

Queen's

ALUMNI REVIEW

Issue 1, 2020

THE MAGAZINE OF
QUEEN'S UNIVERSITY
SINCE 1927

The journey
so far

How to bootstrap
your business



A blueprint for success

Queen's Career
Apprenticeship: Kingston

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A blueprint for success

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Donna Gillespie, Artsci'97, and **Nour Mazloum**, Artsci'19, of the Kingston Economic Development Corporation, one of the partners in the Queen's Career Apprenticeship: Kingston program. Photo by Bernard Clark

Career opportunities and good advice



BERNARD CLARK

To quote the song by The Clash, “Career opportunities are the ones that never knock.” Getting on the right career path can take perseverance, self-reflection, and often, guidance from others.

In this issue, we showcase two stories about breaking into the job market. In the first, we meet some of the people who came together to help create career opportunities for new Queen’s grads. Their pilot project in Kingston has become a model for other Canadian communities. In the second, we get a first-person account of life after graduation, picking up short-term work and valuable life experience that all pay off in the end. As well, we get some good advice on dealing with challenges, both in the workplace and in everyday life.

In our last issue, I promised a story to come on the history of Camp Outlook, which celebrates its 50th anniversary in 2020. The camp for Kingston-area teens was started in 1970 by Ron Kimberley, then a Queen’s medical student. Over the last 50 years, many of our alumni have been involved in Camp Outlook, and they have some great stories to tell about the impact of the program. The story is well underway, but you’ll have to wait until our May issue to read it. It will be worth the wait.

Are you a former staffer or camper at Camp Outlook? You won’t want to miss the 50th anniversary reunion, held on the August 29 weekend in Kingston. For more information, email reunion@campoutlook.ca or go to facebook.com/campoutlook.

This magazine was recently honoured by CASE District II with a bronze award for staff writing. CASE (the Council for Advancement and Support of Education) is a global organization dedicated to educational advancement. It’s wonderful to be recognized by our peers at District II, which comprises 700 universities and colleges across Ontario and the U.S.

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Queen's University is situated on traditional Anishinaabe and Haudenosaunee Territory.

A new provost for Queen's

Professor Mark Green takes over the position of Provost and Vice-Principal (Academic) in March. A 1987 graduate of Queen's (BSc in Mathematics and Engineering), Dr. Green also has a PhD (Structural Engineering) from the University of Cambridge, where he was a Commonwealth Scholar. A professor in the Department of Civil Engineering, most recently he was also the Vice-Dean (Graduate Studies and Recruitment) at the Faculty of Engineering and Applied Science.

Dr. Green's work focuses on enabling structures, such as bridges, to withstand extreme conditions, and more recently on sustainable engineering technologies. He also champions multidisciplinary

approaches to academic endeavours. He has been cross-appointed to both the Department of Mathematics and Statistics and the Faculty of Education.

Dr. Green, a member of the Mohawks of the Bay of Quinte, has an active interest in encouraging and supporting diversity and inclusivity throughout the university. He was the co-chair of the Queen's Truth and Reconciliation Commission Task Force, as well as an adviser to the Principal's Implementation Committee on Racism, Diversity, and Inclusion (PICRDI). He was also an adviser to the Dean of Engineering and Applied Science on the development of the Aboriginal Access to Engineering program.



BERNARD CLARK

The provostial position

The Queen's Provost and Vice-Principal (Academic) is responsible for the development of the university's budget and has oversight of academic affairs.



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Queen's community honours victims of PS752 plane crash

Memorial fund launched

On Jan. 8, 176 people, including Queen's undergraduate student **Amir Moradi**, were killed when their plane was shot down near Tehran. 138 of the passengers were en route to Canada, and many of those had affiliations with Canadian universities, as students, researchers, or alumni.

"This tragic loss was a blow to the academic community and to Canada," said Principal Deane. "But in this time of crisis, we are coming together to heal and cope."

Queen's is one of a number of

Canadian universities to launch funds in the victims' memory. The Iranian Student Memorial Scholarship Fund will provide support to Iranian students in financial need. Queen's will match all donations up to \$250,000.

