CCWESTT Conference. The next CCWESTT Conference will be in Winnipeg May 21-23, 2020. We hope to see many of you there.

Sincerely,



Dr. Tamara Franz-Odendall
Professor of Biology, Mount Saint Vincent University
NSERC Chair for Women in Science and Engineering – Atlantic Region (WISEatlantic)
CCWESTT, Board Member



ACT Organizing Committee 2019

Thank you to the local organizing committee for ACT 2019:

- **Dr. Amy Hsiao**, *Associate Professor, Faculty of Sustainable Design Engineering, UPEI*
- **Sally Marchand**, *Program Coordinator, WISEatlantic*
- **Dr. Nola Etkin**, *Interim Dean of Science, UPEI*
- **Jaime Griffin**, *Director of Projects & Programs, Women's Network PEI*
- **Christine MacKinnon**, *Acting Director of Municipal Affairs, Gov. of PEI*
- **Dr. Marya Ahmed**, *Assistant Professor, Department of Chemistry & Faculty of Sustainable Design and Engineering, UPEI*
- **Nan Armour**, *CCWESTT Board Member, and Former Executive Director, Hypatia Association*
- **Dr. Tamara Franz-Odendaal**, *Professor of Biology, and NSERC Chair for Women in Science and Engineering, MSVU*



Full Program

Thursday, May 30, 2019

2:00 – 6:00pm

Conference Registration

School of Sustainable Design Engineering (SDE), 128 A & B

2:00 – 3:30pm

Making Your Communication Style Work For You (Optional)*

SDE, room 128 A

A WinSETT Special Topics Workshop

This 90 minute session is beneficial for women and their male colleagues in SETT, by providing valuable insight into navigating common workplace situations. Current research, tips, and strategies on communication styles will be discussed. Separate registration required, you can register here: <https://actcommunication.eventbrite.ca>

**Separate Registration Required*

2:00 – 4:00pm

Respectful Workplaces for Women*

SDE, room 128 B

**A workshop for Tradeswomen and Apprentices*

What does a respectful workplace look like? What's happening in a respectful workplace? What's not happening? What needs to change? These are some of the questions we will explore in this workshop and then identify actions needed to make workplaces welcoming and respectful for tradeswomen.

Moderators:

- **Nan Armour**, CCWESTT Board Member, and former Executive Director, Hypatia Association
- **Bonnie Douglas**, Project Coordinator, Equity and the Trades: A Code of Practice, CCWESTT
- **Devin West**, Ontario and Research Lead, Equity and the Trades: A Code of Practice CCWESTT

5:00 – 6:30pm

Reception & Networking

Atlantic Veterinary College, McCain Foundation Learning Commons

Welcome message by **Dr. Katherine Gottschall-Pass**, VP Academic & research, on behalf of Dr. Alaa Abd-El-Aziz, President, UPEI

Welcome Message by **Dr. Tamara Franz-Odendaal**, *Professor of Biology and NSERC Chair for Women in Science and Engineering, Mount Saint Vincent University*

Cash bar and refreshments provided

6:30 – 8:00pm

Screening of 'The Woman Who Loves Giraffes'

Atlantic Veterinary College, Theatre A

This award-winning documentary tells the story of Canadian scientist Dr. Anne Dagg as she retraces her 1956 journey to South Africa to study giraffes in the wild.

Friday, May 31, 2019

8:30 – 10:00am

Conference Registration

School of Sustainable Design Engineering (SDE), 128 A & B

9:00 – 9:15am

Welcome Message

SDE, room 128 A & B

Minister Responsible for Status of Women, PEI

9:15 – 11:00am

What's Been Happening

SDE, room 128 A & B

Various organizations will give quick updates on activities and progress since ACT 2017 regarding women in SETT in Atlantic Canada.

