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**PEAK PERFORMANCE**

Concordia's PERFORM Centre leads the way for preventive healthcare research.

By Patrick McDonagh



**FINDING THE SWEET SPOT IN THE WORK WORLD**

New graduates consider their options as they begin their job searches or launch their own businesses.

By Jesse Staniforth

**NEXT GENERATION – IT'S AN ATTITUDE OF OPENNESS**

Leaders illuminate what it means for Concordia to be a next-generation university.

By James Gibbons



**ROLOFF BENY FOUNDATION FELLOWSHIP IN PHOTOGRAPHY**

By Jérôme Nadeau

**A CENTURY AT LOYOLA: THEN AND NOW**

Loyola Campus turns 100 – and is set for the future.

By Julie Gedeon



**THE HUMAN SIDE OF HUMAN RESOURCES**

Department of Management faculty tap into organizational psychology to help companies motivate and support their people.

By Wayne Larsen

**TAKING A BITE OF THE BIG APPLE / STAKING THEIR CLAIM IN THE GOLDEN STATE**

Meet five alumni who've made it in New York City; plus, learn about four grads living the California dream.

By Richard Burnett and Toulia Drimonis



**50 FACULTY SPOTLIGHT: FACULTY OF FINE ARTS**

Concordia's creative arts hub welcomes much good news.

By Andy Murdoch

spring 2017 volume 41 number 1 [concordia.ca/magazine](http://concordia.ca/magazine)

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– Christine Lengvari, BSc 72, President and Chief Executive Officer, Lengvari Financial Inc.



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## Back and forth

HOWARD BOKSER, MBA 85

The year 2017 is a big one for Canadian celebrations. Among other anniversaries, it's 50 years since the historic Expo 67 and 100 years after the First World War's Battle of Vimy Ridge. During this year of convergence we can reflect on these milestones, re-examine stories and think beyond the fireworks and festivities. It's a chance to look back and onward — for both Montreal and Canada.

The 2016-17 academic year also denotes a significant landmark for Concordia. It was 100 years ago that the Loyola Campus, once the grounds of a farm accessible only by a long buggy-ride from the city's core, welcomed its first students. They migrated from the downtown Montreal site of Loyola College, one of Concordia's founding institutions, into the three newly constructed buildings in Notre-Dame-de-Grâce. The Jesuit college expanded and added more facilities in the following years.

Since those who cannot remember the past are condemned to repeat it, as we're all aware, this issue harkens back to Loyola's early days in "A century at Loyola: then and now" on page 32. Among the challenges the young college faced was that many of its all-male students headed off to Europe for the Great War, and an unfortunate number never returned.

2017 marks a celebratory anniversary for Concordia's other original institution, Sir George Williams University. A half a century ago, Sir George Williams graduates participated in a memorable

convocation at the Expo 67 site, which we revisit in From the Archives on page 15.

Enough Said on page 64 also features some history. Former *National Lampoon* magazine editor Sean Kelly, BA 63, colourfully reminisces about the quirky yet talented novelist John Buell, BA 50, a long-time Loyola English professor.

Yet as Shakespeare wrote, "What's past is prologue." With that in mind, this issue balances looking back with gazing ahead — as Concordia itself does. "A century at Loyola" writer Julie Gedeon not only recalls past decades but paints a picture of today's thriving campus. Loyola is now home to remarkable research in such progressive scientific fields as genomics, synthetic biology and preventative healthcare, among others.

In "Next generation — it's an attitude of openness" on page 26, my colleague James Gibbons explains why President Alan Shepard calls Concordia "Canada's next-generation university."

The institution has long taken an enlightened view of education: for instance, Sir George Williams offered part-time and evening university courses to those who may not have otherwise been able to access them, and Loyola provided its students leading-edge Jesuit teaching.

That thinking has evolved into a university-wide next-gen ethos that sees past traditional educational boundaries. "When we say next generation, that

SO I'VE DECIDED ON CONCORDIA, AND I'VE NARROWED IT DOWN TO GENOMICS, SYNTHETIC BIOLOGY AND PREVENTIVE HEALTHCARE—AND THAT'S JUST FOR MY FIRST SEMESTER ...

OK, SON. BUT NOW IT'S TIME FOR BED.



means trying to align the quality of teaching and learning opportunities to larger trends and the grand challenges facing society," explains Graham Carr, Concordia's provost and vice-president of Academic Affairs.

Maybe the attitude can be best summed up by the words of 19th-century Danish philosopher Søren Kierkegaard: "Life can only be understood backwards; but it must be lived forwards." ■

## Concordia

*Concordia University Magazine* welcomes readers' comments. Letters should include the writer's full name, address, school(s), degree(s) and year(s) of graduation for alumni. Letters may be edited for length and clarity. No letter will be published without the full name of the correspondent.

*Concordia University Magazine* is published three times a year for alumni and friends of Concordia University. Opinions expressed herein do not necessarily reflect the views of the alumni association or of the university.

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Design: University Communications Services  
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# setting **an** **example**

## GIVING WING TO DREAMS



Tulsi Nowlakha Mirchandaney is managing director of Blue Dart Aviation in India.

“Achievement is not an exercise in solitude, but an outcome of experiences, choices and the contribution of people and events that have touched our lives.

An event that profoundly impacted my chosen path was my scholarship towards Concordia's International Aviation MBA program.

A fortunate few chalk out their careers at an early age. I was not one of them. I applied for an airline job for all the wrong reasons, primarily to fund my future education. Yet working in the less stylish entrails of the aircraft as one of the 'backroom boys' — the endearing term used for cargo employees at the time — soon had me hooked.

My long, varied tenure with the airline industry and the opportunities to work with a wide cross-section of people across the country, including with the startup of India's first

cargo airline, were unique opportunities. My time at Concordia helped to hone my capability and widen my horizon to be able to undertake my current job of leading that airline. The positive ambience, interactions with faculty and classmates, the repository of knowledge and time in beautiful Montreal were both productive and enriching.

There are probably some out there taking their first tentative steps to a career that can support the supply chains of many industries, and facilitate trade and commerce, as does my company. I'd like to pay forward what I'm sure was the result of someone else's generosity and give wing to a few of those dreams. ”

*Tulsi Nowlakha Mirchandaney, AMBA 00, a graduate of Concordia's International Aviation MBA program, is the managing director of Blue Dart Aviation, India's only scheduled cargo airline.*

Find out how you can join Tulsi Nowlakha Mirchandaney in contributing to Concordia.

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CONCORDIA HOSTS CANADA'S FIRST NEXT CITY VANGUARD CONFERENCE

What will Montreal look like in the future, and how can we make it a better place now?

Will there be more green spaces and bike paths? What about car-free zones and improved transportation networks? Will we make better use of abandoned buildings?

These are just some of the questions that 45 urban leaders under the age of 40 will address when they come to Montreal this spring for the 2017 Next City Vanguard Conference.

It will mark the first time the annual event will happen in Canada.

The upcoming experiential leadership conference takes place from May 31 to June 3. "This is a tremendous opportunity for Montreal and Concordia to showcase the many next-generation and citizen initiatives that are making a difference in our communities," says Concordia President Alan Shepard. "I look forward to hearing from the Vanguard Fellows and learning more about their ideas to chart a more sustainable and accessible city."

The event is a collaboration between the university and Next City, a Philadelphia-based non-profit whose mission is to inspire social, economic and environmental change in cities through journalism and events around the world.

Concordia's participation is an example of the university's commitment to "embrace the city, embrace the world", one of its nine strategic directions.



CONCORDIA UNIVERSITY

THIS MAY, 45 URBAN INNOVATORS CONVERGE ON CONCORDIA TO CHART MONTREAL'S FUTURE.

REDEFINING MONTREAL IN THE 21ST CENTURY

Each year, Next City selects a different host city and a cohort of young leaders, dubbed the Vanguards, from across disciplines in the public, private, non-profit and academic sectors.

"Together, we are bringing 45 young urban innovators from the United States and internationally to search for solutions and make positive contributions to Montreal," says Tom Dallesio, president, CEO and publisher of Next City. "I can't think of a better host than Concordia for this event, and I look forward to providing this city with ideas that will engage and inspire officials and citizens to redefine it in the 21st century."

In the spirit of community engagement and experiential learning, the Vanguards will break out of conference rooms and experience first-hand the changes and challenges facing local neighbourhoods

like Mile End, Verdun and Old Montreal, today and in the future.

In addition to these site visits, the conference will include a public lecture and public conversations about emerging initiatives and pressing questions in urban development, accessibility, infrastructure and public policy in Montreal. The program will culminate in a design-thinking collaboration called the Big Idea Challenge.

Working in small groups, the Vanguards will leverage their expertise and take what they've learned about Montreal's unique context

and challenges to brainstorm and co-design a range of solutions and tools relevant to a challenge that will be revealed closer to the event.

Each group will present their ideas at a public forum, which will include a panel discussion by local Big Idea Ambassadors. They will highlight the proposed ideas and actions that can be implemented over the next year, leaving a lasting mark on the city. ■

To find out more about the Next City Vanguard Conference, visit [concordia.ca/events/conferences/next-city-vanguard-2017](http://concordia.ca/events/conferences/next-city-vanguard-2017).

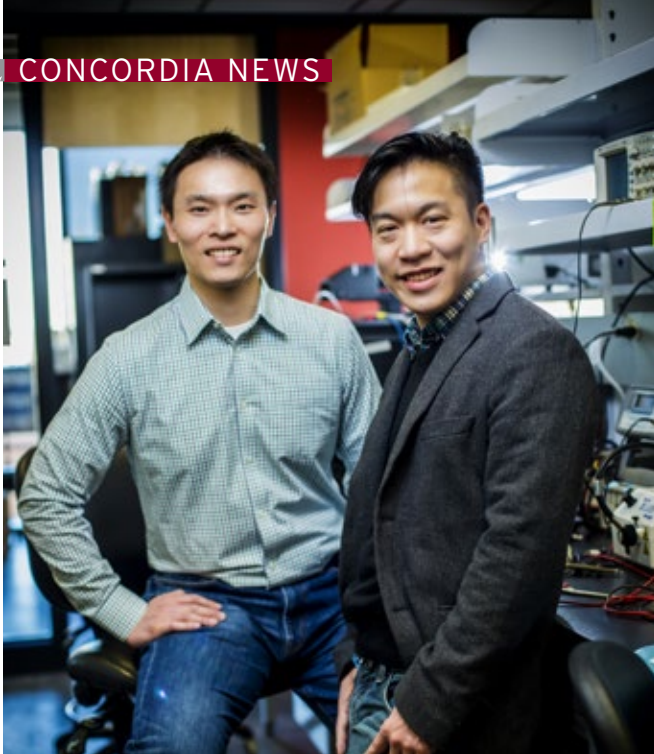
—Karen McCarthy

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STEVE SHIH AND DAVID KWAN, RECIPIENTS OF A CANADA FOUNDATION FOR INNOVATION FUND FOR A PROJECT TO IMPROVE BIOFUEL AND VACCINE PRODUCTION WORKFLOWS.

**BOOST FOR SYNTHETIC BIOLOGY RESEARCH**

A pair of researchers from Concordia’s Centre for Applied Synthetic Biology got big news from the Canada Foundation for Innovation (CFI) in February 2017. The John R. Evans Leaders Fund announced that it had awarded \$100,000 to David Kwan, assistant professor in the Department of Biology, and Steve Shih, assistant professor in the Department of Electrical and Computer Engineering.

The infrastructure project has a total value of about \$250,000. Shih and Kwan were awarded an additional \$100,000 from the Province of Quebec, with an extra \$50,000 coming from other funding sources. With this support, they will be able to start integrating robotics into their workflow. Their goal? To reduce the time it takes to produce a range of products, such as biofuels and vaccines.

The suite of automation tools they’re developing courtesy of the CFI grant

will complement existing state-of-the-art research facilities at Concordia, says Kwan. Both the Centre for Applied Synthetic Biology and the Centre for Structural and Functional Genomics — where Kwan also works — will gain new infrastructure, and the funding will support the integrated research of their respective teams.

“Synthetic biology focuses on creating technologies for designing and building biological systems using engineered organisms,” Kwan explains. “It calls for biologists, chemists, engineers and computer scientists to find collaborative ways to understand how genetically encoded parts work together, and then to combine them to produce useful applications that are beneficial to society.”

Shih adds, “Automation gives scientists more time for creative thinking and design, rather than continuous and intensive manual lab work.” ■

—Renée Dunk



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## CONCORDIA PROFESSOR'S RESEARCH HAS MAJOR SEX APPEAL

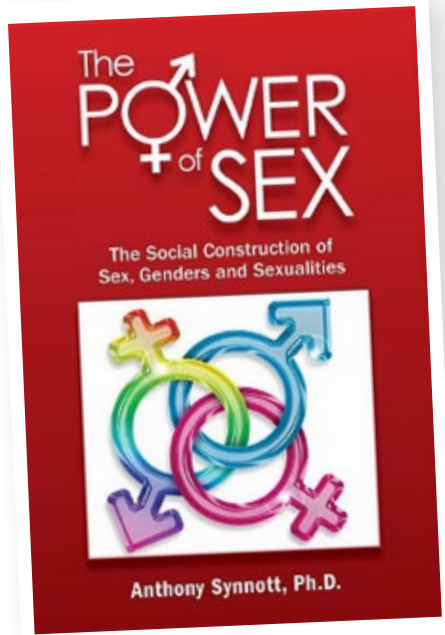
Sex. It's a powerful force that sells perfume, chocolate and car insurance. Each generation has that twinkle in their parents' eyes to thank for their existence. Furthermore, it's deeply problematic, complex and culturally relative.

Anthony Synnott, retired professor of Concordia's Department of Sociology and Anthropology, unpacks sexual identities in his latest book, *The Power of Sex* (Gordian Knot Books, 2016). Synnott answers questions to provide a snapshot of the provocative volume.

**What motivated you to write this book and what did you set out to accomplish?**

**Anthony Synnott:** "One thing that interested me is the speed of change. When I was growing up there was a two-by-two grid. Everyone was either male/female or gay/straight. Now there's intersex, transvestite, transgender, transsexual, pan-sexual, solo sexual. It's all become very complex.

As soon as people realize that an Olympic medalist such as Bruce Jenner can change sex, then people think anyone can. Something you've taken for granted comes into question. At the same time, sexual things that some



THE POWER OF SEX BY ANTHONY SYNNOTT DRAWS ON SOCIOLOGY, ANTHROPOLOGY, HISTORY AND PSYCHOLOGY.

people consider normal in one culture could be lethal in another culture. The motivation and goal was to show how sexual identities are rapidly evolving and how that's culturally relative.

In some cases, though, what we're seeing is regressive. In the United States, the halt of funding for Planned Parenthood has made abortion virtually unavailable in some places. We aren't always talking about evolution when it comes to sex."

**Compared to other animals, is sex among humans strange?**

**AS:** "In terms of what people get up to — yes. There's a chapter in my book on

paraphilia, which is doing something that isn't normal. When you see people doing those sorts of things, it's hard for most of us to see how they can be erotic. For example, most people avoid pain. To some, they actually seek it out in the form of sadomasochism. They find it arousing.

An example I provided in my book is of a man in Great Britain who enjoyed being whipped to such a degree that he required a skin graft from the damage it did. There's little understanding of why extreme pain is enjoyed by some people."

**Do we live in a "pornified raunch culture" as you call it in your book?**

**AS:** "I think this term came out of the massive use of internet porn, though it extrapolates to advertising and self-display of so many different sorts. Sex buys and sells everything.

The theme of beauty and the attractiveness of beauty is sometimes called 'erotic capital.' It involves maximization of beauty to further one's own personal goals. You can think of examples such as Marilyn Monroe marrying Joe DiMaggio — a top athlete — and then later Arthur Miller — a top intellectual. Beauty is an immense asset.

In my work *The Body Social* (Routledge, 1993) I explored how the notion that beauty equates to goodness is endemic in our society. There is a 'halo' effect — we input positive values on those who are good looking. Villains such as Ted Bundy, Carla Homolka and Paul Bernardo were all physically attractive. I think that's at least part of how they got away with their crimes for so long. People couldn't believe they could be so awful." ■

*The Power of Sex is on sale now and can be purchased through Amazon.*

—James Gibbons



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THINKSTOCK

CONCORDIA'S HOMETOWN MOVED UP SIX SPOTS TO TOP THE 2017 QS RANKINGS.

## MONTREAL RANKED WORLD'S BEST STUDENT CITY

The results are in! Montreal is the best city in the world for students, according to the latest rankings by Quacquarelli Symonds (QS). Concordia's urban home jumped six spots to claim first place, ahead of Paris, London, Seoul, Melbourne, Berlin and Tokyo.

As Concordia President Alan Shepard stated in the *Montreal Gazette*, the city's strong showing starts with Canada. The country's education lure is no mystery. "Our universities do well in international rankings," he says. "We have the lowest cost of living and highest quality of life among G7 countries. The QS ranking reaffirms this."

Matthew Stiegemeyer, director of student recruitment, is not surprised by Montreal's rise to Best Student City. "Certainly the increased interest we're seeing from applicants suggests that word is getting out," he says.

It's the fourth year in a row that Montreal has climbed in the rankings. In fact, four of the five Canadian cities on the list have moved up. QS singles out "recent political events" in the United States and the United Kingdom as a contributing factor in Canada's growing desirability as a student destination.

That makes sense to Stiegemeyer. "I think if you're an international student looking for a welcoming place to be, you're looking for a city that embraces a diverse population," he says. QS's Best Student City rankings also reference Montreal's affordability and a "recent renaissance" as key components of the city's success this year.

According to QS, nabbing the top spot is "the latest of a series of propitious signs for a city beginning to escape a period of economic stagnation, following positive growth forecasts for 2017, citywide initiatives designed to encourage entrepreneurship, and the recent announcement of its selection as the 'World's Most Intelligent City.'" ■

—Sarah Buck



## SENSORY EXPLORATIONS AND THE BODY-MIND CONNECTION

How do you define interdisciplinary research in a next-generation university? Two Concordia graduate students are answering this question through a podcast series now in its second season. Aaron Lakoff, BA 12, and Simone Lucas, MA students in the Media Studies program, are producing year two of the *Beyond Disciplines* podcast.

The audio offering is based on a public event series highlighting some of the most exciting research coming out of Concordia's Faculty of Arts and Science. Each episode explores a different theme through a variety of disciplinary perspectives.

The current season's motto — "mix it up, experiment boldly, and go beyond!" — refers to three of Concordia's nine strategic directions. "The exciting thing for me about this podcast is how it can take ideas that are quite complex and make them accessible beyond the university's walls," says Lakoff. "Podcasting is a quickly growing medium, and I love putting ideas out there in a form that anyone can download, listen to and engage with."

Listeners who download or subscribe are treated to some of the community's most cutting-edge voices sharing ideas on a common theme. The second season's first episode, "Come to Your Senses," features researchers from the English, Communication Studies and Physics departments discussing sensory studies.

The dynamic duo promise some surprises, including a special bonus episode slated for later in the year. "Get ready," says Lucas. "And stay tuned!" ■

Listeners can subscribe to the podcast on iTunes, Stitcher and SoundCloud. Listen to episodes of the *Beyond Disciplines* podcast at [concordia.ca/artsci/events/beyond-disciplines-podcast](http://concordia.ca/artsci/events/beyond-disciplines-podcast).

—Elisabeth Faure



SIMONE LUCAS AND AARON LAKOFF ARE PRODUCING THE SECOND SEASON OF THE *BEYOND DISCIPLINES* PODCAST.



CONCORDIA UNIVERSITY

## SIMONE DE BEAUVOIR INSTITUTE HONOURS BEVERLEY MCLACHLIN

The Right Honourable Beverley McLachlin, LLD<sup>11</sup>, the first woman Chief Justice of the Supreme Court of Canada, received the first-ever Simone de Beauvoir Institute Prize at Concordia in March 2017. The prize recognizes women building a world dedicated to gender equality and social justice.

Pictured at the ceremony at Concordia are **Bram Freedman**, vice-president of Advancement and External Relations; **Beverley McLachlin**; **Kimberley Manning**, principal of the Simone de Beauvoir Institute and associate professor in the Department of Political Science, and Concordia President **Alan Shepard**. ■



CONCORDIA UNIVERSITY

## CONCORDIANS SUPPORT 5 DAYS FOR THE HOMELESS

Despite a 35-centimetre blizzard, Concordia students, alumni, faculty and friends slept on the street to raise \$6,333 as part of 5 Days for the Homeless in March 2017. The funds support local community organizations Dans la rue and Chez Doris.

Among those who showed their support, Concordia President **Alan Shepard** (left) paid a visit. ■



Concordia University

KYLE MATTHEWS HAS BEEN WITH CONCORDIA'S MONTREAL INSTITUTE FOR GENOCIDE AND HUMAN RIGHTS STUDIES SINCE 2008.

## Meet Kyle Matthews, executive director of MIGS

The Montreal Institute for Genocide and Human Rights Studies (MIGS) began its important work at Concordia in 1986. The centre's mandate is to research and provide advocacy and support for genocide and mass-atrocity-crimes prevention. In 2008 James M. Stanford, BSc '58, LL.D '00, generously donated a substantial gift to support MIGS and the various initiatives it spearheads, including the Will to Intervene Project.