"The Queen's community continues to mourn the loss of Amir and all the victims of Flight PS752," said Principal Deane. "By launching this memorial fund, we hope to honour the memory of a promising student. As we work to overcome our

sadness and grief, this fund will enable us to create a legacy to help others."

Flags on Queen's campus were lowered, and the Queen's Iranian Student Association and the Office of Faith and Spiritual Life held a vigil in McLaughlin Hall to remember Amir Moradi and the 175 others killed in the crash.

If you wish to donate to the memorial fund, please visit givetoqueens.ca and choose The Iranian Student Memorial Scholarship Fund. ■



ANDREW CARROLL

A new chair for the Board of Trustees

In December, Queen's announced that **Mary Wilson Trider**, Com'82, will be the next chair of the Board of Trustees. She begins her four-year term on June 1, succeeding **Donald Raymond**, Sc'84, PhD'98 (Electrical Engineering).

Ms. Wilson Trider first became a member of University Council in 2007 and was later elected by that body to sit as one of its six representatives on the Board of Trustees. Ms. Wilson Trider is currently a Board of Trustees vice-chair. She chairs the

board's Audit and Risk Committee and is a member of the Capital Assets and Finance Committee.

"I am honored and humbled by the opportunity to serve my alma mater as its next board chair and the first council trustee elected to this position," said Ms. Wilson Trider. "Queen's is an institution with a rich history. I look forward to working with Principal Deane and my Board colleagues to shape the university's next chapter and ensuring Queen's continues to be viewed as one of

the best universities in Canada."

Ms. Wilson Trider is the president and CEO of Almonte General Hospital and Carleton Place & District Memorial Hospital. She is a chartered professional accountant and a Fellow of CPA Ontario (FCPA, FCA). She has been active outside the university in a number of health-care industry committees, and has prior board experience, including terms as chair of the United Way of York Region and as treasurer of Ontario 211 Services Corporation. ■



ALMONTE GENERAL HOSPITAL FOUNDATION

The Board of Trustees is one of three governing bodies of the university, with the Senate and University council. The Board of Trustees is responsible for the overall operations of the university, including the oversight of financial matters, university property, appointment of vice-principals, and (in conjunction with the Senate) the appointment of the principal.

Archival digitization

Thanks to the Queen's University Archives Digitization Fund, back issues of the *Queen's Alumni Review* – going back to 1927 – are now available online. Previous phases of the digitization project added issues of the *Queen's Journal* (from 1873 to 1974); student registers and academic calendars (from 1841 to 1906); and early Queen's College, Women's Medical College, and faculty calendars. The most recent phase adds on the *Queen's Alumni Review* (up to 1989), Queen's yearbooks, and principal's reports, as well as more recent issues of the *Queen's Journal*.

The Queen's University Archives Digitization Fund was established through a generous donation from the Burleigh family. The fund's initial priority was the digitization of the collection of genealogical materials of Dr. **Herbert Clarence Burleigh**, MD 1927. Since the completion of that project, the fund has enabled the Archives to process, digitize, and make publicly available online and free of charge, vital university records held by Queen's University Archives. ■

Explore these resources at archives.queensu.ca.



IN MEMORIAM

Natalie Cann, former head, Department of Chemistry, died Dec. 15.

Brian Angus Wherrett, MD'58, Professor Emeritus (Pediatrics), died Jan. 4.

Obituaries are posted in the online *Review* as they are received. If you have memories of these professors you'd like to share, please email us: review@queensu.ca.

THE CANADIAN PRESS / JUSTIN TANG



Jane Philpott named Dean of Health Sciences

The Honourable Jane Philpott will serve as the university's next Dean of the Faculty of Health Sciences and Director of the School of Medicine. Dr. Philpott is an accomplished family physician, educator, and global health champion, and is best known for having held several senior cabinet positions with the Government of Canada. She will be the first woman to hold this position at Queen's University.

"Queen's University's Faculty of Health Sciences is among the top interdisciplinary institutions of its kind in Canada, excelling in education, research, and care," says Dr. Philpott. "I am honoured to accept the role as Dean and look forward to serving the Queen's community in upholding and strengthening its reputation for excellence."