- **Dr. Nola Etkin**, Dean of Science, UPEI
- **Dr. Nicholas Krouglicof**, Dean of Engineering, UPEI
- **Nan Armour**, Former Executive Director, Hypatia Association, and CCWESTT Board Member
- **Jeanette Southwood**, Vice President, Corporate Affairs & Strategic Partnerships, Engineers Canada
- **Jillian Kilfoil**, Executive Director, Women's Network PEI
- **Coralie Rochefort**, Program Officer, Scholarships & Fellowships, NSERC
- **Susan Hollett**, Leadership Program Coordinator, WinSETT Centre

Nutrition Break during session

11:00 – 11:45am

Panel One – Inclusion in the SETT Workforce

SDE, room 128 A & B

How are organizations attracting and supporting diversity? How can we create inclusive work environments where every member feels accepted and valued? What work is being done to ensure we don't continue to perpetuate a gender gap in SETT? Panelists in this session will discuss various strategies being implemented to foster diversity in the workforce.

Moderator:

- **Dr. Tamara Franz-Odendaal**, *Professor of Biology at Mount Saint Vincent University and NSERC Chair for Women in Science and Engineering, Atlantic Region*

Panelists:

- **Dr. Linda Campbell**, *Professor and a Senior Research Fellow at Saint Mary's University*
- **Dr. Nola Etkin**, *Dean of Science and Chemistry Professor at University of Prince Edward Island*
- **Keilah Bias**, *Continuous Improvement Engineer, StandardAero*

11:45 – 12:35pm

Break-out Session One – Inclusion in the SETT Workforce

SDE, room 128 A & B

12:30 – 1:30pm

Lunch

SDE, room 128 A&B

1:30 – 2:15pm

Panel Two – Retention of Women in SETT

SDE, room 128 A & B

After hiring, women often leave the workplace for a variety of reasons. Retention of women is crucial to shift the workplace culture. In this panel we will hear local leaders share strategies their companies/organizations have made (or plan to implement) to retain the women they have hired into the SETT workplace. We will also hear from individuals who will share real examples of what processes or procedures they have either experienced first-hand that have made them feel welcome and that has provided them with a sense of belonging in their workplace.

Moderator:

- **Dr. Amy Hsiao**, *Associate Professor in the Faculty of Sustainable Design Engineering, University of Prince Edward Island*

Panelists:

- **Leigh-Anne Dingwall** – *VP Human Resources, Maplewave, Halifax*
- **Cassandra Polyzou** - *Interim Manager of Diversity and Outreach, Engineers Canada*
- **Dr. Marianne Rodgers** – *Scientific Director, Wind Energy Institute of Canada*

2:15 – 3:00pm

Break-out Session Two– Retention of Women in SETT

SDE, room 128 A & B

3:00 – 3:15pm

Nutrition Break

3:15 – 4:00pm

Panel Three – Strategies for Hiring Women

SDE, room 128 A & B

A discussion of best-practices and effective strategies for hiring Women in SETT as Highly Qualified Personnel. This discussion will include real examples of what is working within the various SETT sectors in Atlantic Canada. We will hear from local representatives from companies, universities, non-profits on what is working for them OR strategies that are being planned for future hiring.

Moderator:

- **Christine MacKinnon**, *Acting Director of Municipal Affairs, Gov. of PEI*

Panelists:

- **Josée Owen** – *Associate Director, RDT, Agriculture and Agri-Food Canada, Fredericton*
- **Steve Lecuyer** – *Regional Managing Principal, GHD*
- **Adrienne Power** - *Industry Outreach, Development & Corporate Relations Officer, Faculty of Computer Science, Dalhousie University*

4:00 – 4:45pm

Break-out Session Three– Strategies for Hiring Women

SDE, room 128 A & B

4:45 – 5:00pm

Nutrition Break

Program continues on next page...

5:00 – 6:30pm

Professional Resiliency for Women

Dr. Dayna Lee-Baggley, Ph.D., R. Psych. Registered Clinical Psychologist

This workshop will review practical, hands-on strategies to help improve personal and professional resiliency and decrease burnout. Participants will be introduced to some of the latest empirically based skills and techniques that have been shown in research to improve well-being and resiliency as well as to increase work performance and behavioral effectiveness. Participants will have the opportunity to clarify their professional values and identity. The presentation will highlight some of the issues commonly faced by women in the workplace that hinder effectiveness and potential ways to manage them at the individual, team, leadership, and organizational level.