Kyle Matthews, MIGS's executive director since November 2016, took a moment to talk about the centre and its impact on the wider community, and his role.

### Can you share a bit about your background?

**Kyle Matthews:** "I started as an intern in Albania with Care International in 1999 and then became a humanitarian aid worker with Care Canada, working in such places as Jerusalem, Kenya and Zambia. I then worked for the better part of seven years with the United Nations High Commissioner for Refugees in Tbilisi, Georgia, Kinshasa in the Democratic Republic of Congo, and then in Geneva, Switzerland.

So my background was more in the humanitarian and refugee aspects of the United Nations. Some of the work was operational, like visiting refugee camps, but I also did a lot of policy and diplomacy work and advised governments on certain issues, as well as coordinated with other UN agencies and the European Union. I then joined MIGS in 2008."

### Can you describe the work that MIGS does?

**KM:** "Our mandate is to study, monitor and provide policy advice on what can be done to prevent mass-atrocity crimes. We accomplish this by publishing academic work and providing research from a public-policy perspective, in particular to the Canadian All-Party Parliamentary Group for the Prevention of Genocide and Other Crimes Against Humanity, of which MIGS is its institutional partner.

We also do a lot outreach, such as bringing the Nobel Prize-nominated White Helmets to Concordia this past December, or training diplomats, journalists, humanitarian aid workers and academics on all aspects of genocide prevention. We have initiated a lot of research projects with various faculty departments within the university, as well as within the greater human rights community in Canada and abroad.

MIGS collaborated with Concordia's Department of Political Science in bringing the Global Diplomacy Lab, an initiative of the German foreign ministry, to Montreal last November. We have also begun working more on the link between technology and hate speech and how social media platforms are being used as a weapon to incite hatred and commit violence.

We are really working on human rights issues that are so new that we're carving out very interesting projects and initiatives that correspond with how the world has changed since I joined in 2008."



### What is your role as MIGS executive director?

**KM:** "My role is to help grow the institute. We will do that by making MIGS a platform to help Concordia be known domestically and internationally as one of the leading universities concerned with human rights. Our aim is to bring more Concordia faculty members, students and alumni to our institute. We're now developing more partnerships with university departments, including education, religious studies and political science.

We are also working to connect Concordia with people outside of academia who are working on issues that need expert advice and knowledge as they deal with global problems. I'm tasked with trying to make our institute much more open to the Concordia community and to bring people together to generate research, organize public events and promote the great work being done at Concordia related to human rights."

### Can you talk about some MIGS initiatives you've been a part of?

**KM:** "Our biggest initiative was the Will to Intervene Project, which was developed jointly by General Roméo Dallaire and MIGS to build political will in Canada and the United States to help prevent future atrocities. The project was so successful that it generated a financial contribution that allowed Concordia to hire another professor, indicating that our work is getting some major recognition.

Another ongoing initiative is the Raoul Wallenberg Legacy of Leadership Project, supported by the Swedish government. We work very closely with former MP and human rights lawyer Irwin Cotler, among others. We discuss the legacy of Wallenberg [a Swedish diplomat who saved tens of thousands of Jews in Nazi-occupied Hungary during the Holocaust] and how his story and actions are still relevant today to communities all over North America.

We also established the Digital Mass Atrocity Prevention Lab, which brings people together from Concordia and elsewhere, like the Montreal Centre for the Prevention of Radicalization Leading to Violence, to develop innovative solutions to counter online extremism.

An upcoming initiative, in partnership with Irwin Cotler and Amnesty International, is #RightCity [May 26-27, 2017]. It will consist of a series of events held in partnership with the City of Montreal to promote Montreal as a human rights city, concluding with Amnesty presenting its annual Ambassador of Conscience Award to an international human rights leader."

### Since MIGS's founding in 1986, how have human rights issues changed?

**KM:** "Generally there have been many improvements in certain countries and regions, yet we've also witnessed the nature of conflict change. There used to be more conflict between countries, but we now see more internal conflicts. That has led to the realization that states are unable to protect their populations from genocide and crimes against humanity.

Thirty years ago we didn't have concepts of failed states or internally displaced people and now we do. We're also seeing a rise in non-state actors and terrorist groups that threaten weak

and fragile states, while committing atrocities and destroying cultural heritage sites.

Another big issue is the rise of populism, where there is a growing pushback and anger towards terrorism and immigration. There is also a rise in authoritarianism in places like Russia and China, which don't necessarily buy into human rights norms like torture prevention, free speech or gay rights.

The world has made a lot of progress and I wouldn't be in this position if I was not a positive person. I do think that everyone can make a difference, including our team here at MIGS and the wider Concordia community, yet there are many challenges. One of the best ways is to use education to build a new generation of leaders, and that's what MIGS does."

### Tell us the legacy of MIGS co-founder and long-time leader Frank Chalk.

**KM:** "I've been working with Frank since 2008 and he's been an inspiration. He's helped guide a lot of the work MIGS does. He's helped us think about the Holocaust, history, hate speech and how we can apply those lessons as an institute today in the real world. Thanks to Frank and his direction and leadership, MIGS is well positioned and possesses the architecture to move to the next level."

### Can you discuss how MIGS fits within the wider Concordia community?

**KM:** "MIGS is not just a research centre — it has become an ideas and leadership incubator at Concordia. We're engaging with people from organizations, governments, museums and institutions. We're serving as a platform to connect these people to other networks, to the media and to policy-makers. I credit Concordia for being very forward-thinking and realizing that there's something we're doing here now that touches upon the world we live in today. There is a unique need for universities to help understand what's happening to our society, our country and our world." ■

Follow MIGS on Twitter, @MIGSInstitute, and Facebook,

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—Leslie Schachter, BA 03, GrDip (journ.) 13, is a Montreal freelance writer.





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THINKING OUT LOUD RETURNS

Concordia’s Thinking Out Loud ideas festival once again brought some of Canada’s top research, media and academic minds to the university, in collaboration with *The Globe and Mail*.

The 2017 edition of Thinking Out Loud kicked off February 2 with Urban Futures — The City Designed; What Is Important About City Design? with Carmela Cucuzzella, Concordia

University Research Chair in Integrated Design, Ecology and Sustainability for the Built Environment, and Ken Greenberg, urban designer and author of *Walking Home*.

Other events were Future Small Screen — Talking Television, with (pictured) moderator **Hannah Sung** of *The Globe and Mail*, **Joshua Neves**, Canada Research Chair of Global Emergent Media at Concordia’s

Mel Hoppenheim School of Cinema, and **Emily Nussbaum**, *The New Yorker* television critic; Business Ownership Now, with Andrew Molson, partner and chairman of RES PUBLICA Consulting Group, Ethan Song, co-founder of Frank + Oak, and Alexandra Dawson, director of the National Bank Initiative in Entrepreneurship and Family Business at Concordia’s

John Molson School of Business; Indigenous Culture — Expression, Resistance, Resilience, with singer/artist Tanya Tagaq and Heather Igloliorte, Concordia assistant professor of Aboriginal Art History; and Talking Comics and Graphic Novels with Matthew Forsythe, Concordia’s 2017 Mordecai Richler Writer-In-Residence. ■ [concordia.ca/tol](http://concordia.ca/tol)



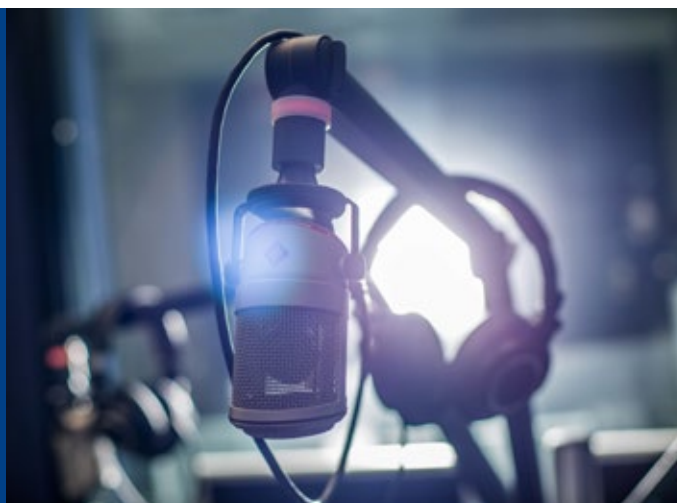
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2067 — THE FUTURECAST

What will shift and shape our lives 50 years from now? How will 2067 be different? Is our future about cyborgs, flying cars and jetpacks, or is there more? 2067 is a futurecast — a podcast about the future, about new big ideas that will shape how we live. What big ideas will come next? What’s in your future? This is 2067.

Hosted by Francine Pelletier.

Visit [concordia.ca/tol2067](http://concordia.ca/tol2067) to listen to the podcasts.





# A Special Convocation



CONCORDIA UNIVERSITY ARCHIVES

SIR GEORGE WILLIAMS UNIVERSITY'S SPRING 1967 CONVOCATION WAS HELD AT EXPO 67'S PLACE DES NATIONS.

While Canada celebrates its 150th anniversary, 2017 also marks the 50th birthday of Montreal's historic Expo 67. The World's Fair, considered to be the most successful of the 20th century, was held from April 27 to October 29 mainly on Île Sainte-Hélène — now the site of the La Ronde amusement park — and the man-made Île Notre-Dame — now home to the Casino de Montréal and Circuit Gilles Villeneuve. Both are located just south of the Island of Montreal in the Saint Lawrence River.

Spring 2017 is also the golden anniversary for the graduating classes of Loyola College and Sir George Williams University, Concordia's founding institutions. The Sir George Williams Class of '67 had a special treat: their convocation took place at Expo 67's Place des Nations on Île Sainte-Hélène. More than 900 graduating students along with 5,000 parents, relatives, friends and other guests attended the ceremony.

Honorary degree recipients that year were Jean Drapeau, mayor of Montreal; Pierre Dupuy, commissioner-general of Expo 67; Gustave Gingras, executive director of Rehabilitation Institute of Montreal; Gunnar Myrdal of Stockholm University in Sweden;

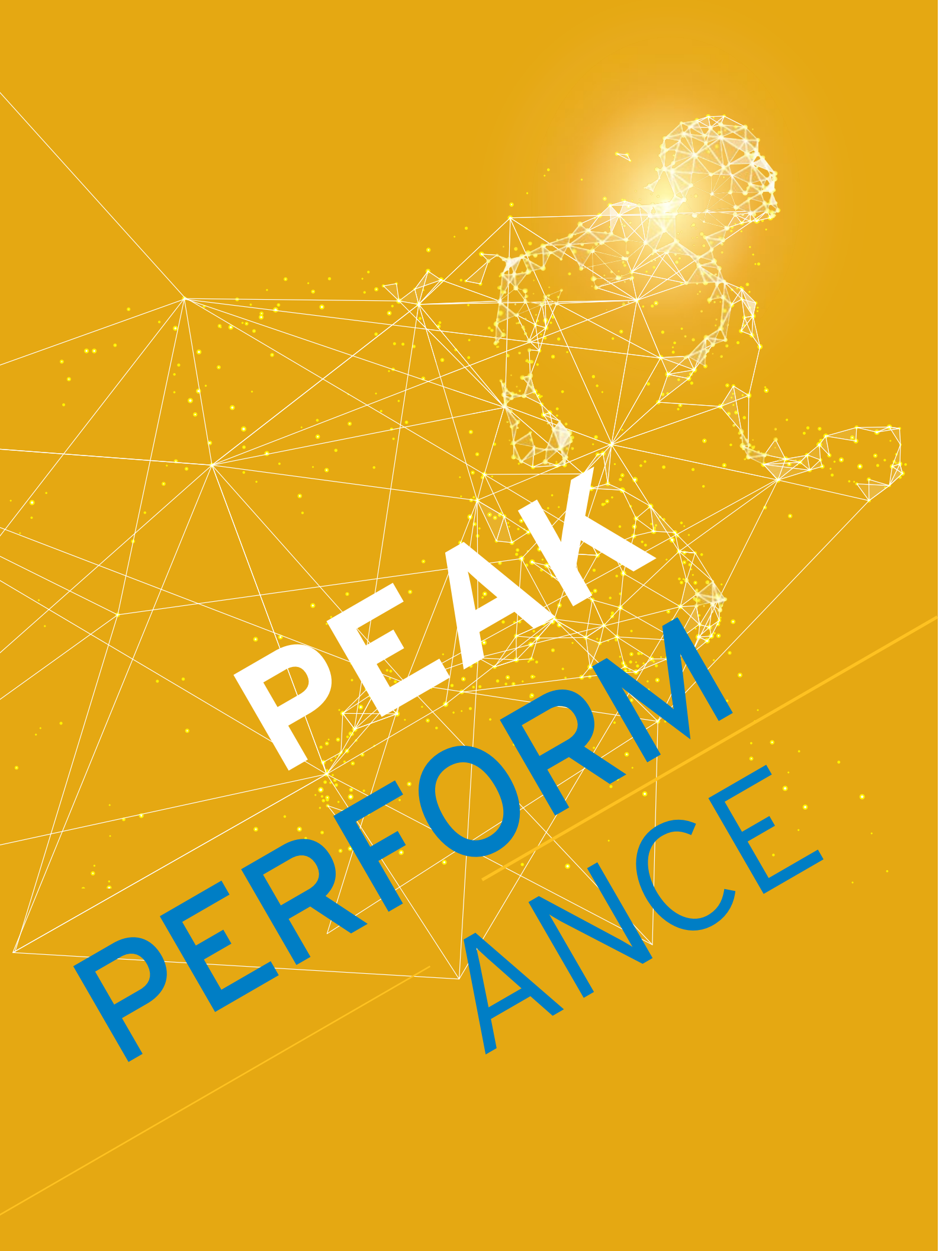
Amos Saunders, former headmaster of Sir George Williams High School; and Harold Crabtree, president of the Corporation of Sir George Williams University.

Dupuy delivered the keynote address. He challenged the young graduates to strive to help Canada take its rightful place in the world as it entered its second century. "The task of universities is to prepare the human structure on which Canada can develop and prosper for years to come," he said. "Considering our resources, material and culture, we should be beaming with enthusiasm and dynamism." ■

*Concordia's Homecoming 2017 will take place September 14 to 17. For more information, visit [concordia.ca/homecoming](http://concordia.ca/homecoming).*

*To learn more about Expo 67, Montreal and Canada's celebrations and Concordia's related activities in this special year, visit [concordia.ca/events/convergence-2017](http://concordia.ca/events/convergence-2017).*

— Howard Bokser



**PEAK**

**PERFORM  
ANCE**

Researchers at Concordia's  
PERFORM Centre investigate paths  
that lead to healthier lives

PATRICK MCDONAGH

What does it take to live a good, healthy life, from childhood to old age? Genetics plays a role, yet knowledge and healthy habits provide a significant boost to one's quality and lifespan.

The search for that type of knowledge is being carried out at Concordia's PERFORM Centre, an interdisciplinary research hothouse that opened on the Loyola Campus in 2011. Its mission is to engage the community in practical research and share recipes for lifelong health and wellness.

"Our success is largely due to our ability to link research that spans multiple disciplines," says Habib Benali, PERFORM Centre's interim scientific director.

For instance, the research of Jennifer McGrath, associate professor in the Department of Psychology and PERFORM Chair in Childhood Preventive Health and Data Science, focuses on how sleep impacts health and obesity in children. Other researchers have worked with Les Grands Ballets Canadiens to see the effects of dance and movement therapy on elderly populations, and studied the long-term impact of a fetus's environment and cardiovascular diseases on the brain. (See "Top PERFORMers" on page 19.)



LESUE SCHACHTER

"I'M INTERESTED IN HOW WELL AGING ADULTS CAN MANAGE MORE THAN ONE TASK AT THE SAME TIME, ESPECIALLY HOW THE ABILITY TO MULTITASK PLAYS OUT IN MOBILITY," EXPLAINS KAREN LI, A PROFESSOR IN CONCORDIA'S DEPARTMENT OF PSYCHOLOGY.

### A MATTER OF BALANCE

Does standing on a moving bus become more challenging with age? Using PERFORM's functional analysis suite for assessing balance and walking, Karen Li, a professor in Concordia's Department of Psychology, has tested how well subjects can stand on stable and moving platforms. She measures muscle activity and body movements by using motion-capture technology like that used in CGI animation.

Li's team of undergraduate, graduate and postdoctoral students gave subjects in their 60s and 70s mind-challenging tasks to perform at the same time as physical activities, to see if there are trade-offs between the two. The research showed that, as people age, they need to concentrate more while they are active, to avoid stumbling.

To help combat the issue, Li worked with a group of 42 older adults to develop training strategies that could

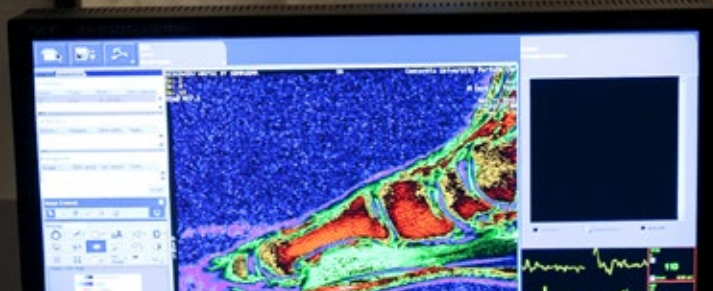


THE RESEARCH OF JENNIFER MCGRATH, PERFORM CHAIR IN CHILDHOOD PREVENTIVE HEALTH AND DATA SCIENCE, FOCUSES ON THE ROLE SLEEP PLAYS IN CHILDREN'S HEART HEALTH AND OBESITY – SPECIFICALLY, WHY POOR FAMILIES HAVE POOR HEALTH.



CONCORDIA UNIVERSITY

“This finding shows that one program doesn’t fit everyone. Training must be tailored to the individual.”



protect or even expand their brainpower. There is little investigation into the impact of combining mental and physical exercise. She therefore explored how well combined training worked and how to best deliver it: either by doing two things at once — for instance, performing tasks using a computer while riding a stationary bike — or one at a time.

The evidence so far suggests that performing in sequence offers the most benefit, especially improvements in short-term working memory. That’s what we use whenever we acquire, integrate and modify new information, such as when we engage in conversation.

Li also learned that the folks who gain the most from intellectual exercises are those not already doing them on their own. Similarly, physical exercise programs best assist those not already physically active. “This finding is intuitive, but no one else has asked the question and shown these results through research,” she says. “It shows that one program doesn’t fit everyone. Training must be tailored to the individual.”

Her future research plans include using the centre’s MRI scanner and extensive gait- and balance-analysis equipment to investigate whether different training programs lead to changes in the brain itself. “We can pinpoint the aspects of walking or balance that are improved,” she says. “We can then try to tie those in with any brain changes we might observe.”

### LABEL LITERACY

Suppose we are what we eat, as the old saying suggests. Yet do we actually *know* what we — or our children — eat? What difference might it make if we do?

Nutrition labels are mandatory in prepackaged foods in Canada, the United States and Europe, and adult consumers who read these labels show better health. However, there has been little investigation into the impact of parents’ knowledge on their children’s wellbeing. “I’m interested in figuring out how our home environments relate to our health and nutrition,” says Lisa Kakinami, assistant professor in the Department of Mathematics and Statistics.

In a recent study published in the *Journal of Nutrition Education and Behavior*, Kakinami explores how parents use nutrition labels when buying food for their children, and the relation of parents’ nutrition knowledge to childhood obesity.

Her results showed that parents with good nutrition knowledge generally raised slimmer children, yet correlations between nutrition label use and childhood

obesity were relatively weak.

“[There’s a] need for further public health education regarding how to use nutrition labels” — especially as changes to labels are expected soon in Canada and the U.S. — Kakinami’s article concludes.

“There are a lot of gaps in how we measure both nutrition label use and nutrition knowledge. For example, perhaps people who consistently buy certain products don’t check labels because they already know what’s on them” she says. “For people who report not using labels, do they not use them because they don’t know about them or because they buy fresh foods with no labels? It’s only when we start doing research that we realize the limitations of existing data.”

Kakinami is now collaborating with fellow PERFORM researchers Sylvia Santosa and Angela Alberga, along with Department of Psychology professor Carsten Wrosch and McGill University researchers, to investigate how people make up for unhealthy behaviours. For instance, if you eat junk food in the morning, will you be more active in compensating for that,



DAVID WARD

“PERFORM CONNECTS ME WITH RESEARCHERS WHO HAVE LOTS OF DATA AND WANT PEOPLE TO HELP THEM USE IT,” SAYS LISA KAKINAMI, ASSISTANT PROFESSOR IN THE DEPARTMENT OF MATHEMATICS AND STATISTICS. HER RESEARCH EXAMINES HOW PARENTS USE NUTRITION LABELS WHEN BUYING FOOD FOR THEIR CHILDREN.

## Top PERFORMers

A sample of recent research news from Concordia's PERFORM Centre

or eat more junk food because you figure you've already missed your nutrition objectives for the day?

"By measuring day-to-day behaviours we can learn what impact they have on obesity measures and perhaps even cardiovascular health," says Kakinami.