Elected as the Member of Parliament for Markham-Stouffville in 2015, she served in a number of prominent federal cabinet roles, including as Minister of Health, Minister of Indigenous Services, President of the Treasury Board, and Minister of Digital Government. She was a key leader of prominent

policies and initiatives that advanced discovery research, mental health and home care resources, medical assistance in dying, First Nations rural infrastructure, Indigenous child welfare reforms, and refugee assistance. She currently serves as Special Adviser on Health for Nishnawbe Aski Nation, an organization representing 49 First Nation communities across Treaty 5 and Treaty 9 in northern Ontario.

Prior to entering politics, Dr. Philpott spent over 30 years in family medicine and global health. After earning a Doctor of Medicine from the University of Western Ontario, she spent the first decade of her career in Niger, West Africa, where she provided clinical care to patients and training to community health workers.

Returning to Canada in 1998, Dr. Philpott spent the next 17 years practising family medicine in Stouffville, Ontario. In 2008, she joined the University of Toronto's Faculty of Medicine and became Chief of Family Medicine at Markham Stouffville Hospital. She also founded a campaign that raised close to \$5

million for people in Africa affected by HIV/AIDS, and helped to create the first family medicine training program in Ethiopia.

Dr. Philpott will lead a faculty that includes the School of Medicine, the School of Nursing, and the School of Rehabilitation Therapy. Dr. Philpott begins her term as Dean of the Faculty of Health Sciences and Director of the School of Medicine on July 1. The appointment will see her also become CEO of the Southeastern Ontario Academic Medical Organization (SEAMO). Dr. Philpott will succeed Richard Reznick, who has served in the role since 2010.

"I want to express my deepest appreciation and gratitude to Dr. Reznick," says Tom Harris, Interim Provost and Vice-Principal (Academic). "His contributions to Queen's University made throughout his ten years as Dean have lifted our institution's reputation to new heights, to the benefit of our students, our colleagues, our community, and to health sciences in Canada." ■ **Dave Rideout**

The wish to find out

BY PRINCIPAL PATRICK DEANE



BERNARD CLARK

I write this over the Atlantic, returning to Canada after a brief visit to Queen's Bader International Study Centre at Herstmonceux Castle in East Sussex, England. The purpose of this trip was to extend my conversation about the future of Queen's to include our community there. While the centre may be geographically remote from Queen's main campus in Kingston, its mission is of central importance to our university. We can make no claim to greatness as an institution without deliberately and strategically orienting ourselves to global challenges, both in our research and in the way in which we prepare students to take their place in the world. Thanks to Alfred and Isabel Bader's vision 25 years ago, we are fortunate to have a toehold across the Atlantic, and it is critical that we use that advantage boldly to advance Queen's as a Canadian university with global impact. This imperative would not have been so apparent a decade ago, but today – when, despite growing currents of nationalism, state and cultural boundaries are becoming irreversibly porous – the local mission of higher education must be continuous with the global.

Whether we understand ourselves to be serving the world or addressing the needs of our immediate communities, universities are fundamentally optimistic places. We seek answers through research for the same reason we educate students: we aspire to make this a better world, socially, culturally, and environmentally, for all who inhabit it today and those who will inhabit it in the future. In that respect, the first weeks of 2020 have been trying indeed. In today's UK *Times* I notice that "The Last Word" has been given to the philosopher Bertrand Russell, who wrote in 1922 that "What is wanted is not the will to believe, but the wish

to find out, which is its exact opposite." In today's "post-truth" climate, that observation could not be more apposite. "The wish to find out" is the *raison d'être* for institutions like ours, and around the world it is under threat as belief or mere opinion consorts increasingly with power.

"The wish to find out" is the raison d'être for institutions like ours, and around the world it is under threat as belief or mere opinion consorts increasingly with power.