6:30 – 7:00pm

Closing/Wrap-up

Moderator & Panelist Bios

Listed in alphabetical order by last name.

Moderator: Respectful Workplaces



Nan Armour – *CCWESTT Board Member and Former Executive Director, Hypatia Association, NS*

Now retired from her role as Executive Director of the Hypatia Association, Nan continues to be involved in issues related to women in SETT. She is on the Board of CCWESTT, WinSETT and Women Unlimited.

Panelist: Inclusion in the SETT Workforce



Keilah Bias – *Industrial Engineer, StandardAero, PEI*

Keilah is an Industrial Engineer with the Business Improvement Team at StandardAero in Slemon Park, PEI. She is creative, curious, and she enjoys working with people and learning about their perspectives. Keilah currently works on improvement projects across various business functions in locations around the world. She facilitates, manages, and coaches projects in Lean & Process Improvement, Business Analysis, Problem Solving, Performance Measurement, and Data Analytics & Visualization.

She graduated with a Bachelor's Degree in Industrial Engineering from Dalhousie University, is a certified Lean Six Sigma Green belt and holds a certificate in Business Analysis. She was awarded as Canadian Engineering Memorial Fund's Undergraduate Ambassador for Women in Engineering for the Atlantic in 2016, and recognized as one of Aircraft Maintenance Technology magazine's 40 under 40 professionals in aviation for 2018.

Keilah is an active volunteer in the community. She was involved in leading student groups and organizing activities to promote engineering to high school students, particularly young girls. She is passionate about education and investing in youth and children.

Panelist: Inclusion in the SETT Workforce



Dr. Linda Campbell – *Professor and Senior Research Fellow, Saint Mary's University, Halifax*

Dr. Campbell's research and teaching at Saint Mary's University focuses on contaminants in the environment and on sustainability / resilience issues, with emphasis on aquatic ecosystems and water resources. Linda is Deaf and is fluent in American Sign Language and English. She is one of the only 5 Deaf university tenured / tenure-track professors in Canada and has pioneered innovative collaborative approaches for inclusion of Deaf and

Hearing participants in research, teaching and ASL-English academic interpreting.

Her professional contributions were recognized with the Ontario Association of the Deaf's Professional of the Year in 2010. Linda also sits on the Gallaudet University Board of Trustees and Saint Mary's University Board of Governors reflecting her unique dual role in hearing and Deaf worlds.

Moderator: Respectful Workplaces



Bonnie Douglas – *Project Coordinator, Equity and the Trades: A Code of Practice CCWESTT*

Bonnie Douglas came to CCWESTT after working for 15 years in food manufacturing (ice cream). She has a love of workplace culture transformation, and during her time as Production Manager worked towards building a capable and diverse team who doesn't need her anymore! Her time in Industrial Engineering fed her interest in problem solving, efficiency, and process control. Bonnie graduated from the

University of Guelph with a B.Sc. in Biological Engineering with a minor in Food Engineering.

Bonnie's passion is engaging women in STEM. She actively supports Science outreach, and currently volunteers for CAGIS (Canadian Girls in Science) and Let's Talk Science. Bonnie has mentored an award-winning all-girl FIRST Lego League team. In these highly competitive challenges for ages 9-14, teams need to find creative solutions to compete their Lego robot design challenges.

At home Bonnie has her hands full guiding two energetic boys to know themselves and respect all others. She enjoys hiking with her husband and plays (a growing) variety of brass instruments in a traditional brass band.

Panelist: Retention of Women in SETT



Leigh Anne Dingwall – *VP Human Resources, Maplewave, Halifax, NS*

Leigh Anne is an empowering and innovative HR and Communications leader. She brings a wealth of experience developing strategic partnerships, talent and performance management programs, and health and wellness initiatives in the public and private sectors.

Joining Maplewave in 2015, Leigh Anne's passion for promoting a unique and diverse culture of excellence has facilitated the growth of the company, the development of quality, long-standing relationships, and proven instrumental to Maplewave winning the Psychologically Healthy

Workplace Award locally (2017) and nationally (2018).