### TESTING STRESS

We all experience stress sometimes. It can motivate us to finish projects, submit assignments and get things done. "When stress is prolonged and chronic, it has a negative impact on health," says Department of Psychology associate professor Jean-Philippe Gouin. He holds the Canada Research Chair in Chronic Stress and Health and studies the stress experienced by parents of children with autism.

Research shows that parents of children with autism report more stress, depressive symptoms and physical health issues than other parents. "There seems to be something uniquely stressful about parenting a child with autism," he says.

For a study published in the interdisciplinary journal *Family Relations* in 2016, Gouin interviewed about 60 parents of children with autism. He measured a host of physiological indicators, including C-reactive protein (CRP) levels, that can predict increased cardiovascular risk. The higher the CRP level, the greater the stress.

Researchers matched these levels with the caregiver's ability to receive formal support, such as from schools and programs, and informal support from friends, family and others. "People with greater both formal and informal supports of types showed reduced CRP," Gouin says.

To assess if there is direct link between supports and stress levels, Gouin is conducting a five-year study, funded by the Canadian Institutes of Health Research. He is looking at stress in three parent groups — parents



LESLIE SCHACHTER

"THERE ARE SIMPLY NOT ENOUGH RESOURCES FOR HEALTH CARE, SO WE NEED TO KNOW HOW WE CAN BEST ALLOCATE THEM," SAYS DEPARTMENT OF PSYCHOLOGY ASSOCIATE PROFESSOR JEAN-PHILIPPE GOUIN, WHO STUDIES STRESS IN PARENTS OF CHILDREN WITH AUTISM.

of children with autism, of typically developing children and of children with intellectual disabilities — during their child's transition to adulthood.

While their children are in school, parents of children with autism receive services through educational and healthcare systems. That stops when the children's school day ends. "This means a gap or loss in services for many months or even years, creating a really difficult situation," he says. "At the same time, these parents are aging, so their immune systems are becoming less able to cope."

Gouin will study the impact of this move to adulthood, recruiting around 220 parents for the study just before their children undergo this transition and then following them over time. He will then compare the increased risk that the three groups of parents develop for a range of chronic diseases.

The study has practical ramifications. "There are simply not enough resources for healthcare, so we need to know how we can best allocate them," says Gouin. "Parents who are facing these issues want resources for their children, so this kind of research will help identify what kind of resources will be most useful, and when."

✓ A study published in *Human Brain Mapping* shows that a fetus's environment in the womb can affect the brain later in life. The team of researchers included PERFORM Centre's Linda Booij, associate professor in Concordia's Department of Psychology.

✓ A study published in *Preventive Medicine* suggests that both poverty and parenting style are important predictors of childhood health. Lisa Kakinami, assistant professor in Concordia's Department of Mathematics and Statistics, led the study, in collaboration with the PERFORM Centre.

✓ Watching television for more than two hours a day shows a link to lower school readiness skills in kindergarteners, according to a study published in the *Journal of Developmental & Behavioral Pediatrics*, co-authored by PERFORM Centre researcher Caroline Fitzpatrick.

✓ Fitzpatrick also co-authored a study published in the *Journal of Adolescent Health* that suggests high schoolers who feel less safe at school have decreased learning potential and more emotional problems.

✓ Another study co-authored by Fitzpatrick, published in *Intelligence*, found that pre-schoolers with poor short-term recall are more at risk of dropping out of high school.

✓ PERFORM Centre researcher Claudine Gauthier, assistant professor in the Department of Physics, won the national Heart and Stroke Foundation New Investigator Award for 2015-16, as well as the foundation's Henry J.M. Barnett Scholarship. Gauthier's research seeks to understand the impact of heart diseases on the brain.

✓ Maryse Fortin, PERFORM Centre postdoctoral associate in preventive health research, is using the centre's advanced imaging suite to study the spine and find methods of easing chronic back pain.

✓ The PERFORM Centre and the Paris Saint-Germain Academy Canada have teamed up for an injury-prevention program. Concordia students enrolled in PERFORM's Athletic Therapy Clinic give the academy's young soccer players a one-hour, individualized musculoskeletal evaluation.

## STAIRWAYS TO BRAIN HEALTH

While Jason Steffener was conducting research at the PERFORM Centre, he unexpectedly found himself at the centre of a media frenzy. It began when his study into differences between chronological and brain age and their connection to education and physical activity was published in *Neurobiology of Aging* in 2016.

His conclusion — that levels of education and, surprisingly, flights of stairs climbed daily correlated with brains that seemed younger than their chronological age — was reported in newspapers, TV stations and science blogs around the globe. “I was definitely surprised by the response,” says Steffener. “It was the first time I had done a press release for a paper, but also the first time I had done

something that translates to something people can easily understand.”

Before joining Concordia for a two-year position as a researcher, Steffener performed research at Columbia University in New York City. He identified markers for determining whether a brain seemed older or younger than its actual age. “It’s interesting if your brain looks a little younger than your chronological age, but even more interesting if this can be related to something you have done,” he says.

“Until then I had focused on the effect of education on brain aging, finding that higher levels of education were correlated with younger-looking brains,” says Steffener. “At Concordia, inspired by the PERFORM Centre’s focus on exercise and healthy living across the lifespan, I started looking at physical

activities reported in this data to see if it had the same relation to brain aging as education did.”

Steffener tracked the impact of walking, running, swimming, playing tennis, gardening and climbing flights of stairs, finding that stair-climbing was the only exercise that showed a truly significant correlation to brain age.

“I wasn’t expecting that. I anticipated that running or swimming would stand out,” he says. “But stair-climbing? That involved a lot of head-scratching.”

Steffener has two hypotheses, so far untested. The first: his data drew on people mainly living in downtown settings, who would regularly be going up and down subway or apartment-building stairs. Those who live in suburban bungalows would not have the same demands. However, Steffener didn’t have the necessary information to explore this hypothesis.

The second: “Stair-climbing is a moderate form of physical activity, often just a few minutes at a time, that works muscles and the heart,” he says. “So perhaps it’s a form of mild interval training, taking place throughout the day.”

His inspiration for this study came from the PERFORM Centre. “I saw older people exercising daily at PERFORM, which gave a human aspect to the numbers I was analyzing,” says Steffener, who joined the University of Ottawa’s Psychology Department in September 2016, although he remains a PERFORM researcher member.

“After one Christmas break I chatted with an 82-year-old man who worked out nearly every day, and he complained that a lack of snowfalls over the break meant he didn’t get enough workouts shovelling snow,” he says. “It made me hope — maybe at 82 I can be as robust as that guy, and looking forward to snowstorms.” ■

Follow the PERFORM Centre on Twitter, @CentrePerform and Facebook, [facebook.com/ConcordiaPerformCentre](https://www.facebook.com/ConcordiaPerformCentre) —Patrick McDonagh, PhD 98, is a Montreal freelance writer.

“I wasn’t expecting that. I anticipated that running or swimming would stand out. But stair-climbing? That involved a lot of head-scratching.”



PERFORM RESEARCHER MEMBER JASON STEFFENER'S STUDY SHOWED THAT THE MORE FLIGHTS OF STAIRS A PERSON CLIMBS, AND THE MORE YEARS OF SCHOOL A PERSON COMPLETES, THE "YOUNGER" THEIR BRAIN PHYSICALLY APPEARS.





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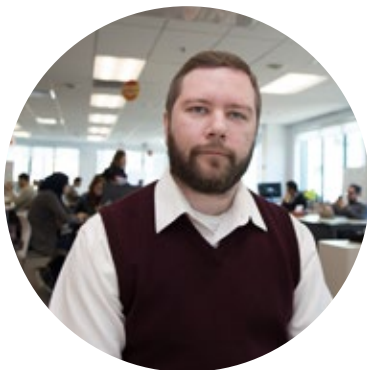


# Finding the sweet spot in the work world

IN AN EVER-CHANGING JOB MARKET,  
GRADUATES CAN FIND NEW ROUTES  
TO EMPLOYMENT OR, INCREASINGLY,  
START THEIR OWN BUSINESSES



A generation or two ago, new graduates often began careers in which they remained for years, sometimes their entire working lives. Today, however, that entire understanding of work is changing. As Bill Morneau, Canada's Minister of Finance, told the country in October 2016, members of the work force need to adapt to the notion of "job churn" — moving from one job to the next, with a handful of jobs over a lifetime.



RYAN DESGROSEILLIERS AND FELLOW CONCORDIA FACULTY OF ENGINEERING AND COMPUTER SCIENCE GRADUATE ANDREW HENRY CO-FOUNDED APISEN OPERATIONS SERVICES IN 2014 IN MONTREAL.

**"If you have a degree in a very specific type of accounting, it's a question of whether you can still use those skills – for a different type of accounting, financial analysis or who knows what."**

Yet for Concordia's newest grads, the labour-market forecast remains coloured with hope. The key, however, is for job seekers to take a different approach to their career options — or to look at options such as running their own show. (See the sidebar "Why owning a company is just good business" on page 26.)

Even though companies may not offer the same type of job security they once did, that can create new opportunities, says Ryan Desgroseilliers, BEng 14, CEO of Apisen Operations Services in Montreal. "A lot of companies are intentionally separating out the functions they used to have internally, so

it's created a lot more opportunities for people to have these new businesses that fill the niches the large players don't really want to touch themselves."

As students, Desgroseilliers and Andrew Henry, BEng 14, began a project that became Apisen. The startup works with companies to implement specialized electronic and electromechanical systems for their products. Through Concordia's District 3 Center for Innovation and Entrepreneurship, the two prepared to take Apisen from an idea to a real-world company. Six months after graduation, they received investment capital and began to build their venture.

Desgroseilliers remains connected to District 3 through its Innovation Projects, a rigorous three-month process for Concordia undergraduate and graduate students that will challenge them to create innovative solutions for established organizations ([d3center.ca/en/innovation-projects](http://d3center.ca/en/innovation-projects)).

Today, Desgroseilliers says he does far less engineering than he imagined he would. Instead, his time is mostly spent managing. That's fine — he's found that adaptability is the soul of launching a business.



DISTRICT 3 DIRECTOR XAVIER-HENRI HERVÉ SAYS WE SHOULD ANTICIPATE HOW NEW TECHNOLOGIES WILL CHANGE THE WORLD.

"If you pigeonhole yourself into a very specific job role, it's going to be very difficult," he says. "But if you specialized in something very narrow, you can still leverage those skills. If you have a degree in a very specific type of accounting, it's all a question of whether you can still use those skills — for a different type of accounting, for financial analysis or for who knows what. It's all just making use of the skills rather than trying to find that 'unicorn' job that might never exist."

This is the way of the world, says District 3 director Xavier-Henri Hervé, BEng 87, LLD 11, who founded the centre as a way to help students gain experience with innovative and entrepreneurial projects.

"Thirty or 50 years ago, people stayed with the same company their whole career," Hervé says. "Back then the life expectancy of a corporation was 50 years or more. The average age of a company is now below 14. It's a huge change. What you have at the other end — because you have online learning and other tools — is that people can actually grab skills fairly quickly. As soon as there's a demand for something, like a certain type of coder, that shortage is going to last six months or a year, and then suddenly there are more than you know what to do with."

#### BEGINNING BEFORE THEY BEGIN

Since the market for jobs in art therapy is competitive and the field is small, Noriko Baba, BFA 12, MFA 16, began researching potential positions even before she entered her creative arts therapies master's degree program. As a student, she worked as a fine arts mentor for Concordia's Student Success Centre. Even then, she says, "I was already job searching. I was looking for a supervisor — if you become a therapist or a counsellor, you need a supervisor, even after graduation."

Because she completed an internship and earned experience in a variety of different operations, Baba found a job quickly.

For these reasons, the District 3 team wants to get students acclimatized to the demands of a very modern job market





NORIKO BABA BEGAN RESEARCHING POTENTIAL POSITIONS EVEN BEFORE SHE ENTERED HER CREATIVE ARTS THERAPIES MASTER'S DEGREE PROGRAM, WHICH HELPED HER FIND A JOB WHEN SHE GRADUATED.

before they enter it. Students go to university hoping to be introduced to the knowledge they need to thrive in the working world, yet more and more the knowledge each job requires is connected with exposure to the outside world.

"The most fundamental thing is to start getting experience in your field of passion and in what you see the world of tomorrow being built with before you graduate," explains Hervé. "In today's generation, it's happening much faster than people imagine. Think of Tesla with self-driving cars — two years ago, everyone would have said, 'Yeah, sure.'"

A father himself, Hervé says that parents must be aware of how surrounded we are right now by technologies poised to change forever the way we exist in the world. "The startup is a job unlike any other job," Hervé says. "As a parent, it's hard to imagine the startup world is not risky. It's a super-fast-moving world that everyone needs to understand, but the parents of most of these 20-year-olds do their kids a favour by thinking differently and pushing their kids to get the experience! More than just working at Starbucks, or serving coffee at a traditional company, but doing some real stuff."

Hervé stresses that the work is out there. It's just a matter of harnessing the adaptability of a workforce and job market very different from all those we've seen in recent memory — harnessing it, and being able to use it to each individual's advantage. ■

—Jesse Staniforth is a Montreal freelance writer.

## WHY OWNING A COMPANY IS JUST GOOD BUSINESS

Small enterprise is Canada's main economic driver — and there's a good reason for that.

One of the oldest businesses in the world is Antinori, a family-run Italian winemaker based in Tuscany. It was founded in 1385 and, 26 generations later, has the same bloodline corking bottles of its signature wines.

Many legacy companies started as family businesses. Curious, isn't it? Longevity often favours enterprises that are backed by interlocking, parent-to-child inheritance.

For just over 40 years I've run my own business — the pan-Canadian, Montreal-based real estate firm Canderel. My company's first big development was a nine-storey office building constructed at 2000 Peel St. in 1980. Today we manage almost 24 million square feet of property across the country.

While Canderel isn't categorically small — not anymore — I've managed and spearheaded its growth since the company's infancy. Over the years, I've gained insights that explain the longevity and growth of smaller businesses and, especially, family enterprises. It can be summarized as: ownership and passion.

Hold that thought on the pre-Renaissance Antinori company and my own modern business. First, let's consider the broader economic realities — and in some cases sour grapes — that provide the larger backdrop.

According to the United States Bureau of Labor Statistics, unemployment rates south of our Canadian border as of 2017 have returned to the pre-Great Recession level of 4.7 per cent. However, many of the jobs added to the market are low-wage and low-skilled. Statistics Canada casts a larger net in defining unemployment, which helps explain why our national rate is 6.6 per cent as of March 2017. Quebec's 6.2 per cent edges on that country-wide figure.

While governments have crucial pull on levers that determine economic soundness, that climate depends on more than policy

alone. Elbow grease keeps the wheels oiled and moving. Resilient economies are characterized by people who are on the ground starting their own companies or acquiring existing ones. Purchasing



a business is an intriguing option. They can have a built-in client base and have a good reputation to work with. This option tends to be less risky than starting from scratch.

According to a study published by PriceWaterhouseCoopers in 2014, 60 per cent of Canada's gross domestic product is generated by family businesses.

About six-million people are employed within these organizations. In Quebec, there are more than 220,000 businesses, of which 98 per cent have fewer than 100 employees. Taken together, they are an incredible engine for quality job creation and the driver for our economic prosperity. A number of Canada's oldest and most successful companies are managed by birds of the same kindred feather. The names of Molson, Desmarais, Thomson, Weston and Bombardier come to mind.

An obvious question for aspiring business owners to ask is, "Where do I begin?" My short answer is to start by building a tool kit that consists of pertinent skills and experiences. Education was my real starting point.

Concordia's Bob and Ray Briscoe Centre in Business Ownership Studies offers a certificate program to support aspiring business owners. It's the kind of opportunity that makes the John Molson School of Business the consummate leader in hands-on learning.

Former Wall Street banker turned self-help guru James Altucher said: "If you don't choose the life you want to live, chances are, someone else is going to choose it for you." A way I try to inspire would-be business owners follows Altucher's logic — with a slight modification. Create your own plan or find an area whose mission you identify with strongly and, most importantly, are passionate about. ■

—Jonathan Wener, BComm 71, is chancellor of Concordia and chairman and CEO of Canderel.

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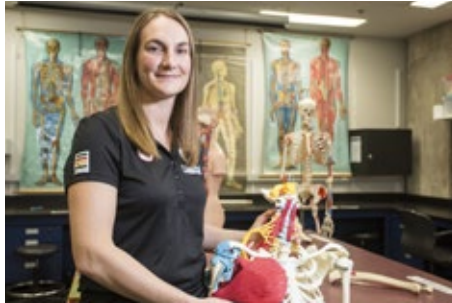
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# NEXT GENERATION



Concordia considers much more than technological change in its approach to the future of higher education

## JAMES GIBBONS

Concordia President Alan Shepard recently visited alumni in Canada, the United States, China and the United Arab Emirates. Looking ahead to the coming decade and beyond, Shepard explained his vision of the future of education and of talent. Those who attended the reunions heard him describe Concordia as “Canada’s next-generation university.”

What does “next generation” mean?

“When we say next generation, that means trying to align the quality of teaching and learning opportunities to larger trends and the grand challenges facing society,” Shepard explains. “Concordia’s very DNA is next generation. Today we are thinking

about the future and how to best serve educational needs in a changing world.”

In the present-day education framework, “next generation” may evoke 18- to 21-year olds entering university classrooms for the first time. They’re making their way from high school or CEGEPs to begin a new journey at places such as Concordia. Within the broader public consciousness, it may conjure the exponential rate of increase, proliferation and capability of digital power.

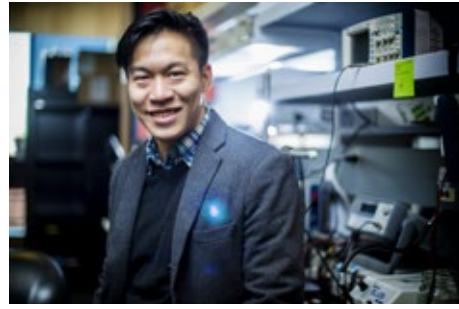
Graham Carr, Concordia’s provost and vice-president of Academic Affairs, says there’s more to being next generation than entering classes or new iDevices. Yet technology certainly does play its part. “It’s true that there are transformative, highly accelerated shifts associated with the

post-digital revolution,” Carr says. “These include the development of artificial intelligence and robotics.”

Technology certainly does play its part. “It’s true that there are transformative, highly accelerated shifts associated with the post-digital revolution,” Carr says. “These include the development of artificial intelligence and robotics.”

Concordia’s own Centre for Applied Synthetic Biology serves as an example of how the university is up to speed in that regard. Recently, professors David Kwan and Steve Shih received \$250,000 to add robotics that automate part of their research workflow. The professors are developing cancer-fighting drugs. (See “Boost for synthetic biology research” on page 6.)





THOMAS MAZEROLLES



# IT'S AN ATTITUDE OF OPENNESS

Yet “next-gen” goes further. “That kind of research is really in the frontal lobes,” says Carr, referring to areas within the pure sciences that, in some cases, sound like works of science fiction. Next generation is an attitude that can be applied much more broadly and with greater implications.

“If you look at the humanities and arts, part of it involves a capacity and responsiveness to change,” he says. “For example — how do we deal with the diversity of information we receive that is of extremely mixed quality, whether it’s from investigative reporting, Twitter or elsewhere?”

Responding to change is one thing. As Carr describes it, the tuned-in nature of being next-generation involves all kinds of considerations — and, ideally, experimentations.

## PARTICIPATION BETWEEN DISCIPLINES

Rebecca Duclos, dean of Concordia’s Faculty of Fine Arts, underscores the next-generation characteristic of bringing those from different areas of study and expertise together. “We can’t think about innovation and change if we’re only thinking about technology. Arts and culture are pathways to speculation and new narratives about more radical futures,” says Duclos.

Enter the STEM to STEAM movement. STEM is an acronym for science, technology, engineering and mathematics, representing areas often associated with the post-digital revolution. The “A” reminds us of the critical significance of the arts to these applied fields.

“There are three qualities in the arts and humanities that are essential to scientific progress,” says Duclos. The first is improvisation — finding on-the-spot solutions — a trait found in the performing arts. Another is intuition, which involves a well-honed sense of oneself and of a situation at hand. And the last is iteration. Scientists repeat experiments to validate their results. Within the arts, iteration is about pushing the limits a bit further each time.

Duclos mentions that Concordia’s nine strategic directions encapsulate the larger picture of what it means to be next generation. Of those institutional orientations — Go Beyond — is an area where the arts have a natural advantage. “I think STEAM is attractive to people because it’s inclusive, it tries to break down that



THE UNIVERSITY'S SENIOR ADMINISTRATION INCLUDES CONCORDIA PRESIDENT ALAN SHEPARD; GRAHAM CARR, PROVOST AND VICE-PRESIDENT OF ACADEMIC AFFAIRS; REBECCA DUCLOS, DEAN OF THE FACULTY OF FINE ARTS; ISABEL DUNNIGAN, DIRECTOR OF CENTRE FOR CONTINUING EDUCATION; AMIR ASIF, DEAN OF THE FACULTY OF ENGINEERING AND COMPUTER SCIENCE; AND STÉPHANE BRUTUS, INTERIM DEAN OF THE JOHN MOLSON SCHOOL OF BUSINESS.

borderline between knowledge creation and outreach," she says.