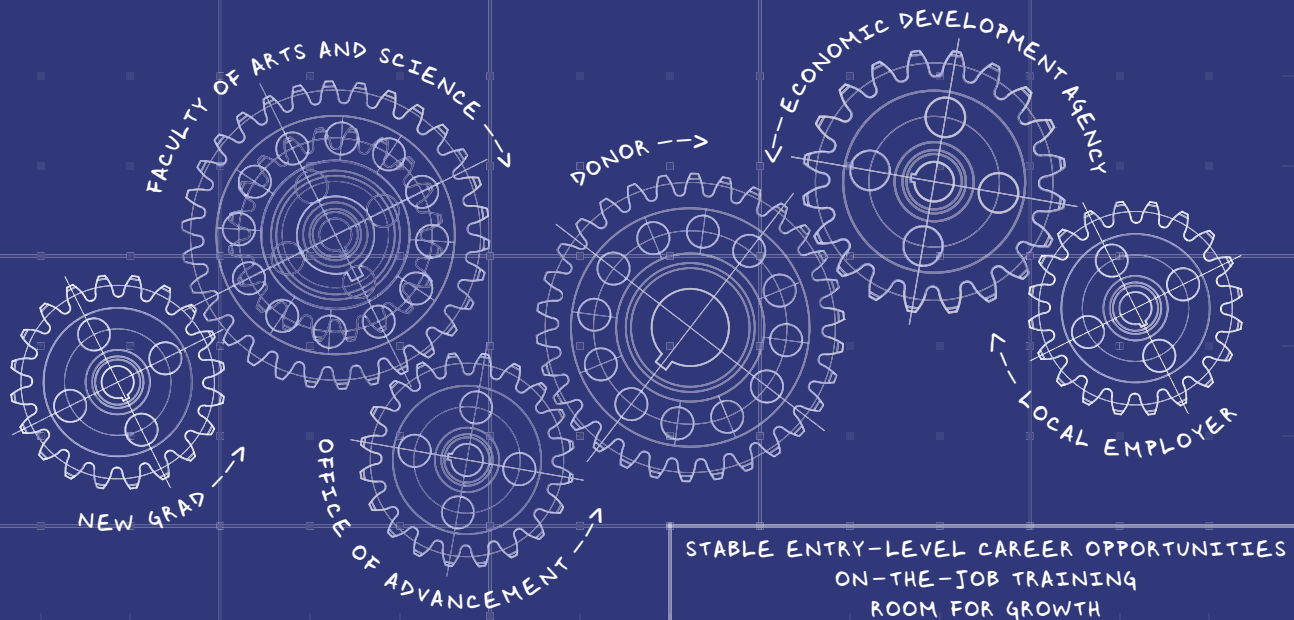
The Tehran air tragedy was in many ways the product of an unthinking will to believe, on the part of soldiers on the ground as much as of national leaders. That so many of its victims were students or academics is a cruel irony, representing as they did not only the spirit of dispassionate inquiry, but our hope for the future. The pain of that attack on the people and values of institutions like ours across Canada generally is incalculable, but in recent days Queen's has paused to take stock of the immediate loss to our community of Amir Moradi.

Amir's death reminds us that the university is not isolated from geopolitical currents and that its optimistic, humane mission is not uncontested in the world at large. That is reason not to give up, but rather to strengthen our resolve to imagine and realize a future for Queen's with far-reaching impact on the well-being of people both close to home and around the world. ■

A blueprint for success

The Queen's Career Apprenticeship: Kingston program tackles the roadblocks to getting that great first job after graduation

BY ANDREA GUNN



It's an ongoing conundrum for new grads. You can't get a job without experience. But you can't get experience without a job. And it can be even tougher for a new grad with an arts or humanities degree to find that great first job after university.

But combine this with the ongoing challenge of attracting and retaining new talent, particularly in smaller communities, and you have an opportunity waiting to happen.

All that's needed is the right partnership to leverage that opportunity.

Just over three years ago, entrepreneur (and Queen's parent) Alan Rottenberg got the ball rolling, in a conversation with Tom Hewitt, Chief Development Officer at Queen's. What if – Rottenberg asked – there was a program that matched new grads with employers, who could show them the ropes while giving them full-time, meaningful employment that could utilize their university degree? A kind of white-collar apprenticeship program. Rottenberg was willing to provide a financial incentive that would encourage employers to take on new grads without work experience.