Leigh Anne holds a Master's in Human Resource Management from York University and an undergraduate degree in Commerce from Saint Mary's University. She currently teaches Strategic Human Resource Management and Organizational Leadership and Development at Mount Saint Vincent University in a part-time capacity. A facilitator with the National Coaches Institute in Toronto, Leigh Anne has also delivered HR training as part of the elite Canadian Coaches program over the last five years.

Leigh Anne is actively involved in the Cape Breton Hospice Society and various political organizations. She currently resides in Bedford, NS with her family.

Panelist: Inclusion in the SETT Workforce



Nola Etkin – *Interim Dean of Science, UPEI*

Nola Etkin is a Professor of Chemistry at the University of Prince Edward Island, where she has taught Organic Chemistry and conducted research in Organometallic Chemistry and Catalysis since 1997. In 2019 she was appointed interim Dean of Science at UPEI. Nola's involvement in Equity work began as a PhD student at the University of Alberta where she was involved in the local WISE group and co-chaired the campus GLBTQ group. This involvement has continued throughout her career – she was a founding co-chair of Abegweit Rainbow Collective, which was formed to

provide support and advocacy to PEI's 2SLGBTQ community, and is Chair of the Board of PEERS Alliance (formerly AIDS PEI).

She has served as President of the UPEI Faculty Association, and as a member of the Canadian Association of University Teachers (CAUT) Equity Committee. She currently serves on the Canadian Society for Chemistry (CSC)'s Working Group on Inclusion, Diversity and Equity, the Chemistry Education Division Executive, and the CSC Board as Director of Student Engagement. In 2016 Nola edited the book *Making Chemistry Inclusive: Proceedings of the CSC Symposium on Equity and Diversity in Chemistry*.

Moderator: Inclusion in the SETT Workforce



Tamara Franz-Odendaal – *Professor of Biology, Mount Saint Vincent University and NSERC Chair for Women in Science and Engineering - Atlantic Region*

Dr. Franz-Odendaal is a developmental biologist and anatomist and joined Mount Saint Vincent University in 2006 in the Department of Biology. She has held the NSERC Chair for Women in Science and Engineering (CWSE) Position for the Atlantic Region since 2011. Her program, WISEatlantic, aims to shift gendered STEM stereotypes and empowers girls to consider Science, Technology, Engineering and Math (STEM)-based careers by raising their awareness of the diversity of jobs within these fields. WISEatlantic also supports women in STEM through professional development opportunities such as the Step-Up Academic Advancement Workshops, and hosting WinSETT Leadership Program workshops.

Dr. Franz-Odendaal helped organize the 2012 CCWESTT Conference in Halifax and is currently a board member of CCWESTT. She is often called upon to provide expert opinion about women in STEM in Canada and has served on countless panels, committees and boards. In 2015, she received the Mount's Research Excellence Award for her outstanding contributions to the research community and research climate at the Mount.

Moderator: Retention of Women in SETT



Amy Hsiao – *Associate Professor, Faculty of Sustainable Design Engineering, UPEI*

As a materials scientist and engineer, Dr. Hsiao's research has focused on characterization and processing of novel materials for applications in aerospace, advanced manufacturing, energy, and medicine. She is dedicated to increasing the representation of women in engineering fields, believing that meaningful experiences from K-12 with women engineers as role models is the key for girls.

Dr. Hsiao received her BS in Materials Science and Engineering from the Massachusetts Institute of Technology, her MS and PhD from Carnegie Mellon University and was a Chateaubriand Postdoctoral Fellow at the École normale supérieure Paris-Saclay (formerly ENS-Cachan). She volunteers for Engineers PEI, Engineers Canada, and the Wind Energy Institute of Canada.

Panelist: Strategies for Hiring Women



Steve Lecuyer – *Regional Managing Principal, GHD*

As the Regional Managing Principal of the Quebec and Atlantic Region Canada, Steve has responsibility for the day-to-day operations and strategic direction of an engineering practice of 550 employees across all five GHD's markets of Water, Environment, Transportation, Property & Buildings and Energy & Resources.