As an example, Duclos refers to a working group that pairs Concordia fine arts students with neuroscientists. "We were approached by the Brain Repair and Integrative Neuroscience Program [BRaIN] at the McGill University Health Centre," she reports. "They wanted to use the science and data emerging from their laboratory and have artists communicate the output to the public in unexpected ways."

The result is the Convergence Initiative: Perceptions of Neuroscience ([convergenceinitiative.org](http://convergenceinitiative.org)), which pairs Concordia art students with PhD and post-doctoral candidates at McGill. The 17 current projects include portraits of post-traumatic stress disorders and visualizations of neurons firing in the brain.

Duclos says it's an illuminating experience for all of those involved. "It's cross-cultural as well as cross-disciplinary. She explains that part of the magic is watching how the different types of training affect the perspectives of the researchers and the artists.

Together, they negotiate new entry points to reinterpret the data while still respecting the science. "The questions an artist might ask of a neuroscientist stop them dead in their tracks. They had never had their work translated through someone else's sensibilities."

Another next-generation move within the Faculty of Fine Arts is to place faculty members in various laboratories within the Faculty of Engineering and Computer Science as well as the Faculty of Arts and Science. Through the

Embedded Faculty Initiative, colleagues observe and explore areas beyond their usual focus, to renew intellectual curiosity across the university.

As Graham Carr says: "That's a huge piece of the next-gen mindset — to value and enable convergence. Convergence in research, in teaching, in training, between what's happening inside the university and what's happening outside."

#### URBANITES

Being tuned into a world beyond the university is apparent in the university's global partnerships and 7,000 international students, all of whom bring their own socio-cultural identities. Concordia has gone even further with the Institute for Urban Futures.

André Roy, dean of Concordia's Faculty of Arts and Science, asks the question: what will Montreal look like in the year 2050? "If you were to draw a demographic map of where populations are going most, you'd see what's called a 'gravity distribution' toward urban centres."

It's been estimated that as much as 78 per cent of people worldwide will be concentrated in cities by 2050. "This presents all sorts of challenges," says Duclos. "How do you feed that many people, where do you house them, will our Métro be able to transport such increased numbers, what does it mean for the education system?"

The Institute for Urban Futures is part of the Faculty of Arts and Sciences' Centre for Interdisciplinary Studies in Society and Culture that takes advantage of Concordia's membership in Temps

Libre, the off-campus co-working site in Mile End. Alongside its talks, workshops, courses and research projects, the institute supports Futurists in Residence, a group trying to tackle some of the challenges expressed by Duclos.

"We are creating a powerhouse of interdisciplinarity," says Roy. "We do this by encouraging connections between people, to create spaces where ideas can be freely exchanged. We cultivate boldness and creativity in the way we approach things, to establish a vibrant intellectual environment where everyone is actively contributing to our shared academic project."

Concordia's other academic faculties are also fully invested in the next generation. "We are probing some of society's most pressing challenges," says Stéphane Brutus, interim dean at the John Molson School of Business (JMSB). "JMSB will continue to adapt and grow to address how our new reality affects teaching and knowledge transfer to the increased internationalization and diversity of the student body."

"A successful next-generation engineering faculty will collaborate with other disciplines," says Amir Asif, dean of the Faculty of Engineering and Computer Science. "It will explore collaborations with business, health, law, communication, arts, design and environmental science to address the economic, political, social and environmental context of the engineering and computer science professions."

Other examples of Concordia's approach abound. Trudeau Foundation



scholarship recipient Cherry Simon, who's pursuing a PhD in the Department of Communication Studies, is working on a documentary film about prostitution as a form of colonial and patriarchal violence against Indigenous women and girls. "I applied to Concordia because the communications program has a strong emphasis on research creation," she says.

Sandeep Singh Sandhu, BEng 12, now a senior diagnostics engineer for Tesla Motors in Tilburg, Netherlands, benefited from his work terms through Concordia's Institute for Co-operative Education. "You get real work experience while studying, and it helps you understand which direction you want to pursue with your career," he says.

### TO EACH THEIR OWN NEXT GENERATION

Another ingredient of the next-gen formula consists of education for those approaching or beyond the traditional university years. Whether a person's dream is to design a hit smartphone app, learn leadership skills or find their place in the volunteer world, Concordia's Centre for Continuing Education (CCE) has something for everyone.

"We take care of students from the ages of 18 to 100," says Isabel Dunnigan, CCE director of centre. Through the accelerated movements in society, knowledge and technology development, it's given even more people an appetite to gain an edge that relates to either personal or professional needs."

In our fast-paced society with evolution in technology, industry and academics, more people want to return to school to build their professional toolbox or hone their skills.

Dunnigan points out that we live longer and are healthier than ever before. According to Statistics Canada, life expectancy in Canada today is 81 years. That, as she adds, is a reason that old rules don't apply to a new status quo. "Concordia's Continuing Education is best known as a training ground for life. It offers distinct opportunities to better answer the personal, professional and organizational growth needs of our society. One day at a time, CCE invites people from different backgrounds and stages of life to take part in our trend-setting training," she says.

"For example, we're developing a seminar series called the Third Season. This series addresses a population that has high-level competencies in their professions and, in some cases, they're retired. We find among this population a strong desire to continue to develop their understanding of life and society through relevant and meaningful educational experiences in order to continue contributing to their community."

Taking a next-generation approach doesn't just impact 18-year-olds. "It is the next generation of all community clusters," she says. "The next generation is the future. We need to stay flexible and visionary in our program development and delivery. It's continuous, it does not have an end. CCE's mission is to stay attentive and moving."

### NEXT-GENERATION ACROSS THE BOARD

Other examples at the university abound. Concordia's District 3 Center for Innovation — a startup accelerator where entrepreneurial ideas are turned into real services and products — is one piece of the university's larger picture and strategy. (See "Finding the sweet spot in the work world" on page 22.) Another is the new Aviation Think Tank — the first of its kind in the world — at the John Molson School of Business. Concordia's online learning platform, KnowledgeOne ([knowledgeone.ca](http://knowledgeone.ca)), encompasses the next-gen philosophy too.

"One area that can serve as a case study of how the next generation of students looks for something different is Concordia Library," says Carr. Now in Phase 3 — the second to last — of a massive transformation that started in 2015, the space has added new functionality. Collaboration, experimentation and communication tools for research have all been added through the reimagined space.

"I think what distinguishes Concordia from others is that we have a multilevel approach," says Carr. "We teach and think about training students — though also about how to incubate and encourage truly next-generation research."

Shepard adds, "Empowering and engaging our community are central to our mission." ■

*For more about Concordia's next-generation thinking, visit*

**[concordia.ca/about/next-generation](http://concordia.ca/about/next-generation).**

*—James Gibbons, BA 11, MA 13, is a special projects writer at Concordia.*



## Roloff Beny Foundation Fellowship in Photography: Jérôme Nadeau



JÉRÔME NADEAU

JÉRÔME NADEAU IS FOUNDER OF SOON.TW, A CONTEMPORARY ART GALLERY AND PUBLISHING PLATFORM DEDICATED TO THE PRODUCTION OF ARTISTS' BOOKS, MONOGRAPHS AND MULTIPLES.

HOWARD BOKSER

*Photography by Jérôme Nadeau,  
BFA 11, MFA 16*

Montreal-based artist Jérôme Nadeau, MFA 16, describes his images as “indexical traces of themselves. Two mirrors facing each other, infinitely reflecting themselves.”

Nadeau was the recipient of the Roloff Beny Foundation Fellowship in Photography in 2014. The \$10,000 fellowship is awarded yearly by the Concordia Department of Studio Arts’ photography program to a graduate student for his or her outstanding artistic and academic achievement. In 2013 Nadeau also won a Mildred Lande and Margot Lande Graduate Scholarship in Photography.

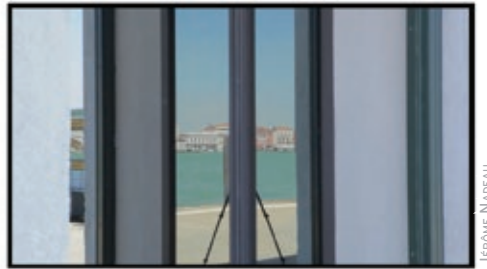
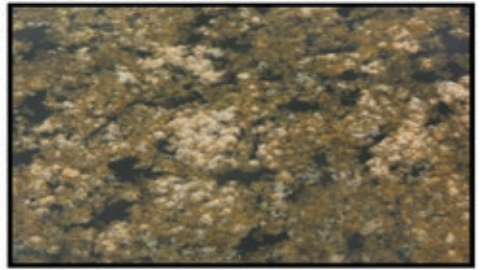
The Roloff Beny Fellowship allows a student to pursue a photography project shown at a later date. Nadeau will exhibit the first instalment of his resulting work, *Quiet Qualms*, in spring 2017 at the artist space REPENTLESS in Montreal.

Nadeau explains that *Quiet Qualms* was inspired by Argentinian writer Jorge Luis Borges. He used the fellowship funds to record video footage at the Borges Labyrinth of the Cini Foundation in Venice, Italy, and two other Italian labyrinths in May 2016. “Exploring mazes as unknown fields of incidences, I want to represent reality as an indecipherable, inescapable mesh,” Nadeau says.

In the multi-channel video installation *Quiet Qualms*, “The camera follows a lover, seemingly distant, roaming around, seeking exit,” he writes. “Looking for something that can’t be found, a void, nothingness.”

Nadeau appreciates the creative hothouse atmosphere of Concordia’s photography program. “It was a stimulating environment,” he says. “The ongoing conversation with professors and peers was precious.”

[jeromenadeau.com](http://jeromenadeau.com)



QUIET QUALMS



A timely  
look back  
and ahead  
as the  
Loyola  
Campus  
turns 100

A CENTURY AT

# 100 LOYOLA





JULIE GEDEON

André Roy, dean of Concordia's Faculty of Arts and Science, enjoys a distinctive perspective from his office on the Loyola Campus. His workplace in the Administration Building is one of his favourite spots at the university. "It's the ability to connect the past to now and the future that makes me really appreciate this space," Roy says.

"The century-old architecture and elaborate woodwork have me imagining the echoing steps of the Jesuit teachers walking the corridors to their classrooms and residence," he adds. "Yet when I look out my window across the courtyard I see the Centre for Structural and Functional Genomics Building, for example, and envision what a difference the scientific research being done at this campus will make to our future."

That future will see the Loyola Campus enter its second century, as it celebrates its 100th anniversary in 2016-17. The Jesuit college's first buildings on the west-end Montreal site opened in the fall of 1916. Since then, the campus has evolved as an educational and cultural hub that has maintained a distinct character in harmony with its now primarily residential surroundings.



Concordia University

ANDRÉ ROY, DEAN OF THE FACULTY OF ARTS AND SCIENCE, IS A STRONG PROONENT OF THE LOYOLA CAMPUS. HE REPORTS THAT A NEW PROJECT WILL HELP KEEP THE LOCAL COMMUNITY AWARE OF THE CAMPUS ENGAGEMENTS. "THERE ARE MANY LECTURES, CAFÉ DISCUSSIONS, PUBLIC GARDENING OPPORTUNITIES AND WELLNESS ACTIVITIES THAT WE NEED TO PROMOTE BETTER."

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THEN AND NOW

## ON THE FARM

After becoming an independent institution in 1896, Loyola became incorporated as a college by the Government of Quebec to provide a classic curriculum in English, although it maintained French as a vital component. The Jesuits, led by Father Gregory O’Bryan, arranged for 42 acres (17 hectares) of farmland to be purchased from Arthur Décarie in 1900. The newly acquired property — a long but pleasant 8-km horse-and-buggy ride from the city — remained agricultural for more than a decade as funds were amassed for construction.

In 1912, when it became clear there was no longer enough space in their Drummond St. building, the Jesuits decided to begin transforming the “Loyola farm” into a campus. Father Thomas J. MacMahon, the new rector, wanted buildings inspired by the great English

universities. “That’s why the original structures have such an Oxford character to them,” says Miriam Posner, BSc 74, MBA 89, manager of Planning and Academic Facilities for Concordia’s Faculty of Arts and Science. Posner has worked at the university for more than four decades.

Instead of designing one building, the architects respected MacMahon’s vision “to follow the modern English tendency towards separate buildings for each department, to connect these buildings to cloisters and treat the quadrangles thus formed as lawns and flower gardens,” as T.P. Slattery, BA 31, outlined in the *Loyola College Review*’s June 1915 edition.

The Jesuits sought architectural language consistent with their buildings in other parts of the world, a collegiate style that reflected their affinity with their European and American colleagues.

Work proceeded in stages to accommodate a limited budget. The first two buildings, the Refectory and Junior Building — home of the high school — were the first to be constructed between 1913 and 1916, along with the first two storeys of the Administration Building.

Slattery, who also wrote *Loyola and Montreal: A History* in 1962, described the new college and grounds as manifesting the rector’s taste in every way, despite others wanting greater frugality exercised: “For example, the magnificent solid oak doors of linen-fold design leading to the chapel, offices and parlours on the main floor of the Administration Building, although luxurious for those difficult days, are now valued as prized possessions.”

Protecting this valuable architecture forms part of the current renovation of the Administration Building. “We need to preserve our heritage,” Roy says. “However, we’re also creating more natural light to make it a brighter space and to reflect the value of transparency embraced by our faculty and staff.”

“The Jesuits wanted architectural language consistent with their buildings in other parts of the world because this was important to their brand.”

## WAR YEARS

Back at the start of the First World War, however, the greater thrift sought by others was raised once again as the college entered a dire financial period with so many young men sent off to Europe. The rebuilding only resumed in 1921 with the second phase of the Administration Building, and was eventually completed in 1927.

All the maples now lining both sides of Sherbrooke St. in front of the campus were among the 36 originally planted in 1922 as memorials to the Loyola boys who died in the Great War. One more was added a year later when another Loyola war fatality was discovered. Nearly 300 students and alumni had served in all.

Appointed in July 1918, Father William H. Hingston had only been the new rector for a few months when he watched students leave their classrooms





for military service. The limited construction immediately after the war focused on completing a covered stadium in 1924. It attracted more of the community that was already making use of the outdoor fields and ice rinks for sporting activities.

A generous donation by Francis C. Smith, a 1917 graduate who took the required vow of poverty upon entering the Jesuit priesthood, permitted the replacement of a small original chapel with the new large chapel and auditorium designed by architect Henri Labelle that opened in 1933, providing a place of worship for English-speaking Catholics. The chapel continues to be a place of ecumenical worship as well as other events.

The post-Second World War years saw Loyola's college and high school enrolment boom. The 160 per cent increase in college population was attributed in good part to Loyola expanding its curriculum to include a Faculty of Sciences in 1940. The need for additional space, including student accommodations, led to the construction of the Central Building in 1944 in the original campus style to join up the Administration Building, Refectory and Junior Building.

### MODERNISM ARRIVES

Loyola's modern age began with the establishment of the Faculty of Commerce in 1948 and the introduction of several major specialization programs, starting in 1953. In 1959, a few night courses were introduced and female students were admitted for the first time. That same year, Katherine Waters became the first woman to teach at Loyola. The English professor caused quite a kerfuffle when she ventured to borrow some coffee cups from the college dining room. The Jesuits in residence made it clear their eating quarters were still off-limits to women.

The Drummond Science Complex, opened in 1961, heralded an era that broke away from Loyola's original type

of architecture in favour of modern structures that could be built with less money and time to create space for a burgeoning student population. The windowless rotunda facing Sherbrooke St. caused the most consternation.

Yet function trumped form in those years. Cement and steel were largely replacing brick-and-mortar structures everywhere in North America at that point. Steel beams facilitated building structures with much larger rooms that could be divided with temporary interior walls as required and later opened up again.

### RAPID CHANGES

Mary Baldwin, who became an associate professor in the Department of Chemistry and Biochemistry, started

her career at the former Science Library in the Drummond Science Complex in 1962. She witnessed many changes over the next 34 years. "Loyola used to be a small, intimate campus where you knew quite a lot of the people from other faculties," she recalls. "Jesuit fathers still taught many of the courses, and the Loyola High School boys were still floating about campus. There were a lot more trees and, of course, fewer buildings."

It would be another two years — 1964 — before Hingston Hall was built as a student residence and the Georges P. Vanier Library opened with space for 150,000 volumes and 600 library users. A later \$8.5-million extension and renovation doubled the library's seating and shelf capacity by 1989.

**"Even today, there's more of a tight-knit community at Loyola. Although it's changed a lot, it remains the same in some good ways."**



LESLIE SCHACHTER

MIRIAM POSNER, MANAGER OF PLANNING AND ACADEMIC FACILITIES FOR THE FACULTY OF ARTS AND SCIENCE, BEGAN WORKING AT THE LOYOLA CAMPUS SOON AFTER GRADUATING FROM THE LAST CLASS OF SIR GEORGE WILLIAMS UNIVERSITY IN 1974.

The Bryan Building was constructed in a record seven months and opened in early 1971 to house the communication arts and psychology departments and some biology facilities. The Department of Journalism would be situated there when it started in 1975.

An increasingly active 1960s student body led the college to plan a dedicated building for them. The Loyola Campus Centre opened six years later sporting hip orange- and-brown furnishings, with funds raised partly from alumni and student contributions.

Baldwin recalls the rampant changes of the mid-1960s into the early 1970s. "More of the Jesuit teachers were retiring and the student population became much larger and more diversified," she remembers.

The 1990s began with two major changes. The Department of Psychology

moved into the former Loyola High School, and thanks to a \$4-million campaign, the 570-seat Oscar Peterson Concert Hall opened its doors. The hall features variable acoustics to satisfy different uses and often holds events of interest to the greater community.

### TIGHT-KNIT CAMPUS

Posner has a special relationship with both campuses, being from the last graduating class of Sir George Williams University in 1974, just prior to its merger with Loyola to form Concordia University. With a degree in biochemistry, she was offered five jobs on the same day, yet immediately became enchanted with the Loyola Campus upon her first real visit there.

"To be honest, I didn't really even know where it was," she admits. "I had driven past it and wondered about the building with a tower, but didn't know

what was there, let alone how wonderful the campus is."

Posner recalls picnic-table lunches and enjoying watermelon on hot days atop the Drummond Building. "Even today, there's more of a tight-knit community at Loyola because there are fewer places to venture off campus for lunch or coffee," she says. "Although it's changed a lot, it remains the same in some good ways."

### MAJOR REVITALIZATION

However, the Loyola Campus entered an uncertain period in the years before the millennium. Posner credits Lillian Vineberg, BFA 83, for heading a task force in 1997-98 that recommended a revitalization of the campus. Vineberg also oversaw some of that renewal as chair of Concordia's Board of Governors from 1993 to 2003.



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## LOYOLA TODAY

In the past 15 years, the Loyola Campus has emerged as a major centre of science research, and is home to an impressive number of new and upgraded buildings. Here is an overview of the buildings added or renovated in the 21st century.

**1 Richard J. Renaud Science Complex:** Opened in 2003, the state-of-the-art teaching and research facility houses the natural sciences, laboratories, a biology greenhouse and adjacent incubators adapted for research needs. The complex is named after Richard J. Renaud, BComm 69, a philanthropist and long-time Concordia supporter.

**2 Communication Studies and Journalism Building:** By 2005, the former Drummond Science Building was renovated and expanded

for the communication studies and journalism departments. The building is designed to integrate new technologies, including a fully digitized radio and television broadcast operation, network access, high-tech classrooms, new media and computer labs, and studios with a full array of high-end audiovisual equipment.

**3 PERFORM Centre:** Opened in 2011, the centre brings researchers, students and the community together in a leading-edge clinical research facility. Its purpose is to create a highly integrated and comprehensive environment that promotes healthy living. Research at PERFORM focuses on how to best manage injury, chronic disease and quality of life by making changes in lifestyle and behaviour. (See "Peak PERFORMANCE" on page 16.)

**4 Centre for Structural and Functional Genomics:** The state-of-the-art core genomics facility opened in 2011. The work being done at the centre is more relevant than ever, as the emergence of genomics,



The university's Master Space Plan 2000-2015 has since opened a new chapter for the campus, introducing an impressive slate of facilities for the sciences, preventive healthcare and research, as well as other studies. (See "Loyola today" on page 36.)

"Loyola is attracting some of the world's brightest young faculty because they recognize that the campus and the university have become an important hub of multidisciplinary scientific research," Roy says. "The surrounding community is also slowly recognizing the increasing role that this campus is taking in promoting overall health and wellness."

#### COMMUNITY ENGAGEMENT

For instance, the dean headed the creation last year of the Beyond Disciplines event series to promote an exchange of information and dialogue

among the humanities, social sciences and science sectors within the Faculty of Arts and Science ([concordia.ca/beyonddisciplines](http://concordia.ca/beyonddisciplines).)