"Alan saw that there are a lot of young people on the sidelines of the workforce," says Hewitt.

"Their employment is not taking advantage of the skills they have learned at university."

"Traditionally, Arts and Science grads have had a little more difficulty getting that first job," says Hewitt. "Alan wanted to help accelerate their entry into meaningful work, here in Kingston." He adds, "When I graduated from Queen's in 1982 from Political Studies, I would have loved to have stayed in Kingston." But at the time, like many new grads, he sought opportunities in a larger city.

Hewitt connected Rottenberg with colleagues at Queen's and in the Kingston community. And that led to action, very quickly.

"This was in November 2017," says Donna Gillespie, CEO of the Kingston Economic Development Corporation (Kingston EcDev). "I met Alan at a meeting at Queen's. He started telling me his idea about supporting arts grads. And I remember smiling and saying, 'I know! I'm an Art History and Classical Studies grad!' [She is a 1997 Queen's alumna.]

"So, we had a vision," she continues, "but we had no rulebook. But we all said, 'We can do this.'"

Two months later, the career apprenticeship program was formally launched to the local business community. And in May 2018, eight recent graduates, having been matched with local

THE BLUEPRINT

- A grant of up to \$4,000 a month is provided, through the philanthropy of Alan Rottenberg, to qualified employers for the first four months of the first year of guaranteed employment.
- Job opportunities must offer a minimum salary of \$35,000.
- Employers must have been in operation for at least two years and have at least five employees. This ensures that the new employees have access to both sufficient support and learning opportunities in the workplace.
- Students apply for jobs through the Faculty of Arts and Science, which also promotes interview and resumé workshops and other job supports available through Queen's Career Services.
- Area employers submit job postings through Kingston EcDev.
- Job interviews take place from late February to late March, with successful candidates starting work in May.
- Apprentices are matched with mentors for workplace advice.
- Employers have access to additional workplace supports through Kingston EcDev.

employers, were starting their new careers in a range of industries, from group benefits to video production to real estate management.

Today, Queen's Career Apprenticeship: Kingston has grown exponentially. After successfully matching 20 new grads with employers in 2019, this year, the program is aiming for 40. And in January, a spin-off career apprenticeship program launched in Guelph, Ontario, connecting University of Guelph grads with local employers. Representatives from other communities across Canada have expressed interest in adopting the successful Queen's-Kingston model.

"I'm very excited that the University of Guelph is launching its own apprenticeship program this year based on the blueprint of our previous success," says Barbara Crow, Dean of Arts and Science at Queen's. She was instrumental in planting the idea in the minds of colleagues at the University of Guelph. "The program perfectly encapsulates the value of studying the liberal arts," she says. "Businesses are recognizing that these soon-to-be graduates bring real value to their company."

The partnership that got QCA:K started: Tom Hewitt (Queen's Office of Advancement), Donna Gillespie (Kingston EcDev); Greg Bavington (Dunin-Deshpande Queen's Innovation Centre), Shai Dubey (Smith School of Business); Dave Carnegie (Kingston EcDev), Barbara Crow (Queen's Faculty of Arts and Science); Alan Rottenberg.



What employers need to know

Onboarding new grads into your business culture, processes, and procedures takes time and attention. And while in the first year of the program, some grads were matched with local start-up companies, the screening process for employers was tweaked a little in the second year. While a small start-up certainly has enough work for new employees, it may not yet have the capacity to provide longer-term training and growth for them.

"We want to make sure that we give new grads the best first career opportunity," says Gillespie. "When you have other colleagues, then you get to really see office dynamics. And we also wanted to ensure – with start-ups – that they're beyond the base sustainability level. So, when they are onboarding, that they're already thinking longer term."

That long-term planning is key for any employer, says the man who got the program started. "The funding is the fuel," says Alan Rottenberg, "but the motor running all this is the efforts of all the people – at Queen's and in Kingston. The fuel is just there to incent employers to get over that hump and say, 'You know what? I am going to hire this young person who doesn't have five years of experience.' But as employers, they want to retain their employees, after that first incentive. They need to commit to the program for a year. But it doesn't make sense to invest a year in an employee and think that's good

enough. If you spend a year getting an employee into your company – incentive or no incentive – you want that employee to grow and flourish over a longer period of time, whatever their level of experience. You need to think about their growth over three to five years."