His 25 years of experience in management and project delivery provided him with opportunities to work with large and diverse teams. In his current role, most of Steve's time is dedicated to developing a successful and sustainable business through leadership development, talent selection, succession planning, retention, diversity and inclusion, and staff engagement.

Speaker: Professional Resiliency for Women



Dayna Lee-Baggley, Ph.D., R. Psych., Registered Clinical Psychologist

Dr. Dayna Lee-Baggley is a Registered Clinical Psychologist. She holds an Assistant Professor appointment in the Department of Family Medicine and cross appointments in the Departments of Surgery and Psychology at Dalhousie University and an Adjunct Professor appointment in the Department of Industrial and Organizational Psychology at Saint Mary's University. She works as a Clinical Health Psychologist at the Nova Scotia Health Authority for the Multi Organ Transplant Program. She is the Director for the Centre for Behaviour Change Research, which conducts research and training in chronic disease management. She is an internationally recognized trainer in Acceptance and Commitment Therapy. She has an active research program on behavior change, obesity, chronic disease, professional resiliency and Acceptance and Commitment Therapy.

Dr. Lee-Baggley has close to 40 peer-reviewed publications and over 115 scholarly presentations. In the last 5 years she has presented over 50 workshops and presentations to more than 3,000 healthcare providers, researchers, and members of the general public. She was the recipient of the 2017 Women of Excellence Award for her contributions to Health, Sport and Wellness (Canadian Progress Club Halifax Cornwallis). She is the author of "Healthy Habits Suck: How to get off the couch & live a healthy life...even if you don't want to."

Moderator: Strategies for Hiring Women



Christine MacKinnon – *Director of Municipal Affairs, Gov. of PEI*

Christine has been a Professional Engineer for 35 years. She is a graduate of McGill University and the University of Saskatchewan. Her career with the Prince Edward Island government started as a farm buildings engineer, and evolved to environmental protection, environmental policy, public consultation, intergovernmental affairs and corporate planning.

Currently, she is the Director of the Municipal Affairs Division leading change related to local government restructuring and land use planning. In real life, Christine is a dairy farmer, in partnership with her husband and son.

She has been a long-time advocate for women in science and engineering; past president of Engineers PEI and Fellow of Engineers Canada.

Panelist: Strategies for Hiring Women



Josée Owen – *Associate Director, RDT, Agriculture and Agri-Food Canada, Fredericton*

Josée Owen obtained a Bachelor of Science in Plant Science with concentrations in Agronomy and Phytopathology from McGill University's Macdonald College in 1996. She went on to obtain a Master's degree in Horticulture from the same institution. She began her professional career as an agrologist working for dairy and beef farmers in Quebec, before moving to Agriculture and Agri-Food Canada (AAFC) in St-Jean-sur-Richelieu Quebec as a scientific writer.

Josée moved to New Brunswick in 2001, assuming the role of Vegetable Cropping Systems scientist, and in 2017 she became the Associate Director of AAFC's Fredericton Research and Development Centre. Josée's interest in women in science began in 2006 when she started working with an international development project through Canadian Society for Horticultural Science and the Ghana Institute of Horticulturists. Some of the project's goals were about increasing the participation of women in decision-making and ensuring equitable access to resources and opportunities. This caused Josée to learn more about gender equality and science organizations and to carry the discussion into her work.

Panelist: Retention of Women in SETT



Cassandra Polyzou – *Interim Manager of Diversity and Outreach, Engineers Canada*

Cassandra has been working on social justice and public engagement for 20 years on a diversity of campaigns and issues. Cassandra is the Interim Manager of Diversity and Outreach at Engineers Canada where she leads work on increasing the number of women in engineering, as well as improving Indigenous People's access to the engineering profession in Canada.

Previously, Cassandra worked as the Public Engagement Coordinator for the Ontario Council for International Cooperation, creating spaces for multi-stakeholder dialogue and creative collaboration through a variety of programming.

Cassandra completed a Master of Arts in Cultural Analysis and Social Theory from Wilfrid Laurier University on transnational Muslim feminist mobilizations, and a Bachelor of Environment and Resource Studies from the University of Waterloo. Her training and volunteer work in LGBTQ+ advocacy, environmental campaigns, and anti-oppression have continued to motivate and educate her ongoing work in diversity and inclusion.