"The events seek to foster a sense of curiosity and community by inviting participants to discuss a wide variety of timely topics — from gene editing to the role of our senses in research," says Elisabeth Faure, the faculty's communications advisor. "By inviting the community at large to attend these events with Concordia's faculty members and researchers, we hope to share our academic project within and beyond the university's walls."

Roy hopes to see more such community engagement as Concordia makes its Loyola strengths better known. "I also wish for every student to have the opportunity to take at least one course at Loyola during his or her studies in order to experience this more contemplative

and community-oriented space, and to interact with another segment of the city," he adds.

He expects Concordia to become better recognized over the next decade on the strength of the groundbreaking, multidisciplinary research and innovation taking place at Loyola. "I would like Concordia to become a world-leading game-changer over the next century in a way that makes both our university and the City of Montreal proudly stand out on every map," he says. ■

*Concordia and Héritage Montreal are working together to establish a regular tour of the Loyola Campus to make its iconic buildings more familiar to Montrealers and visitors to the city.*

—Julie Gedeon, BA 89, BA 01, MA 09, is a Montreal-area writer and writing instructor.



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synthetic biology and bioinformatics has revolutionized the way the pharmaceutical and agricultural industries conduct research and development.

**5 Recreation and Athletics Complex:** Upgrades at the Recreation and Athletics facilities began in 2003, adding two new playing fields with top-notch artificial surfaces and outdoor lighting. In 2009, the south field obtained a seasonal dome, and four years later the Ed Meagher Arena ice rink was enhanced to meet NHL standards. Further improvements are in the works.

**6 Loyola Jesuit Hall and Conference Centre:** As the result of a successful \$4-million fundraising campaign, the Refectory, one of the original Loyola Campus buildings, was renovated and transformed in 2012. The work restored many of the Refectory's special features and once again made this historic building an important gathering place for community and social events. "The

refectory is the final jewel in the crown of the renewed quadrangle," says John Lemieux, BA 66, who co-chaired the Loyola Refectory Restoration Campaign. He adds that the restored building symbolizes "a reconnection between the alumni and Concordia, and a recognition of the Jesuits' legacy on Loyola Campus."

**OTHER CHANGES:** The **Jesuit Residence** received a complete overhaul to provide 52 residence bedrooms by 2006. The **Vanier Library Building** obtained integrated compact shelving and better facilities for collection services in 2013. **Hingston Hall** also received a facelift, along with two new auditoriums. The original Vanier Library Building dating back to 1964 became the **Vanier Extension** after the new Vanier Library opened in 1989. In 2005, the second and third floors of the older building were renovated and refitted to accommodate the specific needs of the Department of Applied Human Sciences.

A portrait of Kathleen Boies, a woman with long brown hair, smiling and wearing a blue button-down shirt. The background is a blurred office setting.

TAPPING INTO THE FIELD OF ORGANIZATIONAL PSYCHOLOGY, KATHLEEN BOIES SEEKS OUT NEW WAYS OF TRAINING FUTURE ORGANIZATIONAL LEADERS.

CONCORDIA UNIVERSITY

# The human side of human resources

Researchers at the Department of Management search for psychological clues to help organizations better administer their most valuable assets: people

WAYNE LARSEN

Before Concordia's John Molson School of Business (JMSB) donned its current name in 2000, it was known as the Faculty of Commerce and Administration. When people think of business schools like JMSB even today, they might first consider the commerce side — finance, accountancy and marketing.

Yet the administration end of things is as vital as ever, as companies continually seek to improve their management, human resources and organizations.

Concordia research in this field taps into areas outside of traditional

business studies. To reveal methods to train effective leaders, improve employee wellbeing or help women rise in the ranks, Department of Management faculty employ theories of organizational psychology to examine the human side of corporate industry.

"I've always been interested in psychology," says Kathleen Boies, Concordia University Research Chair in Leadership Development and professor in the Department of Management. "I'm really interested in how leaders can shape how other people think — by their vision, by how they articulate it and by how they shape how people think together," she says.

Boies's early academic interest in the field of organizational psychology has over the last few years slowly evolved into a focus on leadership development.

She eagerly dispels a common misconception that leaders are born and not made, citing results of a major study she co-authored six years ago. This study required a student actor from Concordia's Department of Theatre to play a manager who displays different leadership behaviours in a series of scenarios developed by a professional stage director. Each of these scenes was filmed and shown to 44 teams of subjects as they carried out a "resource-maximization" project using Lego blocks.



## “If an actor can be trained to display these different leadership behaviours, then other people can also be trained to do the same.”

“Working with an actor and a stage director was fun to do,” Boies relates. “This actor displayed various leadership behaviours under experimental conditions, which led to different levels of performance and different types of communications within the teams. In the end, there were some really interesting differences, depending on the leadership style the actor displayed.”

That study’s methodology underscores Boies’s assertion that leadership can be taught. “If an actor can be trained to display these different leadership behaviours, then other people can also be trained to do the same,” she says.

### ENHANCING THE COACHING EXPERIENCE

Boies is currently working on two large-scope projects, both funded by Social Sciences and Humanities Research Council of Canada grants. One, in collaboration with Louis Baron of Université du Québec à Montréal, requires what Boies calls a “quasi-experimental methodology” and aims to improve the executive coaching experience. Boies and Baron work hands-on with several local companies, mainly in the financial and transportation sectors. They have organized a process by which people being coached for leadership positions are subjected to one of two different methods.

“We have people in the field who are starting a coaching process, and we assigned some of them to a structured coaching — a way to think about your experiences to extract more meaning from them,” says Boies. “You go through experiences and you may learn nothing from them, but this coaching technique might make your experiences more meaningful.” For this study, half of those being coached have been assigned

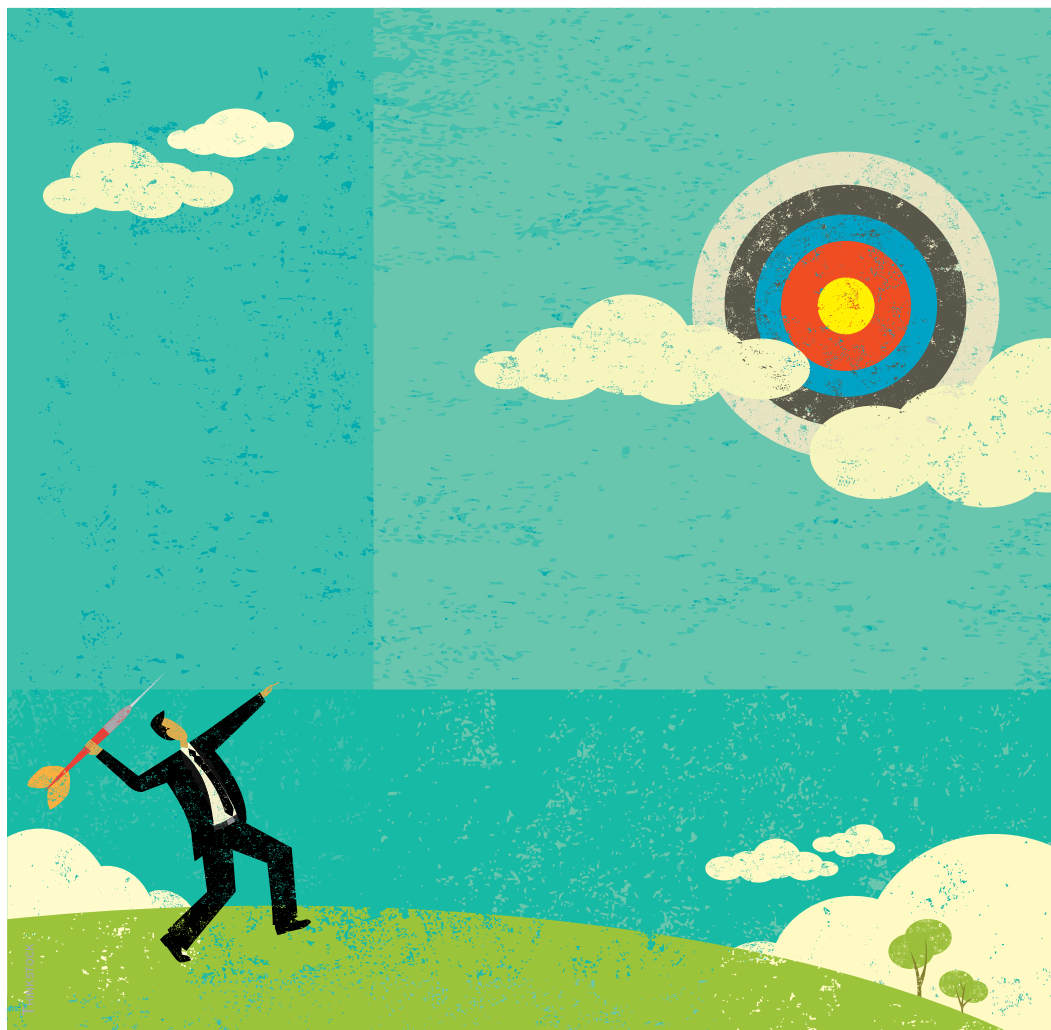
the structured technique, while the other half are following the regular coaching process.

“We’re following them over a period of several months and looking at their coaching process and whether or not they become more adaptable and flexible in the end,” she says. “We think that if you can extract more meaning from your experiences, you’ll gain a better understanding of how to act in different situations and have a better understanding of your environment and what behaviours are appropriate in different situations.”

### WORK-LIFE BALANCE AND CAREER GOALS

Boies’s other current study looks at the differences between men and women in their respective career advancements. Undertaken in collaboration with Tracy Hecht, associate professor in the Department of Management, the study uses data collected mainly from healthcare professionals and students. It aims to shed light on how men’s and women’s career paths generally differ — and how that affects their assumption of leadership roles.

“One of the hypotheses we have is that women go through life stages differently than men,” says Boies. “At the time leadership opportunities happen, many women are at a stage of their life





CHRISTIAN FLEURY

MONTREAL NATIVE TRACY HECHT'S WORK SEARCHES FOR WAYS TO HELP INDIVIDUALS ACHIEVE WORK-LIFE BALANCE.

where it's not really possible for them to engage in those activities — and that might explain some of the differences in the representation of women and men in top-level positions.”

Much of this has to do with work-life balance, Hecht explains. “I’ve been doing a lot of work on the work-home interface, trying to understand what it’s like to be a person who plays multiple roles and how working parents manage to both engage in their work while raising a family simultaneously — which can be a struggle for many people,” she says.

### CHALLENGING TRADITIONAL ROLES

Hecht’s own research examines working parents’ roles within the family. “When we think of a traditional family, we often think of a family with dad as the breadwinner and mom as the caregiver,” she says. “A slightly more modern version is the neo-traditional family, in which dad has a ‘career’ and mom has a ‘job.’ In this neo-traditional model, mom is in the workplace but she is still assumed to be the caregiver at home, and dad’s role at home is still to be the financial provider.”

This view of families is outdated, Hecht points out. “In research conducted by my doctoral student, Heather Cluley Bar-Or, we find that this neo-traditional model is not the only way to be a dual-income family;

it’s not even the most common way,” she says. Only one quarter of the couples in our study of dual-income couples with young kids were neo-traditional. On the other hand, approximately 45 per cent held egalitarian identities. Of these couples, both mom and dad want to provide financially and be role models for their kids. Both want to provide hands-on care at home.”

The study found that these identities trickle down into the day-to-day decisions and routines of dual-income couples. “So it’s not always mom who will rearrange her work to take care of her kids. In fact, much of the time, dad is doing the same,” Hecht says. “We cannot continue to assume that moms will be unavailable to work because of sick kids or need to leave work early to pick them up. We need to recognize that there are many ways to be a dual-income couple — that couples are creative at finding ways to balance work and family, that there are both men and women who want career advancement, and both men and women who want to care for their families. We need more organizational structures to support those efforts and fewer assumptions about the roles that men and women play in the workplace and at home.”

### BATTLING BURNOUT

The interrelated factors of stress, work-life balance and employee burnout form a large part of the research of Alexandra Panaccio, associate professor in the Department of Management. “I was a lawyer for a short period of time before realizing I wanted to be in academia,” says Panaccio. “I was interested in leadership at all levels of an organization, not just at the top, and became interested in employee wellbeing by examining the relationship you have with your workplace.”

One of Panaccio’s main areas of interest in employee wellbeing is occupational burnout. Symptoms of the all-too-common condition include the chronic fatigue, lack of motivation, anxiety and depression that come about as a result of their jobs. This often leads to employees taking prolonged stress leaves. “There’s a lot of research on this because burnout issues are very costly for organizations,” she says. “People who stay with an organization for all the wrong reasons are more likely to experience burnout. Even if it’s a good job with a good salary and great benefits, you can still burn out if you stay for instrumental reasons.”

ALEXANDRA PANACCIO, WHO EARNED A LAW DEGREE FROM UNIVERSITÉ DE MONTRÉAL BEFORE SWITCHING TO ACADEMIA, INVESTIGATES WAYS OF AVOIDING EMPLOYEE BURNOUT.



Concordia University





INGRID CHADWICK RESEARCHES HOW WOMEN TACKLE BUSINESS LEADERSHIP ROLES.

## “Burnout issues are very costly for organizations. People who stay with an organization for all the wrong reasons are more likely to experience burnout.”

Although today’s employees tend to jump from company to company more frequently than those of previous generations, a change of employer might not diminish the risk of burnout if an employee remains in the same job. For example, an engineer specializing in quality assurance who frequently switches employers yet is really not that passionate about that area of engineering remains at risk, she points out.

Panaccio adds that stress is certainly not limited to those in the workforce, and lately she has been looking at the ways in which students find life balance and deal with daily stress. “It’s well documented that students experience a lot of stress throughout their studies,” she says. “But much of this stress occurs during the first year of university, where there’s a big transition from being in CEGEP [or high school for those outside Quebec] to being in what is almost a workplace environment in terms of responsibility and the teamwork requirements, and you have to manage a lot more things.”

Many students have even more on their plates than full-time employees. “Most of our Concordia students have jobs — not

necessarily high-level jobs — but they have to balance these jobs, their studies and then their personal lives,” says Panaccio. “Often they don’t have kids, but maybe they have parents or siblings they have to care for. They have their personal sphere, their school sphere and their work sphere — which is a lot! So it seems to be very worthy of investigation. If we understand how people can be equipped to deal with these stressors, maybe there’s a way we can intervene early on for future employees.”

### THE STALLED GENDER REVOLUTION

Factors of stress, balance and life stages also figure in the research of Ingrid Chadwick, assistant professor in the Department of Management. Her current project, in collaboration with Alyson Byrne of Memorial University in St. John’s, Nfld., focuses on women in leadership roles — the promotion of women in the workplace and what’s really in it for them when they do attain leadership positions.

“There’s a high demand for women in leadership; organizations are being pushed to help facilitate their success,”

says Chadwick. “Women are asked to lean in and fight to get a seat at the table, to have an impact — which is great. But if you look at the numbers, nothing’s really changing. We call it the ‘stalled gender revolution.’”

Citing hurdles such as work-life balance, discrimination and biases, Chadwick points out that women face many challenges in fitting into traditionally male-dominated leadership roles. “So I’m trying to understand how we can help women lean in and take on these leadership roles if there’s really not much in it for them. This is where we started the study, thinking there’s got to be a positive side to the story.”

Chadwick and Byrne are interviewing subjects from a wide variety of professions and industries, including fashion, law enforcement, academia, manufacturing, information technology and publishing. “So far we’ve interviewed about 25 women in senior leadership roles and it’s been fascinating to hear their stories,” she says. “We’re seeing some patterns in their experiences so far, where absolutely there are challenges to get into senior leadership roles, particularly related to how they balance being a woman and a leader.”

Many of these women are mothers, Chadwick adds. “They try to be proud of that and in the process they are role models for their children,” she says. “You may not always be present at the school plays but you offer a lot of other things, such as the notion of being a leader and giving them some of that to follow as an example. More generally, these women really appreciate how their leadership role enables them to have a positive impact and to develop and empower others in their organizations; this is a much more encouraging side of female leadership that we don’t hear much about.” ■

—Wayne Larsen, MA 14, is a Montreal freelance writer.





TAKING  
A BITE  
OF THE  
**BIG**  
APPLE



## CONCORDIA ALUMNI ENJOY A NEW YORK STATE OF MIND

Although Concordia's 200,000-plus alumni can be found around the world, the largest international contingent go to sleep each night in or around the City That Never Sleeps. Wall Street, Broadway, the United Nations and more have enticed nearly 1,000 grads to the New York City region. (Many have also been lured to California – see the sidebar “Staking their claim in the Golden State” on page 48.)

We introduce you to five alumni who have succeeded in making it there.

### THE ART OF DIPLOMACY

Michael Grant, who's represented Canada around the world, now relishes his United Nations posting

Veteran diplomat Michael Grant, BAdmin 92, finds the multilateral world of the United Nations very different from his previous international postings.

As ambassador and deputy permanent representative of Canada to the United Nations, Grant works with a dedicated team representing Canada across the complete spectrum of UN bodies and activities in New York City. He also chairs the Working Group of the Whole of the UN's Special Committee on Peacekeeping, as well as the Ad Hoc Advisory Group on Haiti as part of the Economic and Social Council. Grant also co-founded the Bridge Group on UN budget issues to help find common ground between member states.

Grant, who joined External Affairs and International Trade Canada in 1994, served as Canada's Ambassador to Libya from 2012 to 2013, following assignments in Serbia (1995), Turkey (1996-1998), Argentina (1998-1999) and Mexico (2001-2004).

“In this diplomatic world you are committed to serving abroad,” says Grant. “Going from Libya to New York, I went from a place where security was our number one concern, to a city where I no longer had a protection team. But the adjustment was mostly going from a bilateral to multilateral world at the UN.”

No matter where he is posted, Grants says what he likes most about his job is representing Canada. “It sounds a little corny but that still gives me a thrill,” he says.

Grant reveals that there is behind-the-scenes camaraderie at the UN, despite public differences. “I have 192 interlocutors – the UN has 193 members – so on a daily basis I am engaging with various levels of depth with 30 or 40 counterparts,” he explains. “Everybody recognizes you are here to defend and advocate for your national positions. That is the nature of diplomacy. But at the same time we are all human beings. You can be in a meeting room at one moment for a robust heated debate, and the next moment you could be sitting beside the same



PHOTO COURTESY MICHAEL GRANT

MICHAEL GRANT (RIGHT), AMBASSADOR AND DEPUTY PERMANENT REPRESENTATIVE OF CANADA TO THE UNITED NATIONS, SAYS DIPLOMACY IS “ESSENTIAL IN OUR POST-GLOBALIZATION WORLD.”

person, co-operating on a different issue.”

Grant loves living in New York with his family. “It is one of the great cities of the world,” he says. “I’m from New Brunswick, and there are elements of New Yorkers that remind me of Maritimers: they are people who grew up on the coast. I call New Yorkers the most direct polite people in the world because they are polite at heart but they can be a little bit in your face, which is fun.”

Grant tips his hat to Concordia and Montreal. “They gave me a good understanding of what it was like to be a Canadian in the world,” he says. “At Concordia, sports – rugby – shaped my experience as much as academics. We were just a bunch of guys who enjoyed rugby and we still get together each year in New York City at a tournament we started in the Big Apple in 1989.”

Having travelled widely, Grant underscores “the tremendous system of education we have in Canada. When you have conversations in various parts of the world, inevitably somebody in that chat will have studied in Canada or wants their kids to study in Canada,” he says. “Concordia, like a lot of universities in the country, is world class. I’m always out there selling Concordia. I think it’s a tremendous school.”

—Richard Burnett, BA 88



COURTESY OF JULIE RICHARD

JULIE RICHARD IS CHIEF COMPLIANCE OFFICER OF PRIVATE BANKING FOR BROWN BROTHERS HARRIMAN IN NEW YORK CITY.

## FROM POLITICAL SCIENCE TO WEALTH MANAGEMENT

Julie Richard took chances on her way to a successful career

Today Julie Richard, BA 96, holds the impressive title of chief compliance officer (CCO) of Private Banking for financial services firm Brown Brothers Harriman in New York City. Yet when she graduated from Concordia with a BA in political science in 1996, she wasn't sure what she would do with it. Since the Canadian economy was struggling at the time, she looked south of the border.

"I took a gamble and invested a fortune to attend law school in New York City, where starting salaries are three times what they are in Montreal and where I assumed I could network myself into a job," Richard says.

Richard contends that the quality of her law school education wasn't half as good as the one she received at Concordia — at 20 times the cost. "Everything, however, went according to plan and I managed to graduate magna cum laude and land a job at a premier New York law firm," she says. "People don't appreciate how good they have it in Montreal and at Canadian universities."

### A CAREER IN HEDGE FUNDS

Richard knew even then that she wanted to specialize in hedge funds, which use high-risk investment methods in hopes of realizing large capital gains. So she took the step towards becoming a financial services lawyer. When her former boyfriend was transferred to London in 2002, Richard left her dream job in New York for a British law firm, where she had to requalify as an English solicitor. She was there for almost three years.

**"People don't appreciate how good they have it in Montreal and at Canadian universities."**

"I loved London, but when he [the boyfriend] was transferred back to NYC I decided to broaden my skills," she says. "I went from a hedge fund lawyer to working as a broader asset management lawyer. I started working at AXA Advisors, where I could cover broker-dealer, investment-advisor and investment-company act issues."