Troy Southward, Managing Partner of Benefits by Design (BBD), says that this type of growth mindset is an integral part of his company. "As a growing organization, we've put a considerable focus on recruitment and retention of employees. Experience for some positions may be more ideal, however, we have always put a greater emphasis on the fit and the candidate's talent."

When BBD took on two new hires through the apprenticeship program, the company just adjusted its onboarding process a little. "Traditionally, all our new employees go through a rotation of most departments. In most cases, this would be a three-month training cycle. With our apprentices, we cycled them through all the operational departments over a year. The reality is, there is no better way to learn the business than to experience all facets of the organization."

One of the first apprentices hired at BBD, Justin Karch appreciates the exposure he had to all aspects of the business. "It's a little bit daunting

*Justin Karch and Troy Southward
at the BBD offices in Kingston*



BERNARD CLARK



BERNARD CLARK

in a bigger company, not knowing what other people do. So, I had four months in each department, from client services to underwriting. And I built up a knowledge of the company, a knowledge of the benefits industry as a whole, and I also got to build working relationships with managers and staff across the company.”

After his first year as an apprentice, Karch was hired full-time by BBD as a business analyst and project coordinator. One of his big projects these days is implementing a customer relationship management tool that will meet the needs of several departments at the company. Having spent time working in three of the teams, he’s already got a good handle on the project and what will work for his colleagues.

As Karch was finishing up his degree in Global Development and Geography, he says, “I thought I needed to further specialize in order to secure meaningful employment. I was fully prepared to pursue a college graduate certificate in project management when I stumbled upon the career apprenticeship program.”

While Karch is able to leverage his research experience from his undergrad days in the workplace, he also credits his Queen’s extracurricular activities with some solid transferable skills. “During my final year, I worked as an operations manager with the AMS. That helped me develop leadership and problem-solving skills. I also volunteered as an Orientation Week leader for international students and I think that helped to develop my communication and teamwork skills in the process.”

*Donna Gillespie and Nour Mazloum
at the Kingston Economic Development
Corporation office*

A new model for skilled workforce retention

Thinking long-term about your workforce is critical not just for employers, but for communities. Rottenberg says, “When I came up with the idea, I was really thinking just about the young people getting their first job. But what I’ve learned, first in Kingston and now in Guelph, is that cities, as they grow, need to have plans for retention of young people in the workforce.”

Donna Gillespie says that’s top of mind for the city of Kingston. “Workforce shortages are becoming more and more critical across the country,” she says, “and we’re competing with other communities for talent. We are blessed to have Queen’s and the colleges here; we have an ongoing pool of talent coming through our community, and we can work together to retain them. I think this type of program completely changes the way we think about careers. It’s breaking down the myth that you have to have three to five years of experience in a particular field. It’s showing how you can train someone on the job. So, even without the investment from Alan – which has been a wonderful thing for the Kingston community – I think it’s important that businesses really start to look at this model.”



A successful first year

"We were really excited that all of our matches who finished their first year successfully were offered extensions to their contract, a promotion, or another opportunity within the company," says Gillespie.

"The 2019 cohort was hired last May. We participated this year, hiring a new grad. She's a rock star and we hope that she will stay with us."

She's talking about Nour Mazloum, who graduated from Philosophy and Political Studies last year. Mazloum is now the communications and events assistant at Kingston EcDev. As part of her role, she organizes corporate events, including those for the Career Apprenticeship program that bring together employers with students interested in the program.

"The most interesting component of my work is the social aspect of my role," she says. "I meet people from a variety of industries. I find it interesting to learn about what they do and how they help our community and how they started – or expanded – their business."

Her job involves a lot more than networking, however. "Economic development is a dynamic world," says Mazloum, "so being able to be agile and adapt quickly to change is extremely important." In her work developing and writing public reports and presentations, she taps into the research, writing, and critical thinking skills honed through her studies. Transferring those skills toward the needs of her workplace, she says, "I've learned how to efficiently solve problems and make reasoned judgments."