Panelist: Strategies for Hiring Women



Adrienne Power – *Industry Outreach, Development & Corporate Relations Officer, Faculty of Computer Science, Dalhousie University*

Adrienne joined Dalhousie to work on the University's largest inclusion and diversity initiative, WeAreAllCS. This project aims to reach 40% women entering and succeeding in computer science. In its first year the initiative increased the number of female students entering computer science by 144%. As they look to the future they hope to build on this first years success and continue to work with government, the K-12 system and industry to shift the culture for a inclusive tech sector.

WeAreAllCS is also looking to help facilitate this across the country to other Institutions for national impact. Adrienne is also an Olympian and competed for Canada for over a decade before her role with the university. She currently is a volunteer coach for student athletes at Dalhousie University.

Panelist: Retention of Women in SETT



Marianne Rodgers – *Scientific Director, Wind Energy Institution of Canada (WEICan)*

Marianne Rodgers has been the Scientific Director at the Wind Energy Institute of Canada (WEICan) in North Cape, PEI since March, 2014. She has also been an adjunct professor in the Department of Chemistry at UPEI since 2014. Prior to joining WEICan, Marianne researched many types of alternative energies, including fuel cells, batteries, and photovoltaics, at the Florida Solar Energy Center in Cocoa, Florida.

Marianne holds a B.Sc. in chemistry from St. Francis Xavier University in Antigonish, NS and a Ph.D. in chemistry from Simon Fraser University in Burnaby, BC. Marianne's research in alternative energy has resulted in more than 40 publications and more than 40 invited and conference presentations.

Moderator: Respectful Workplaces



Devin West – *Ontario and Research Lead, Equity and the Trades: A Code of Practice CCWESTT*

Devin West is a Red Seal Journeyman carpenter from a farm in northern Saskatchewan. Devin also holds a bachelor's degree in Clinical Social Work, a master's degree in Gender Studies, and is currently pursuing a Ph.D. in Cultural Studies.

Devin's dedication to championing women in under-represented careers was recently acknowledged at the YWCA Saskatoon Women of Distinction awards for the inaugural Leadership in Trades award. The structural integrity of carpentry, the community inter-connection of social work, and the scholarship of academia distill down to Devin's deepest passion; an active installation art practice.

In summer 2019, Devin will be privileged to be the Artist in Residence at Camp fYrefly, an annual leadership retreat for queer youth on the prairies. When Devin is not busy building, fixing, creating, researching, or writing, you will find Devin kayaking the waterways, collecting reclaimed art materials, or hunting for the best coffee in the city.



Logistics

Parking: Conference attendee's can park in the MacLauchlan Arena parking lot, indicated on the campus map on the following page.