Three years later Richard joined Bear Stearns. "Well, we all know how that ends," she admits — the global investment bank failed in 2008 as part of the global financial crisis and recession. "I did meet my husband there, so it was worth it," Richard adds.

She was later recruited to spearhead the hedge fund practice of a New York law firm. In 2011 her old boss at AXA Advisors — then CCO at Brown Brothers Harriman — asked her to join her. Richard jumped at the opportunity and has been at Brown Brothers Harriman ever since.

Several corporate restructures later, Richard is now CCO, Private Banking. "Change management and multitasking are my forte, apparently," she says.

Richard only has good memories of her time at Concordia. "I loved it there," she says without hesitation. "Most of the professors were passionate and the school was always supportive. While getting an education is much cheaper in Canada, the quality of graduates is impressive." Richard notes with pride that her nephew is now attending Concordia.

"I love staying involved with the university as much as I can," she says. "Other successful Concordia NYC alumni I know also feel the same way, and we all like to get together as often as we can and reconnect."

—Toula Drimonis, BA 93



## CHAMPION OF ATHLETICS AND COMMERCE

Paul Levesque has represented Canada in the New York City investment and amateur sport circles for nearly five decades

The life and times of Montreal-born Wall Street investment banker Paul Levesque, BA '57, have been nothing less than extraordinary. In 1960, Levesque began his career at Canadian stock brokerage Nesbitt Thomson, before joining Shields & Compnay in New York City in 1968.

"I thought they wanted to hire me to open an office in Montreal, but their intention was to have me move to New York," Levesque recalls. "So I thought, what the hell, I'll go down and give it a try for a couple of years. If I make it or not, I can always come back. And I've been in New York ever since!"

He joined investment banking firm Coady Diemar Partners as senior advisor of Investment Banking in 2004.

Levesque has seen it all, yet says one moment that stands above others is 9/11, when this quintessential New Yorker — who lives on Park Avenue in Manhattan — was actually visiting Quebec at the time. "I have a country house in Cacouna, Que., located near Rivière-du-Loup, and was down there when I got a call from my sister telling me to turn on the TV," Levesque says. "That was a big shock. I got back to New York five days later."

### SPORTS INSIDER

As a star amateur athlete, Levesque's bobsleigh and luge career highlights include Canadian national team gold medals at various championships, and he participated in the 1968 Grenoble Olympic Games as a Canadian National Luge team player and coach.

Then in 1977 Levesque founded the hugely successful Canadian Association of New York's Annual Hockey Achievement Award Dinner. The association turned the dinner into an annual event with Levesque at the helm for over 30 years. Levesque continues in the role of chairman emeritus. The dinner benefits local New York charities, and honourees over the years have included hockey legends Gordie Howe (1984), Maurice "Rocket" Richard (1985), William "Scotty" Bowman (2002) and Wayne Gretzky (2012).

His own honours include the 2012 Queen Elizabeth II Diamond Jubilee Medal. In 1986 he was made an honorary traditional chief of Tabou in Côte d'Ivoire, in appreciation of the growing co-operation between Canada and that country. "I flew to Abidjan, stayed at the Canadian embassy, and drove to Tabou for the ceremony, where I was robed and anointed with oils," Levesque recalls. "It really was quite something, one of the most rewarding trips I've ever been on."

During his time at Loyola College, one of Concordia's founding institutions, Levesque participated in varsity skiing and other intramural sports, and was inducted in the Concordia University Sports Hall of Fame in 1983. In 2011 he received the Benoit Pelland Distinguished Service Award from the Concordia University Alumni Association at its 20th Annual Alumni Recognition Awards Banquet.

"I was a normal student, not overly competitive, and I enjoyed my time there," Levesque says of his Loyola days. "I do miss Montreal a little. I love the city, but there is always something going on in New York. If I want to go to a hockey game, I'll call up Glen Sather, the president of the New York Rangers, who is a good friend of mine: 'Hey Glen, I'm coming over tonight for the game.' This city offers everything you could possibly want, and I live in the middle of it all."

—Richard Burnett

"I flew to Abidjan, stayed at the Canadian embassy, and drove to Tabou for the ceremony, where I was robed and anointed with oils."



RYAN BLAU/PBL PHOTOGRAPHY

PAUL LEVESQUE RECEIVED THE CONCORDIA UNIVERSITY ALUMNI ASSOCIATION'S BENOÎT PELLAND DISTINGUISHED SERVICE AWARD IN 2011.

## CHASING A DREAM

Tyler Chase has stayed the course through the challenging world of indie filmmaking

After years working in independent film and theatre, filmmaker Tyler Chase, BFA '79, hopes to conquer both worlds with her new documentary film *Touched by Duse* about Eleonora Duse (1858-1924), the Italian actress considered to be the mother of modern acting.

Chase, born in Sherbrooke, Que., at age 11 moved to Montreal, the city she calls home and where she studied at Concordia in the late 1970s before moving to New York City in 1979.

"I came to New York because I was a theatre major at Concordia, where my mentor was Professor Norma Springford," says Chase. "She was an amazing woman who took me under her wing, and who thought I could make a go of it in New York. So I came here and, with a scholarship, studied with Uta Hagen and Herbert Berghof at the HB Studio."

Chase then worked as an actor, director and playwright, producing Off- and Off-Off-Broadway shows before returning to school, completing her studies at the New York University film program. While at NYU she shot her 16-mm narrative short film about a violent gay bashing, *Urban Inquisition*, on location in New York's West Village in 1998. "The film was very gritty and well received at the New York International Independent Film and Video Festival," Chase says. "It was ahead of its time, before *Boys Don't Cry*. A year later I followed that up with a short satire called *Fowl Play*, starring Jack Mulcahy."

### STAR POWER

Chase would continue as a freelance photographer and director of photography over the years. At the same time, she worked to complete her own independent films through her indie film and entertainment company, L'ORAGE Productions, which she founded in 1998. Chase says her upcoming documentary film,

**"I was a theatre major at Concordia, where my mentor was professor Norma Springford. She was an amazing woman who took me under her wing."**



LISETTE CEVALLOS / COURTESY L'ORAGE LTD

TYLER CHASE, RIGHT, WITH ACTORS ELLEN BURSTYN AND JENNIFER DALE. THE ACTORS PARTICIPATED IN CHASE'S DOCUMENTARY *TOUCHED BY DUSE*, A TRIBUTE TO THE PIONEERING ITALIAN ACTRESS ELEONORA DUSE.

*Touched by Duse*, is a collaboration with Canadian actor Jennifer Dale and features the participation of American film stars Ellen Burstyn and Paul Sorvino.

"We've already had a few screenings, but right now I'm trying to get an interview with Al Pacino for the film because Pacino loves Duse," Chase says.

Chase says New York showbiz is not all glitz and glamour: "The journey has been tough," she admits. "You know, a lot of documentaries that you see are prefabricated. Mine are real. And it takes time and a lot of patience. You have to be very dedicated, and I really hope 2017 is our breakthrough year."

Although she considers Montreal home, Chase has no plans to leave New York anytime soon. "New York is very expensive," she says. "I rent, it's impossible to buy at this point, but obviously I love New York — otherwise I wouldn't be here."

Chase is proud that Concordia helped shape her career. "Concordia was one of the most wonderful experiences of my life," she says. "To have someone like theatre professor Norma Springford believe in me was valorizing because I was a tough little girl. I was stubborn and not very social, and she would talk to me for hours in her office. She was a tiny little thing but I looked up to her. She taught the directing course when I was there. Just to have one person like that believe in you — it changed my life."

—Richard Burnett



## SEARCHING FOR THE BEST IN THE BIG APPLE'S CORPORATE COMMUNITY

Patricia Lenkov is a proud Montrealer in NYC

Patricia Lenkov, MBA 86, a highly regarded expert on board recruiting and board diversity, has worked for some of the largest and most successful executive search firms in the United States. She founded and became president of her own firm, Agility Executive Search, in New York City in 2008. Clients have included one of the largest private equity firms in the world, a senior-living company based in Iowa and a large dental insurance company.

"You might say I started at the top," Lenkov says. "Early in my career I had the good fortune to learn from the very best. Concordia had a great MBA program with great teachers. What I loved about it was that it included many people who worked during the day and were completing it at night. The combination of younger, just-graduated students and working students provided for a very good dynamic."

Lenkov says the quality of her Concordia education has been a valuable asset for her career. "The MBA Case Competition and opportunities to get hands-on experience — above and

beyond just sitting in the classroom answering questions — prepared me for business and it gave me a very well-rounded education," she says. "I honestly went in there — and I tell people this all the time — not even really knowing what the discipline of accounting was. They did a very good job of giving us a strong foundation in all of the disciplines of business."

After graduation, Lenkov left Montreal for about six years, then received a call from a former professor, Alan Hochstein, who told her a position was opening up as assistant director of the MBA program. She accepted the challenge. Lenkov's role was to oversee the program's operations. "It was so interesting for me to go back and experience the MBA program from an administrative and leadership role. It felt like coming full circle, really," she says.

**"In many ways, NYC is like Montreal on steroids."**

### HOLDING HER OWN IN NYC

Lenkov then moved to New York City and spent a decade at top-level executive search firms before founding Agility Executive Search. "I've been in NYC 20 years now," she says. "Even though people say it's the centre of the business world, Montreal has a very cosmopolitan, sophisticated attitude about it, too. For better or for worse, we're interesting, diverse, funky, we cross the road on a red light, we don't really pay attention to all the rules. I think NYC is very much like that, so moving here wasn't really a major adjustment for me. In many ways, NYC is like Montreal on steroids."

Lenkov cites the integrity of Montreal and Canadians in general, and the education she received here, as major reasons for her success. "It allowed me to walk into the largest recruiting firm in the world and go into the boardrooms of the largest companies in this country and hold my own with the CEOs and the Ivy League-educated boards of directors. And that's something I feel I owe to Montreal."

Lenkov remains grateful to her alma mater. "I feel very close to Concordia and very loyal," she says. "I'm proud to be part of the community and toot its horn whenever I can."

—Toula Drimonis



COURTESY OF PATRICIA LENKOV

PATRICIA LENKOV, PRESIDENT OF AGILITY EXECUTIVE SEARCH, SPOKE WITH CONCORDIA JOURNALIST-IN-RESIDENCE PATTI SONNTAG AT CONCORDIA'S WOMEN AND LEADERSHIP ([CONCORDIA.CA/WOMEN](http://CONCORDIA.CA/WOMEN)) IN NEW YORK CITY IN 2016.

# STAKING THEIR CLAIM IN THE GOLDEN STATE

We introduce you to four of the many Concordians who have headed west and found success in California.

## NOT YOUR FATHER'S BARBERSHOP

Alumnus Kush Kapila is reshaping the haircare industry by bringing the salon to the busy professional

Finding time to visit a hair salon can be a challenge for those with already-full schedules — including Kush Kapila, MSc '04. "I found the process of getting a haircut one of the more frustrating tasks that I had to do every month," Kapila says.

His exasperation sparked a creative idea to shape a new style out of an old business model. If professionals are too swamped to go to the salon, what if the salon came to them? That's the concept of Kapila's company, Sterlings Mobile Salon & Barber Co.

Kapila had been working as a product manager for a medical device company in the Greater San Diego, Calif., area. In 2011, after raising the necessary funds, he bought an

Airstream trailer and had it retrofitted with three stylists' stations, a waiting area and a restroom, all equipped with electricity, running water and air conditioning.

The resulting experience of sitting in the salon on wheels was almost identical to going to a salon — without the need to travel. The true innovation came by teaming up with large companies and offering Sterlings Mobile's services to their employees. "We go to the site and then the company will pay us a flat fee for being there," Kapila explains. "The companies see a lot of value for the productivity of their employees."

Kapila says his time at Concordia planted the entrepreneurial bug in him. Working on his master's thesis in computational visualization and bioinformatics, he says, "was a great experience for trying to figure out something and be self-sufficient."

—Jeremy Glass-Pilon

## MUSIC TO HER EARS

Livia Tortella's music marketing business taps into the market's new needs

The life of Livia Tortella, BA (comm. studies) '91, would be the envy of any music junkie dreaming of making it big in New York City or Los Angeles. Today she runs her own music strategy and marketing company, Black Box, in the City of Angels. Yet a successful career in the competitive and ever-changing music world came after a lot of hard work and keen insight.

After Concordia, the former entertainment editor at *The Link* student newspaper climbed her way up the music industry ladder and landed in Los Angeles. With the rapid shift to streaming from online music libraries, Tortella saw a need to help music labels attract listeners to

the latest would-be hit song and engage them with the artist. So in 2013 she started Black Box, which offers a complete marketing package that incorporates the latest ways to develop and brand an artist.

"We help artists learn how to manage their social media with the right content, the right pictures, the right videos, and we show them how to communicate with their fans directly," she says.

Tortella credits Concordia's Department of Communication Studies with giving her the multifaceted and practical training she needed to work in music marketing and, most recently, launch her own successful business. "I really enjoyed my experience at Concordia and what I learned in the communication studies program just helped me throughout my entire career," Tortella says. "I definitely want to pay it forward."

—Sue Montgomery



NICK ABADILLA



JASON BARBAGELOTT



LAUREN KISILEVSKY



## FROM CONCORDIA TO DISNEY

Lauren Kisilevsky is VP of Original Movies at the Disney Channel

Lauren Kisilevsky, BA (comm. studies) 99, enjoys the fast pace of the Hollywood film industry. Clearly that enjoyment has translated into success.

In March 2016, Kisilevsky became vice-president of Original Movies at the Disney Channel, part of the Disney/ABC Television Group.

After arriving in Los Angeles in 1999, the Montreal native embarked on an impressive journey in Tinseltown. Kisilevsky joined Disney Channel in 2010 as director of Original Movies.

The 2014 Disney Channel Original Movie *How to Build a Better Boy* was “the first movie I oversaw from start to finish,” she says. “The first day I was on set for the film

was one of the last couple days of prep, one of those long workdays. We were shooting in Toronto and there were a lot of moving parts with the production, so there was a lot of pressure,” she recalls. “At the end of the day I was like, ‘Wow, all those years of training was what I needed and why I was there to make those decisions.’”

Kisilevsky cites her Concordia studies with helping her establish and grow her career. “I came up through the Liberal Arts College and it really taught me how to think critically and to read, two skills which I apply in my job on a day-to-day basis,” she says.

Despite the California sunshine, Kisilevsky — currently working on an upcoming Disney Channel original movie — loves her hometown of Montreal. She says, “A year-and-a-half ago, I had an opportunity to shoot a movie there. *Bad Hair Day* — which was awesome!”

—Richard Burnett

COURTESY OF REBECCA D REEVE



## HANDLING PR FOR SILICON VALLEY “UNICORNS”

Media Studies grad Rebecca Reeve took an unusual route on her way to running a successful public relations company in San Francisco

Rebecca Reeve, MA (media studies) 07, has taken an unconventional path to her current place in public relations in San Francisco. Her undergrad degree was spread over five years and three institutions. At the age of 23 she was writing speeches for Gordon Campbell, then premier of British Columbia. “I realized I needed to find a way to do something else outside of government,” she says.

Reeve decided to swing her writing career to technology and applied to Concordia’s MA in Media Studies program. It was an introduction to a very different set of ideas and thinking. “It was challenging in the best way, in

the way that helps you grow and expand,” she says.

The summer during her master’s studies, the native of Williams Lake, B.C., found an internship in San Francisco, the mecca of techies. “Once I arrived, I realized I couldn’t ever live anywhere else,” she says.

After graduation, Reeve started her career in public relations. Now she runs her own full-service public relations firm, Rsquared Communication.

Three of her clients are worth over a billion dollars, or what they call “unicorns” in Silicon Valley and include tech giants like Slack, which develops software that allows employees to better communicate and share documents with one another. “It’s been seven years and I’ve been very fortunate in the people I’ve met along the way,” Reeve says. “My firm’s clients make products that tens of millions of people use and are leading trends in the workplace and at home.” ■



## MA student named Canadian Art's Indigenous editor-at-large

ANDY MURDOCH

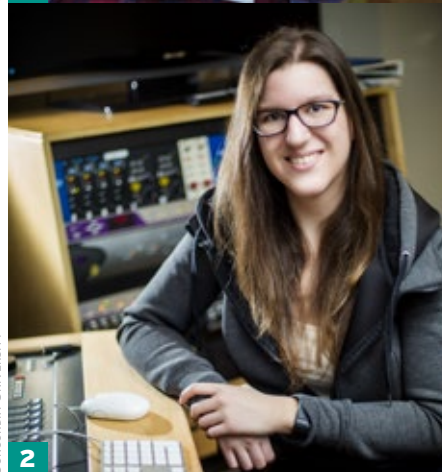
Concordia graduate student Lindsay Nixon, BA 16, recently snagged a sweet part-time position. Nixon, a nehiyaw-saulteaux-Métis from Saskatchewan, is *Canadian Art* magazine's new Indigenous editor-at-large. The job? Fifteen hours a week of writing, editing and building a network of First Nations, Métis and Inuit artists across the country.

"I'm excited to bring new voices into the contemporary art arena that haven't been there before," says Nixon, who's currently completing an MA in art history. "I think that there are a lot of Indigenous women and two-spirit folks who deserve the same kind of coverage, who are just as talented."

Nixon believes something special is happening in Indigenous art today. "In Regina and Winnipeg, there is a huge resurgence," she says. "In Vancouver, people are really strong and their art represents that. Toronto has some cool stuff happening too, especially around queer Indigeneity."



1 CONCORDIA UNIVERSITY



2 CONCORDIA UNIVERSITY



3

Courtesy of Emily Carr University



4

COLLECTION MONTREAL MUSEUM OF FINE ARTS

1 LINDSAY NIXON IS INDIGENOUS EDITOR-AT-LARGE FOR *CANADIAN ART*, CANADA'S ART MAGAZINE OF RECORD.

2 JOANNE MITROVIC HELPED ORGANIZE LOUDSPEAKERS, A CONFERENCE FOCUSED ON GENDER AND RACE IN AUDIO TECHNOLOGIES AND MUSIC PRODUCTION, AT CONCORDIA IN FEBRUARY. PANELLISTS INCLUDED SOUND ARTIST KATHY KENNEDY, CO-FOUNDER OF STUDIO XX, AND JULIE SLICK OF THE ADRIAN BELEW POWER TRIO.

3 GOVERNOR GENERAL'S AWARD IN VISUAL AND MEDIA ARTS RECIPIENT LANDON MACKENZIE IS A PROFESSOR AT EMILY CARR UNIVERSITY OF ART AND DESIGN IN VANCOUVER.

4 IF I LOVED A COWBOY... LEAVING HER FINGERPRINTS OVER EVERYTHING SHE DOES, 1995, BY LANDON MACKENZIE

And of course, there's Montreal. She's especially excited about Dayna Danger. "She's in our Department of Studio Arts and has a show on now, which is really amazing," Nixon says.

Nixon was attracted to Montreal attracted for the freedom and opportunities it provides as well as the strength of Concordia's Art History program. "I've been able to cultivate a very close Indigenous community here. There's still a really intense urban presence of Indigeneity," Nixon says. "Another big part is having Indigenous faculty. The mentorship I've received from Heather Igloliorte has made a huge difference in my career, and the program is supportive of Indigenous students."

### NEW WILD TALKS

New York artist Mark Dion spoke to a packed theatre at Concordia in January at the inaugural Faculty of Fine Arts Wild Talks Seminar Series. This series was named in honour

of Catherine Wild, former dean of Concordia's Faculty of Fine Arts, and funded by the generosity of Erin Hogg.

"Erin was interested in making a substantial donation over a number of years," says Wild. "She's a very thoughtful donor, one who was looking to find a way to meet a need that existed or in doing things that made the student experience better."

Wild, now a professor in Concordia's Print Media program, suggested a gift that created an annual lecture linked to an opportunity for a unique student experience with the invited speaker. Departments could propose individuals as long as they have a



cross-departmental pull and would agree to stay for a few days.

"The fact it's named after me came later! I wasn't part of that discussion," Wild reveals. "I think some folks in the dean's office were involved, but I don't really know how it unfolded. It was a very thoughtful and touching completion gift."

In addition to his artist talk, Dion led a screen-print workshop, in collaboration with faculty member Jenny Lin, MFA 01, for graduate and undergraduate students.

### JOANNE MITROVIC: BREAKING THE SOUND BARRIER

Did you know that less than five per cent of sound producers and engineers in the recording industry are women? It's a reality not lost on undergrad Joanne Mitrovic, and one she is determined to shake up.

Mitrovic is in her final term of Concordia's Electroacoustic Studies. Three years ago, she was often the sole woman in her class. She began a campaign to make the program more accessible and, as result, Concordia is on track to correcting the gender imbalance. By the 2016-17 academic year, eight women started the program and the overall gender disparity continues to shrink. "I kept pushing. I wouldn't let it go. I kept knocking on doors," she says.

Last year, when a good friend dropped out, Mitrovic decided to stage an intervention. She reached out to Liselyn Adams, then chair of the Department of Music. Adams held a brainstorming session with students and faculty. "We all agreed that this is a problem, that we could do better," Mitrovic says. "We discussed affirmative action and what plan we could get going by next year."

A culture shift began quickly. Students and faculty members proposed syllabus changes, new ways to encourage female applicants at Portfolio Day and a conference to open discussion around the issue.

Mark Corwin, current music department chair, Rebecca Duclos, dean of the Faculty of Fine Arts, and Kimberley Manning, principal of the Simone de Beauvoir Institute, became champions of the cause. "A lot of it is the process of learning who to approach," Mitrovic says. "If you want to get something done you just say, 'OK, who's your boss? And who's their boss?' Someone's going to listen."

Her hard work peaked in February with Loudspeakers, a conference focused on gender and race in audio technologies and music production. Panelists included sound artist Kathy Kennedy, co-founder of Studio XX, and Julie Slick of the Adrian Belew Power Trio.

"Sound is one of the most male-dominated fields out there. Audio and technology are very linked together, so really, we're talking about the whole tech culture," Mitrovic says.

Before she graduates, she and students from her Gender in Sound group are planning to host workshops for high school and college women to improve their sound skills. "After I helped with Rock Camp for Girls over the summer, I knew that working with youth would improve the Electroacoustics program."

It's a test for a larger project, planned for next year, with Kimberley Manning's Critical Feminist Activism in Research group. Manning's six-credit The Feminist University Seminar has set aside five spaces for electroacoustics students to continue Mitrovic's work. "All of this is a result of Joanne," Manning says. "She really embodies what I mean when I say we can establish the first feminist university at Concordia."

### ALUMNI TAKE HOME MAJOR AWARDS

Renowned Canadian painter Landon Mackenzie, MFA 79, was named one of the recipients of a 2017 Governor General's Award in Visual and Media Arts in February.

"I think a GG Award is the pinnacle of your career in Canada because a lot of the awards we have are for younger artists, which is totally appropriate," Mackenzie says. "When I won the Quebec Biennale of Painting in 1981, that certainly launched me. This award is nice recognition because I've actually worked hard for 40 years, and it's a peer jury."

Mackenzie taught in Concordia's Studio Arts program from 1978 to 1985 before joining the faculty at Emily Carr University of Art and Design in Vancouver in 1986. She was appointed full professor at Emily Carr in 2008. Her large-format paintings can be found in the collections of such museums as the National Gallery of Canada, Vancouver Art Gallery, Montreal Museum of Fine Arts and Musée d'art contemporain de Montréal.

As well, a national jury selected Concordia graduate Brian Hunter, BFA 07, as the winner of this year's RBC Canadian Painting Competition. After "passionate and heated deliberation," they selected Hunter's submission, *Two empty trays mounted vertically* (2015), for the \$25,000 grand prize.

Established in 1999 with the support of the Canadian Art Foundation, the national competition aims to nurture visual artists early in their career by providing them with a forum to display their artistic talent to the country. ■

For news on the full slate of recent and future Concordia Advancement and Alumni Relations events in Montreal, across Canada and the world over, visit [concordia.ca/alumni](http://concordia.ca/alumni).

To listen to podcasts or watch videos of Advancement and Alumni Relations events, please visit [concordia.ca/alumni/podcasts](http://concordia.ca/alumni/podcasts) and [concordia.ca/alumni/videos](http://concordia.ca/alumni/videos).



**JMSB WOMEN IN BUSINESS  
LOS ANGELES**

Concordia President **Alan Shepard** and **Bram Freedman**, Concordia vice-president of Advancement and External Relations, are pictured with **Peter Lenkov** (centre), attendee 86, executive producer of *Hawaii Five-O* and *MacGyver*, at Paramount Studios in Los Angeles. While visiting with Lenkov, they met **Henry Winkler** (inset), who played the beloved Fonzie on the 1970s show *Happy Days*. Lenkov and Winkler are co-executive producers of *MacGyver*. **1**

**TORONTO**

Local alumni came to network and schmooze with fellow Concordia grads at Cocktails and Connections in Toronto at The Citizen on January 26, 2017. Joining the crowd were **Simin Seifzadeh**, MBA 16, **Mathew Pizzanelli**, BA 13, **Frédérique Bournot**, BA 11, and **Jillian Larkin**, BFA 08. **2**

**REAL ESTATE, REAL ADVICE**

Real estate brokers **Ann Malka**, BFA 03, of Team Ann Malka Real Estate, **Monique Assouline**, BComm 97, of Engel & Volkers Montreal, and **Amelia Grich**, BComm 05, MBA 10, of Londono Realty Group, joined **Tingyu Zhou**, assistant professor of Finance at the John Molson School of Business, at Concordia on January 30, 2017. They advised a group of young alumni on the pros and cons of buying or renting. **3**

**FLORIDA**

Concordia President Alan Shepard met Florida-area alumni February 9, 2017, to talk about the Future of Talent at the Bal Harbour home of Ben Wygodny, BA 69, and **Susan Raymer**, BA 71. Raymer is pictured (right) with **Lillian Vineberg**, BFA 83, former chair of Concordia's Board of Governors. Bram Freedman, vice-president of Advancement

and External Relations, and Leisha LeCouvie, senior director of Alumni Relations, were also in attendance. **4**

**HOW VIRTUAL REALITY IS CHANGING OUR WORLD**

Panellists **Marc-Olivier Lepage**, COO and co-founder of Vrvana, **Awane Jones**, Chief Brand Evangelist at 5th Wall, Matthew Boerum, CEO and co-founder of Audible Reality, Inc., and Samuel Poirier, co-founder of Retinad, came to Concordia to consider the long-term effects of virtual reality. The alumni event was held March 7, 2017, part of Engineering Week at Concordia. **5**





**JMSB WOMEN IN BUSINESS CONFERENCE**

The John Molson Women in Business Club, in collaboration with the John Molson School of Business alumni chapter, hosted a day-long conference, Looking Back, Moving Forward, at Montreal's Omni Hotel on March 11, 2017. Among those at the conference were **Debra Arbec**, BA 89, news anchor for CBC Television; **Ven Virah**, BComm 10, award-winning professional speaker and event master of ceremonies; event co-organizer **Magalie Han**, BFA 08; and **Caroline Codsí**, president and founder of La Gouvernance au Féminin. **6**



**STINGERS NEWS**

**WOMEN'S HOCKEY:** Head coach and former Olympian Julie Chu was recently named Réseau du sport étudiant du Québec coach of the year. The Stingers made it to the U Sports Women's Hockey Championship for the first time since 2005.

**MEN'S HOCKEY:** Under head coach Marc-André Élement, BA 11, the team made great strides in 2016-17. For the first time since 2001, they advanced to the second round of the Ontario University Athletics playoffs.

**WOMEN'S BASKETBALL:** The Stingers played in the Réseau du sport étudiant du Québec finals for the first time since 2013.

**FOOTBALL:** The Stingers' 2017 schedule is available at [stingers.ca](http://stingers.ca).

**TOP 10 YOUNG ALUMNI TO WATCH**

These 10 young Concordia alumni are quickly making names for themselves in their varied fields.

**1** Former Stingers wrestler **Tyler Marghetis**, BSc 07, MTM 09, was a four-time U Sports champion. Marghetis is pursuing a PhD in cognitive science at the University of California, San Diego, and hopes to enter academia. He has spoken publically at several high schools about his experiences of coming out and competing in sports as a gay athlete.

**2** **Nick Scissons**, BA 08, a former Stingers football player, earned a law degree from York University's Osgoode Hall Law School. He is now an associate

with Gowling WLG's business law team in Toronto. Scissons also works with Peacebuilders, helping graduates of the program reach their educational and employment goals. As well, he acts as a consultant for the University of Toronto Varsity Blues football program.

**3** **Monica Lafon**, BA 09, was an international student blogger while at Concordia. She is now communications and PR manager at the Centro Mario Molina in Mexico City. Lafon is also founder of **lemonsea.org**, which aims to raise awareness about ocean acidification. She previously worked for Mexico's Ministry of the Interior, Ministry of Foreign Affairs and president's office.

**4** Originally an electrician, **Daniel Blaikie**, MA 10, was elected Member of Parliament for Elmwood-Transcona, Man., in 2015. He sits on the Winnipeg Labour Council and previously worked as a minister's assistant for the Government of Manitoba and an organizer for the federal NDP.

**5** **Daniel Grozdanov**, BSc 10, is founder of Imagine360, a Montreal-based immersive experience company that's an international leader in virtual tours, virtual reality and 360° videos. Imagine360 has collaborated with Google Street View. It provides footage for businesses, organizations and tourist destinations, increasing interest, engagement, business and traffic among 18- to 34-year olds.



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**6 Frances Wilk**, BA 10, is senior manager for talent acquisition for Montreal-based Breather. The web and mobile application allows users to tap into a network of beautiful on-demand work and meeting spaces. Wilk is responsible for developing Breather's growing staff. The company has expanded to Toronto, New York City, Los Angeles, Boston, London and beyond.

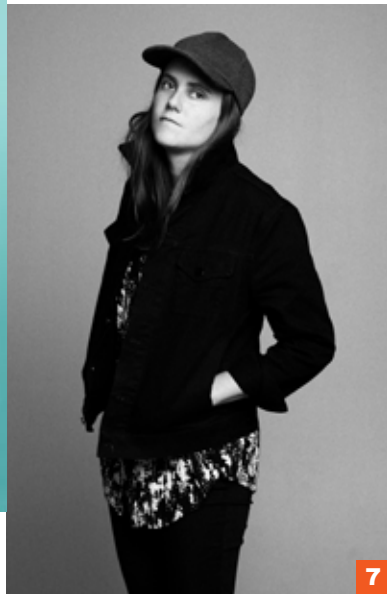
**7 Florence Gagnon**, BFA 11, has had a major impact on Quebec's LGBTQ community through several leadership roles. The multiple award-winning Gagnon is founding publisher at *Lez Spread the Word*, a board member for Montreal Pride and an administrator of the Quebec Gay and Lesbian Chamber of Commerce.

**8 Ian Bradley-Perrin**, BA 12, MA 15, was the coordinator of Concordia's Community Lecture Series on HIV/AIDS. Bradley-Perrin made *POZ* magazine's POZ 100 list, which features leaders in the fight against HIV/AIDS. He is now pursuing a PhD in sociomedical sciences at Columbia University in New York City.

**9** Visual artist **Chloe Wise**, BFA 13, was featured in *Elle* magazine's "15 Women Artists who are Changing Their World — and Ours" in December 2016. Her striking work has been included in many publications, including *Vogue*, *Vice* and *The New York Times*, and she's exhibited in Montreal, New York City, Geneva and Toronto.

**10 Alessia Priolo**, BSc 15, is founder of Sincop8ed Noize, a Montreal-based music and artist promoter. Sincop8ed Noize produced ROCKALYPSE, a series of four shows that featured 24 groups competing to perform in Italy. A musician herself, Priolo is working on her first solo album. ■

—Beth McKenna



**DONOR AND STUDENT AWARDS**

Each year members of the university community gather to recognize the achievements of award-winning students along with donors who help propel Concordia as a next-generation university. The 2017 Donor and Student Awards Celebration took place at Montreal’s Hotel Omni Mont-Royal on March 29.

The evening’s speakers were **Bram Freedman**, vice-president, Advancement and External Relations; **Natalie Fletcher**, Concordia PhD student and recipient of the J.W. McConnell Memorial Doctoral Fellowship; **Olivier Hinse**, BA 16, recipient of the Georgian Hockey Award in Memory of Paul Lemire; **Randall Kelly**, BComm 78, CEO and chief investment officer, Formula Growth Ltd.; and Concordia President **Alan Shepard**. 1

Among the crowd were student **Jeremie Mede Moussa** and donor **Calvin Kalman**, professor in Concordia’s Department of Physics 2; donor **Michael Bleau**, student **Julia Marie Stoll** and donor **Ivonne Medina**, MBA 11 3; students **Sierra Lapointe** and **Patricia Petit Liang** 4; and student **Olufunke Bamgbade**. 5

Joining them were donor **Christine Lengvari**, BSc 72, third from right, and students **Kawish Lakhani**, **Amin Bouabdellah**, **Patricia Pop**, **Nixon Sivarajah** and **Julia Perugini**. 6





# REWARDING ACHIEVEMENT, SUPPORTING NEED

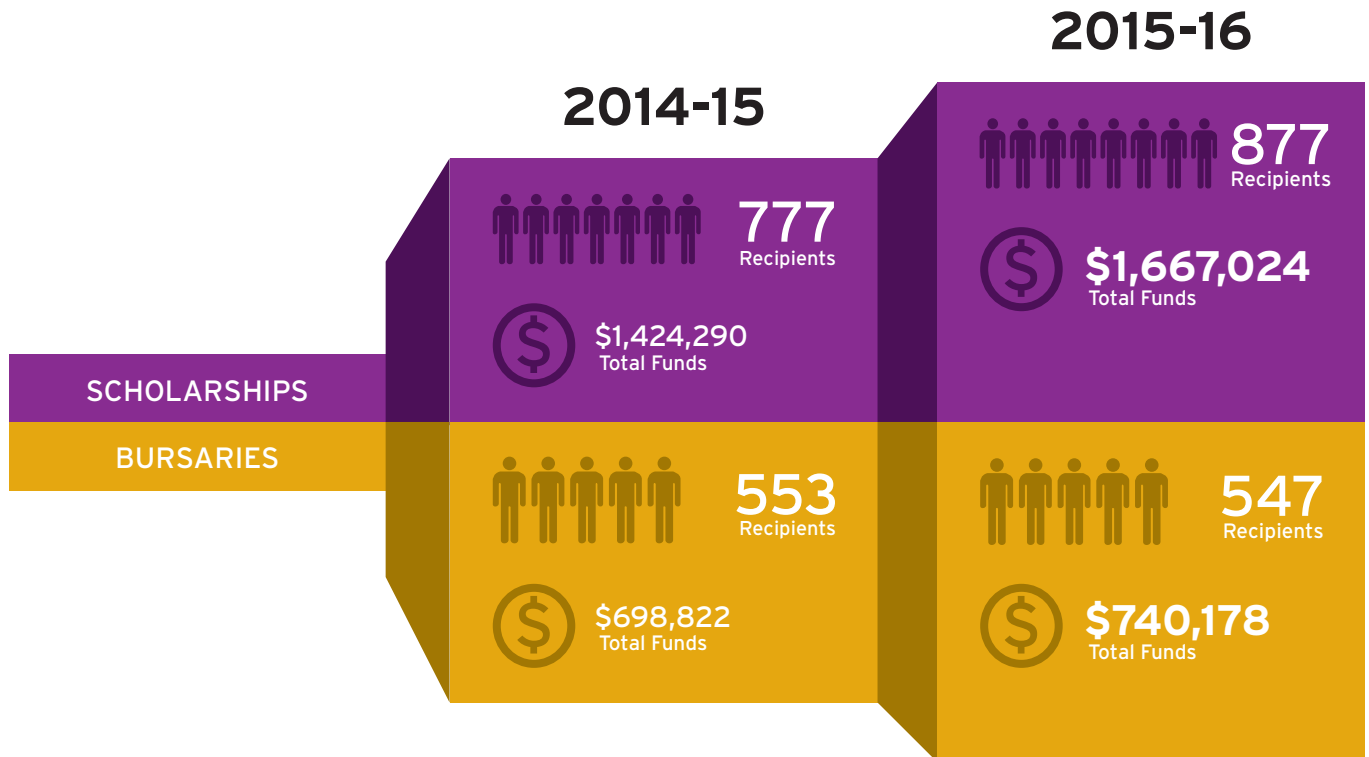
## Concordia's undergraduate students benefit from increased donor support for scholarships and bursaries

HOWARD BOKSER

Concordia's donors continue to increase their giving to the university — and students are direct recipients of this support.

Administered through the Financial Aid and Awards Office, each year Concordia's undergraduate students have access to a wide range of entrance and in-course scholarships, based on academic achievement, and entrance and in-course bursaries for those in financial need.

And the numbers and worth of these awards continue to climb. In the past five years, the total dollar value of undergraduate scholarships and bursaries jumped by nearly 30 per cent. As illustrated below, the yearly increase from 2014-15 to 2015-16 was significant — funds for scholarships and bursaries were up more than 13 per cent — and displays Concordia's real momentum.



Alumni with more than one degree from Concordia, Sir George Williams and/or Loyola are listed under their earliest graduation year.

**53 The Hon. John Major**, BComm, LLDO3, is a retired Justice of the Supreme Court of Canada. He was recently named chair of the new Canadian Firearms Advisory Committee by Ralph Goodale, Canada's

Minister of Public Safety and Emergency Preparedness.

**64 The Hon. Joel Silcoff**, BA, recently retired as a judge of the Quebec Superior Court. He has joined LCM Attorneys in Montreal as senior counsel.

**75 Mohan Munasinghe**, MA (econ.), who shared the 2007 Nobel Prize for Peace, received an award for Outstanding Lifetime Contributions to Energy Policy from Maithripala Sirisena, president of Sri Lanka, in December 2016.

**77 Ed Collister**, BA (hist.), recently earned an MA in ethics from the Université du Québec à Rimouski. Ed's thesis research was in the area of organizational ethics, more specifically, on how managers of community organizations express their ethical leadership.

**84 Janet Mrenica**, BA (urban design), BComm (acct.) 92, is director of program compliance for the Community Infrastructure Branch of Indigenous and Northern Affairs Canada. "The creation of this function



**1 Anthony J. Batten**, BA 64, recently had two of his works accepted into the collections of the Canadian Senate and House of Commons. The works were part of a portfolio he produced over the last five years after receiving special access to the interiors of Parliament's Centre Block. 1) *Senate of Canada chamber*

**2 Susan Shulman**, BFA (studio arts) 96, participated in a number of group and solo exhibitions in Montreal in 2016, including at Cheval Blanc, Arts NDG, Gallery Abyss, Fresh Paint Gallery and Mariposa Café. [susanshulman.com](http://susanshulman.com) 2) *Bunny Face*

**3 Shelley Freeman**, BFA (studio arts) 99, exhibited new paintings of underground and underwater spaces at The Gallery at Victoria Hall in Westmount, Que., from March 8 to April 7, 2017. [shelleyfreeman.ca](http://shelleyfreeman.ca) 3) *Crossroads*

**4 Chrissy Cheung**, BFA (design art) 00, curated the exhibition *SAUCY* by the Canadian artist collective PAINTER8 in Vancouver. *SAUCY* was held at the Red Gate Arts Society in April 2017 and will appear at Creative Coworkers from May 5 to June 3, 2017. [observeroftime.com](http://observeroftime.com) 4) *Piquant*

**5 Erin Rothstein**, BFA (art hist. & studio arts) 08, paints hyperreal images of food. Her series *The Tasting Room* recently received a Scotiabank Viewers Choice Award and support from the Ontario Arts Council. [erinrothstein.com](http://erinrothstein.com) 6) *Haagen Dazs*





Former Concordia varsity athletes and coaches **Linda Macpherson**, BA (rec. & leis. Studies) 86, basketball, **Kathleen Casey Cook**, BA (leisure studies) 82, field hockey and ice hockey, **Judy Ware Weil**, BA 78, ice hockey, **Maryse Godbout**, field hockey and ice hockey, and Wendy Jamieson (not pictured), soccer and ice hockey, played in the 55-Plus Canada Games in Brampton, Ont., in August 2016. Their team took home the silver.



**Sherry Romanado**, EMBA 11, Member of Parliament for Longueuil—Charles-LeMoine, Que., met with retired Lieutenant-General and MIGS Montreal Senior Fellow **Roméo Dallaire**, LLD 13, an internationally known advocate of peacemaking, peacekeeping and peacebuilding, in March 2017. The two discussed the important challenges facing Canadian veterans.

corresponds to the significant increase in infrastructure funding available for First Nations communities' needs." Janet is in her third year as president of the Financial Management Institute Canada, Capital Chapter. She has a master's degree in public administration, holds the designations of Chartered Professional Accountant, Professional Financial Accountant and Certified Procurement Manager, and is audit committee certified.

**86 Marianna Simeone**, BA (Italian), was appointed Quebec Delegate in Rome in January 2017. Marianna is a veteran journalist and communications specialist, and was founder and president of Montreal communications and public relations firm MS Media. She was also executive director of the Italian Chamber of Commerce in Canada from 1986 to 2000.

### 30TH REUNION

**87 Robert Francis**, BComm, MBA 91, is president of PEAK Financial Group in Montreal. Robert was named 2016 Financial Personality of the Year in the Multidisciplinary Firms category by *Finance et Investissement*. PEAK Financial Group, with \$9 billion in assets under administration, is among the leading independent financial dealers in Canada.

**Alfonso Maiorana**, BA (comm. studies), is a veteran camera operator. Alfonso co-directed *Rumble: The Indians Who Rocked the World*, which screened at the 2017 Sundance Film Festival in Park City, Utah, in January. *Rumble* covers "the major influence of Native Americans on popular music. Various indigenous musicians, from Charlie Patton to Buffy Saint-Marie, Link Wray to Robbie Robertson, played a huge part in the development of jazz,

blues, folk, hip-hop and every strain of rock imaginable."