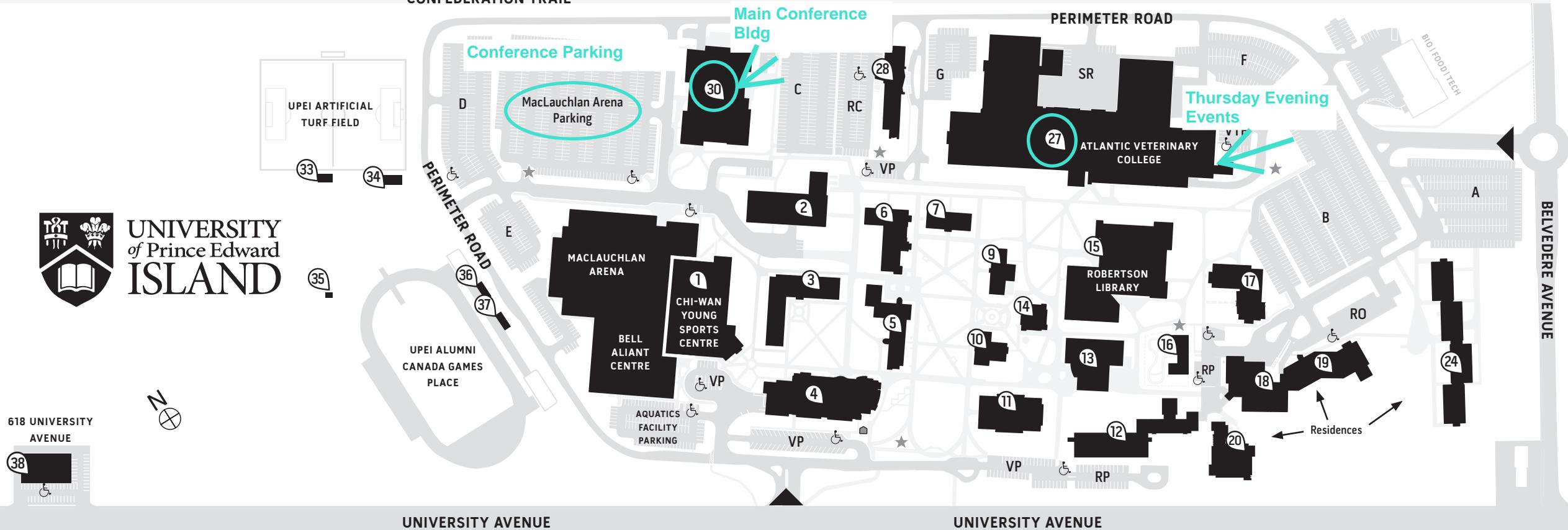
Food & Beverage: Conference registration includes the reception, one lunch, and three nutrition breaks. A cash bar will be available at the Thursday evening reception.

Please note that breakfast is not included. If you would like to grab a light breakfast on campus, the AVC Café (located in the AVC Building) will be open at 8:00am and the Courtyard Café (located in the W.A. Murphy Student Centre) opens at 7:30am.

Washrooms: There are male, female, and gender-neutral washrooms located across the hall from our main conference room, 128 A&B, in the Faculty of Sustainable Design Engineering building.

Evaluations: Following the conference, you will be e-mailed a link to an online conference evaluation. This evaluation will also be available on the conference website, atlanticconnections.ca

CONFEDERATION TRAIL



618 UNIVERSITY AVENUE



CAMPUS BUILDINGS

- 1 Chi-Wan Young Sports Centre (YSC)
- 2 Central Utility Building (CUB)
- 3 Health Sciences Building (HSB)
- 4 W.A. Murphy Student Centre (MSC)
- 5 SDU Main Building (SDMB)
- 6 Steel Building (SB)
- 7 Dalton Hall (DH)
- 9 Memorial Hall (MH)
- 10 Cass Science Hall (CSH)
- 11 Kelley Memorial Building (KMB)
- 12 Don and Marion McDougall Hall (MCDH)
- 13 Duffy Science Centre (DSC)
- 14 Chaplaincy Centre (CC)
- 15 Robertson Library (RL)
- 16 Daycare Building (DCB)
- 17 K.C. Irving Chemistry Centre (ICC)
- 18 Wanda Wyatt Dining Hall (WDH)
- 19 Bill and Denise Andrew Hall (AH) (Residence)
- 20 Bernardine Hall (BEH) (Residence)
- 24 Blanchard Hall (BLH) (Residence)

PARKING

- 27 Atlantic Veterinary College (AVC)**
- 28 Regis and Joan Duffy Research Centre (DRC)
- 30 School of Sustainable Design Engineering**
- 33 Artificial Turf Field Announcers' Building
- 34 Clubhouse
- 35 Alumni Canada Games Place Storage Building
- 36 Alumni Canada Games Place Announcers' Building
- 37 Alumni Canada Games Place VIP Building
- 38 Development and Alumni Engagement Building
- A General & Overnight During Winter Months
- B General & Designated
- C Designated
- D General
- E General
- F Designated
- G Designated
- VTH Teaching Hospital Clients
- ♿ Accessible
- RO Residence Only
- VP Visitor Metered (UPEI parking pass not required)
- RP Reserved
- SR Shipping and Receiving
- RC Research Centre

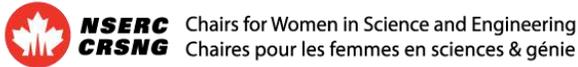
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Notes



Notes

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