### 25TH REUNION

**92 Anik Vigneault**, BComm (mktg.), writes, "I have owned and operated a beer- and wine-making shop in Montreal's West Island for the past 24 years. I am involved in the home-brewing community and have served on a couple of committees to further the hobby. A few of my former customers have turned their hobby into a career and are now working as professional brewers or have opened up their own microbreweries."

**94 Sarah Dudley**, BFA (studio arts), studied at the Tamarind Institute of the University of New Mexico in Albuquerque. Sarah is a master lithographer. She and her partner, Ulrich Kuehle, own fine arts printmaker Keystone Editions in Berlin. They were the subjects

of a BBC documentary in December 2016.

**98 Christopher DiRaddo**, BA (comm. studies & journ.), recently initiated a reading series for LGBTQ writers, The Violet Hour, held every two months at Stock Bar in Montreal's gay village. A special Violet event took place at Blue Metropolis on April 28, 2017, and one will be held during Pride Montreal in August. Christopher is the author of the book *The Geography of Pluto*. [christopherdiraddo.com](http://christopherdiraddo.com)

**Dominique Ritter**, GrDip (journ.), was recently appointed editor-in-chief of *Reader's Digest*, based in Montreal. Dominique will lead the magazine's editorial vision and oversee content on all platforms. She joined *Reader's Digest* Canada in 2011 and was most recently the magazine's executive editor.

**04 Helena Arroyo**, BA (human environment), was recently selected to be

**Maya Johnson**, **1** BA (journ.) 06, is Quebec City Bureau Chief for CTV News Montreal. She was named Anglophone Television Personality of the Year at the 2017 Gala Dynastie. The gala was held at Montreal's Olympia Theatre in March and marks the end of Black History Month. It honours the work and talent of actors, members of the business community and radio and television personalities from Montreal's Black community.



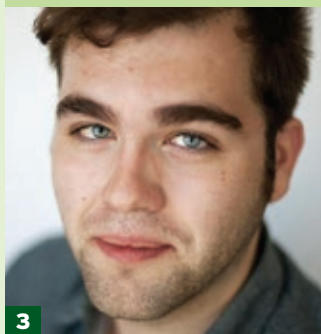
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*I Am the Blues*, the latest film by **Daniel Cross** **2** (centre), BFA 91 (film prod.), MFA 98, won two Canadian Screen Awards on March 12: the Ted Rogers Best Feature Length Documentary and Best Cinematography in a Feature Length Documentary. Daniel is associate professor in the Film Production program at Concordia's Mel Hoppenheim School of Cinema and founder of EyeSteelFilm. He is pictured with CBC Documentary Channel producer **Bruce Cowley** (left) and the award-winning cinematographer **John Price**, MFA (studio arts) 96. The film's crew included Emmet Henchey, BFA (design for the theatre) 95, on sound and editor and assistant cameraman Ryan Mullins, BFA (film studies) 05, GrDip (journ.) 08.



2

**Jacques Gallant**, **3** BA (journ.) 13, is one of 12 journalism students and early-career journalists chosen for a Fellowship at Auschwitz for the Study of Professional Ethics. Jacques will participate in the two-week program in Germany and Poland this summer. The program examines the conduct of media professionals in Nazi-occupied Europe of the 1930s and 1940s as a way to reflect on contemporary journalism ethics. Jacques is a staff reporter at the *Toronto Star*.



3

part of the national campaign for Uniterra, an initiative that sends people from Canada to share their skills with communities in Africa, Asia and South America. In 2016, Helena was able to combine her market research skills with her environmentalism experience for the Uniterra team in Guatemala. The team compiled data and analyzed new ways to respond to Guatemala's ever-growing waste crisis in the Lake Atitlán region.

**06 Cristal Duhaime**, BA (comm. studies), and **Mira Burt-Wintonick**, BA (comm. studies) 07, are working on their podcast, *Pen Pals*. "Pen Pals is a sound-

rich comedy series that puts unlikely pairs in conversation. It's like stumbling into an alternate universe where Nancy Drew and Wonder Woman are rivals thrown together to solve a case through Twitter, and where Nietzsche and Charlie Chaplin are roommates driving each other mad with passive aggressive notes." The podcast is available at [stitcherpremium.com/penpals](http://stitcherpremium.com/penpals). Sign up and use the promo code PENPALS to get the first month free.

## 10TH REUNION

**07 Khadija Baker**, BFA (painting & drawing), MFA (studio arts) 13, is a Montreal-based artist of Kurdish-Syrian descent. Khadija's multidisciplinary installations — using textile, sculpture and audio/video — investigate social and political themes centred on the uncertainty of home as it relates to persecution, identity, displacement, and memory. Her most recent work explores the social aspects of violence in the Arab world and specifically how it affects women and children. [khadijabaker.info](http://khadijabaker.info)

**09 Jonathan Villeneuve**, MFA (studio art), is a Montreal visual artist specializing in digital arts and public art. He was the designer of *Loop: Giant Illuminated Wheels*, an interactive art installation unveiled in January at Place des Festivals in Montreal's Quartier des Spectacles.

**13 Guillaume Collin**, BFA (film production), and **Vincent Toi**, BFA (film production), co-produced the short fiction film *The Crying Conch*. The film was selected for the Berlinale Shorts, part of the 67th Berlin Film Festival in February 2017. It was the only Canadian entry



SAVE THE DATES:  
**The Walrus Talks**

Concordia experts will again participate in the Walrus Talks series. The talks will cover the theme of disruption.

**October 10:** Bader Theatre, Toronto

**October 24:** National Arts Centre, Ottawa

**November 9:** Theatre Junction Grand, Calgary



Up With Women ([upwithwomen.org](http://upwithwomen.org)), launched by **Lia Grimanis**, attendee 97, was recognized with a Women of Worth award and grant from L'Oréal Canada in March 2017. Lia is pictured at right with actress **Blake Lively**.

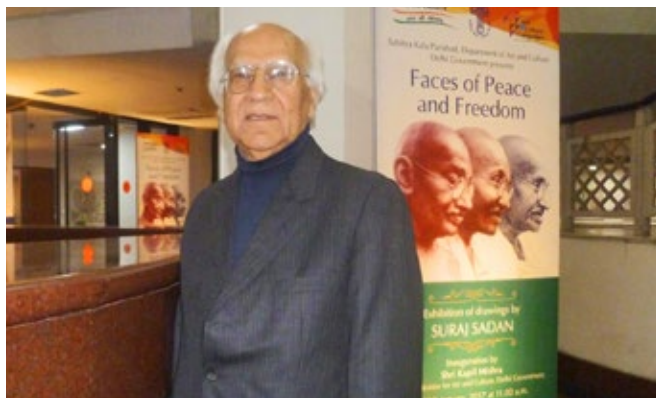


**In memoriam**

**Stuart McLean**, BA 71, LLD 14, best known to legions of fans for his warm and humorous CBC Radio show *The Vinyl Café*, passed away on February 15, 2016. He was 68.

*The Vinyl Café* debuted in 1994 and featured music by Canadian artists, essays and stories. Most memorably, the program featured Stuart amusingly recounting the ongoing saga of a fictional Toronto family. He was born in Montreal and attended Sir George Williams University, one of Concordia's founding institutions.

McLean also taught broadcast journalism at Ryerson University in Toronto from 1984 to 2004 and then became a professor emeritus. He was named an Officer of the Order of Canada in 2011 and received honorary degrees from a number of Canadian universities, including Concordia in 2014.



**Suraj Sadan**, MA (art ed.) 80, held an exhibit called *Faces of Peace and Freedom* in Delhi, India, from January 30 to February 3, 2017. The exhibit featured 20 of his portraits of Mahatma Gandhi. It was presented by the Department of Art, Culture and Language of the Delhi Government. Suraj has also drawn portraits of former Indian prime ministers Jawaharlal Nehru and Indira Gandhi, among many others.



**Uri Levine** (second from left), co-founder of the popular navigation app Waze, spoke to a room of attentive entrepreneurs at Concordia's District 3 Innovation Center on March 23. He was invited by Canadian Friends of Tel Aviv University. Levine is pictured with Concordia President **Alan Shepard**, **Meir Buber** of Tel Aviv University and **Bram Freedman**, Concordia vice-president of Advancement and Alumni Relations.

**Walter Kelsey**, BComm 38, Nov. 13, 2016, Vancouver. He was 101.

**Saul Gerson**, BSc 46, Nov. 11, 2016, Montreal. He was 94.

**John H. Walsh**, BA 48, Dec. 22, 2016, Calgary. He was 90.

**Isidore Greenbaum**, BA 50, Dec. 29, 2016, Montreal. He was 92.

**Raymond R. Coté**, Attd 51, Apr. 13, 2016, Montreal. He was 83.

**André Bérard**, Attd 52, Mar. 9, 2016, Montreal. He was 84.

**Roger A.Z. Latour**, BComm 52, Oct. 20, 2016, Montreal. He was 89.

**F. Gordon Clark**, BComm 55, Oct. 19, 2016, Victoria. He was 84.

**Gerald Long**, BA 55, June 28, 2016, Montreal. He was 84.

**Thomas R. Turnbull**, BComm 55, Dec. 7, 2016, Calgary. He was 89.

**Leo Labrosse**, BComm 56, July 17, 2016, Montreal. He was 90.

**Harold Granitz**, BComm 58, Dec. 15, 2016, Montreal. He was 80.

**Keith G. Lawton**, BComm 58, Jan. 2, 2017, Montreal. He was 78.

**Kenneth P. Riley**, BComm 59, Nov. 18, 2016, Ottawa. He was 91.

**J. Fraser Martin**, BA 60, Nov. 26, 2016, Hudson, Que. He was 77.

**Robert F. Ellis**, BSc 62, Dec. 7, 2016, Montreal. He was 75.

**James A. Redmond**, BSc 63, Nov. 19, 2016, Georgetown, Ont. He was 86.

**Donald I. McAnespie**, Cert 65, Jan. 5, 2017, Windsor, Ont. He was 75.

**William M. Hawes**, BSc 68, Oct. 28, 2016, Ottawa. He was 70.

**Paul E. Pidcock**, BSc 68, July 1, 2015, Timmins, Ont. He was 99.

**Eli Abraham Schneider**, BSc 69, GrDip 84, MA 94, June 1, 2016, Montreal. He was 72.

**Pierre Béliveau**, BComm 69, Oct. 21, 2016, Montreal. He was 69.

**Elena Castracane**, BA 69, Dec. 11, 2016, Montreal. She was 70.

**Howard L. Brenhouse**, BComm 70, Dec. 29, 2016, Montreal.

**Angela Litman**, BA 70, Nov. 27, 2016, Montreal. She was 79.

**David Willson**, BA 70, Nov. 3, 2016, Hawkesbury, Ont. He was 70.

**Penelope Ann Kitching**, BSc 71, Dec. 13, 2016, Port Moody, B.C. She was 84.

**Gary Sullivan**, BA 71, Nov. 29, 2016, Montreal. He was 72.

**William F. Rathborne**, BComm 72, Sept. 16, 2016, London, Ont. He was 70.

**William E. Shoup**, MA 74, July 18, 2016, Winnipeg.

**Christopher (Chris) Mark Cleaver**, BA 75, May 27, 2016, London, Ont. He was 64.

**Donald C. Thompson**, BComm 75, Sept. 9, 2016, Georgetown, Ont. He was 73.

**Harry J. Zarins**, GrDip (DIA) 77, Dec. 26, 2016, Ottawa. He was 65.

**Denis C. Gobeil**, BComm 78, GrDip 86, Nov. 2, 2016, Montreal. He was 63.

**Nancy D. Gobeil**, BA 78, Dec. 30, 2016, Hudson, Que. She was 62.

**Gordon Irving**, BSc 78, Jan. 24, 2016, Orleans, Ont. He was 62.

**Albert Spiegel**, BA 78, Nov. 29, 2016, Los Angeles, Calif. He was 86.

**Robert Chartrand**, BA 79, Nov. 16, 2006, Las Vegas, Nev. He was 63.

**Léon René de Cotret**, BA 79, June 3, 2016, Montreal. He was 59.

**Sandi I. Lax**, BA 79, BFA 87, Jan. 7, 2017, Montreal.

**Robert J. Lough**, BComm 79, Nov. 2, 2016, Toronto. He was 57.

**Leslie A. Brooks**, BA 80, Dec. 31, 2016, Montreal. He was 78.

**Daniel Erban**, BA 80, MSc 83, Jan. 3, 2017, Montreal. He was 65.

**Fern S. Butler**, BA 81, Dec. 25, 2016, Ottawa. She was 78.

**Joseph H. Audate**, BSc 83, June 18, 2016, Chapais, Que. He was 61.

**Trisha Mae Johnson**, BA 85, Dec. 10, 2016, Currys Corner, N.S. She was 70.

**Caroline Belafi**, BComm 87, June 16, 2016, Montreal. She was 52.

**Frances Karanofsky**, BA 87, Dec. 26, 2016, Montreal. She was 88.

**Denis Labranche**, BComm 87, Sept. 20, 2016, Montreal. He was 73.

**Hyman Mestel**, BA 88, Dec. 7, 2016, Montreal. He was 84.

**Maria T. Freeman**, BA 89, Dec. 27, 2016, Montreal. She was 81.

**Laurel E. Woodcock**, BFA 90, Jan. 7, 2017, Guelph, Ont. She was 56.

**Gloria McCormick**, Cert 95, BA 99, Sept. 22, 2016, Longueuil, Que. She was 72.

**Yvonne Sandor-Bercovici**, BA 96, Jan. 1, 2017, Florida. She was 62.

**Alexandra Olsen**, BA 98, MA 04, Nov. 24, 2016, Montreal. She was 41.

**Vishal Sardana**, BComm 00, Dec. 22, 2016, Dorval, Que. He was 41.

**Shannon M. Williams**, BA 00, July 10, 2016, Ottawa. He was 39.

**Rachel Lefebvre**, PhD 02, Dec. 3, 2016, Melbourne, Fla. She was 43.

**Henry Szefer**, BA 07, Apr. 3, 2016, Victoriaville, Que. He was 63.

**Renée Fairweather**, Cert 08, May 14, 2016, Ottawa. She was 54.

**Pierre-Alexandre Fortin**, BA 14, June 15, 2016, Longueuil, Que. He was 27.



# Fair ladies, great mistakes and .400 hitters

JEREMY GLASS-  
PILON, BSc 14

In **Les Juifs du Québec: In Canada We Trust. Réflexion sur l'identité québécoise** (L'ABC de l'Édition, \$24.95), **Victor Teboul**, BA (Fr.) 69, tackles the controversial issue of Jews and other minorities' absence from *La Belle province's*

Moss Hart intersected with their real-life biographies. The little book examines gender codes in the musical. Garebian is an award-winning author of 11 books and lives in Toronto.

Witness the astonishing images of Antarctica and its frozen grandeur in the second photography book

**The Great Mistake Mysteries** (Dundurn Press, \$8.99), a new youth-fiction series by **Sylvia McNicoll**, BA (Eng.) 78, introduces animals, mystery and humour in a neighborhood setting. Twelve-year-old Stephen Noble epitomizes today's anxious child, afraid of making mistakes. He copes with his fear by

restore their friendship. From Plateau Mont-Royal to Machu Picchu, Peru, and beyond, the comic, erotic, tender and harrowing story investigates themes of mortality, idealism and transgressive art. Code lives in Peterborough, Ont., and is also the author of the collection of stories *In a Mist* (2007).



memory. While they certainly played a role in Quebec history, he contends these groups are not regarded by media and in history books as participants in the building of a French-speaking nation. Teboul holds a PhD from the Université de Montréal, is the author of several essays and novels and the editor of the online magazine **Tolerance.ca**.

**Keith Garebian**, MA 71, recently published his 22nd book, **Lerner and Loewe's My Fair Lady** (Routledge, \$10.95), a study of how the roles of actors Rex Harrison and Julie Andrews and director

by **Arnold Zageris**, BSc (psych.) 69. Having spent 13 years travelling across Antarctica with his camera, often balancing his tripod in a Zodiac boat buffeted by ocean currents, Zageris's **Antarctica** (Fitzhenry & Whiteside, \$75) brings the reader to the world's southernmost landscape, complete with fantastical shapes and compelling, natural beauty. Zageris's work is in private, corporate and public collections, including at the Museum of Contemporary Canadian Art, the National Gallery of Canada and the Canada Council for the Arts.

analyzing, ranking and, in a way, celebrating his errors. **The Best Mistake Mystery** will be followed by *The Artsy Mistake Mystery* in August 2017. The award-winning McNicoll lives in Burlington, Ont., and is the author of more than 30 novels.

**Devon Code**, MA (Eng.) 07, recently published his debut novel, **Involuntary Bliss** (BookThug Press, \$20). Situated in modern-day Montreal during a weekend in late August, *Involuntary Bliss* follows two young men who come together in an attempt to

With the baseball season just underway, **Steve Myers**, GrDip (journ.) 10, pitches in with **Dreaming .400** (Summer Game Books, \$18.32). The collection of 11 short stories is a celebration of the game — in the seductive swing of a girl who turns tinsel into gold; in the passion of an orphan on a quest to reach the Astrodome; in a vision of the future in which players are made, not born. The Montreal-based Myers is self-professed part baseball nut, part poet. ■

—Jeremy Glass-Pilon, BSc 14, is a Concordia Graduate Diploma in Journalism student.

## A reminiscence by way of introduction

SEAN KELLY, BA (ENG.) 63

*John Buell, BA 50, began teaching English in 1950 at Loyola College, one of Concordia's founding institutions, and remained at the university until retiring in 1987. His novel *The Pyx*, originally published in 1959, has been reissued by Véhicule Press in its Ricochet Books Canadian noir series. Below is an excerpt of the new introduction by Buell's former student, Sean Kelly.*

In 1959, when his novel *The Pyx* was published, John Buell was a 32-year-old professor at Loyola College, where I was a first-year student and he saved my life.

Throughout my spotty adolescence I had written a great deal of stuff that I believed to be poetry. Professor Buell was kind enough to show some of my work to a real poet, his friend Daniel Berrigan, S.J. It was Father Berrigan's considered opinion that I should stick to prose; thus I was spared the wretched existence and early suicide that every fake poet deserves.

Loyola had just instituted an honours English program. I took, and found stimulating, and did rather badly in, two of Professor Buell's classes. He was a brilliant teacher, provocative, strict, amusing, sometimes funny, always intense. He always wore a grown-up tweed jacket and tie to class. Scruffy as we were, we did not think of him as a pal.

I saw him seriously angry only once. In his Shakespeare seminar, he and seven students sat around a table, all of us smoking furiously. When I realized, to my dismay, that I was out of matches, I silently, so as not to interrupt the fellow who was reading his paper aloud, signalled the person next to me for a light.



SEAN KELLY WAS AN EDITOR OF NATIONAL LAMPOON MAGAZINE AND HAD A SUCCESSFUL CAREER AS A WRITER. HE NOW TEACHES IN THE HUMANITIES AND MEDIA STUDIES DEPARTMENT OF THE PRATT INSTITUTE IN BROOKLYN, N.Y. (INSET) JOHN BUELL AT LOYOLA COLLEGE IN THE 1960S; *THE PYX* (1959) WAS THE FIRST OF HIS FIVE NOVELS.

He surreptitiously placed a matchbook on the table in front of me. Matchbook covers sometimes feature ads for trade schools or restaurants, but this one bore a cartoon of an owl, captioned "Hooty the Owl." The thought that it had been someone's job to dream up those words and write them down, get them approved by a higher up, then have them set in type made me laugh — there's no other word for it — hysterically. Professor Buell scowled a Zeus-like scowl and I scurried, giggling, out of the room.

One evening I was invited to his home to discuss plans for the next college Drama Society production, in which he always took an interest. Hanging on a living room wall of the Buell home was a very large, framed print of Dali's *Christ of St. John of the Cross*. Playing softly on the phonograph was the *Missa Luba*, a recently recorded setting of the Latin Mass sung by a Congolese choir. Evidently, I was in the presence of a practising Catholic intellectual. Of course, he had never flaunted his faith in class. But for six weeks in the spring he was always pretty cranky; now

I realized that he, a chain smoker, had given up cigarettes for Lent.

An annual feature of Jesuit schools is a retreat, several days of tedious, compulsory chapel attendance based on the Spiritual Exercises of St. Ignatius. But one afternoon in 1961 we beheld not another fearsome black robe ascending the pulpit, but Professor Buell, wearing his tweed jacket. I was so astonished to see a layman preaching in church that I can't recall the subject of his homily. But I do remember how he concluded: "I can't bless you, but we can all bless ourselves."

That, a year before Vatican II, had a thrilling whiff of heresy.

The Loyola Chapel also happens to be the last place I saw Professor Buell. We were among those attending the funeral of Father Gerald MacGuigan, S.J., long-time chairman of the English department and a teacher generations of us genuinely venerated. It was widely believed that Father MacGuigan kept a list of graduates, his "Silver Seven," who would go on to do great things. We all hoped we were on it — but we were certain that John Buell's name led all the rest. ■



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