The benefits of mentorship

"Last year, when we expanded to 20 placements," says Gillespie, "we reached out to Queen's alumni in Kingston to ask if they were interested in being mentors to new grads. Sometimes, when you enter

the workforce, or you're in an office environment for the first time, you may not know the rules, or the workplace culture. It's helpful to have someone who can give you practical advice, like "How do I get my boss's attention when they're never in the office?"

Justin Karch definitely sees the advantage of having a mentor. He was paired with Tom Hewitt during his apprenticeship year. "We met regularly for coffee. And we still meet occasionally. His advice and guidance have – undoubtedly – contributed to my success at BBD. I think it's important to have an unbiased third party to discuss your career with. So, for example, near the end of my one-year contract, I was approached by the director of the partnership development team at BBD for a promotion to a sales position, based out of the Port Coquitlam office. It was an exciting – yet life-altering – opportunity. I reached out to Tom, and we discussed the pros and cons of the move." (He decided to stay at the Kingston office.)

Alan Rottenberg also volunteers his time as a career mentor, a role he really enjoys, even when his advice isn't necessarily taken. "The first issue I faced as a mentor was with a young woman who had been at her company for four months. She was doing well, getting more responsibility. She called me up and said, "I'm going to ask for a raise." So, I said – diplomatically – that it might be a bit premature to ask for a raise four months into a new job. She took my advice... at that time. But a few months later, she called me up for another one of our talks," he laughs, "and she told me, 'I asked for a raise...and I got it!'"

Rottenberg knows that he's not there to micromanage the apprentices he mentors, but to offer his support and experience to help them navigate their own way in the workplace. After all, that's why he kickstarted the program in the first place, to give smart young grads the opportunity to flourish.

Alan Rottenberg chats with Queen's students at a 2019 networking event.



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The journey so far

Finding your way after graduation isn't always straightforward. Rignam Wangkhang writes about his journey of self-discovery.

Rignam Wangkhang, India, 2013

It's 2013. I'm on a night train in northern India heading from Amritsar to Dharamsala. I'm an intern at the UN Refugee Agency. I'm travelling to Dharamsala, the exile home of the Dalai Lama. Crammed into a packed train cabin, I try to remember my instructions on how many stops I need to pass before getting off to take the bus that will bring me to the foothills of the Himalayas. But there are no signs to tell me where to get off, and no one around me speaks English. I frantically ask everyone in my cabin to try and find an English speaker who can tell me where to get off. Eventually I find one. He reassures me that he will help me. But then we discover that he has to get off before me. So he looks for someone else who can help me and comes back with a short, beady-eyed man. I ask the short man if he speaks English, and he nods his head. About an hour later, he gestures to me to follow him. He tells me my stop has come. I jump off the train, but there's no platform here, it's just a field of grass. There are no lights anywhere except a dimly lit village in the distance.

In my gut, I know something is very wrong.

Tentatively, I follow the man, asking him to find me a taxi. I always try to believe the best in people. He leads me into the village, which is a ghost town. My heart is pumping faster. He tries to take me down a dark alley, and I refuse. I turn away from him, searching for a taxi, or even just another human in this silent, dark village. Suddenly, the man snatches the phone from my hand and starts running down the long road. It takes me a second to realize what has happened. Then I start chasing him as best as I can: I'm sprinting while wearing a full backpack and carrying a camera bag. Just as I think I'm about to lose him, he veers around a corner into an alleyway. As he turns, I leap and grab him by the shirt and bring him down to the ground. I pry my phone back from his fist. I start running away, while he throws rocks at me. But he doesn't follow me. Eventually, I find a small bus station and I drop down onto a bench. I can barely breathe, adrenaline coursing through my veins. Did that really just happen?

Later, at the UN office, my co-workers treated me like a hero. The Deputy Chief of Mission said it was like something out of a James Bond movie. But in reality, the only thought I had sitting by myself in the middle of the night outside a rundown bus station in India was: "How the hell did I get here? Why am I even here?"

Earlier that year I had graduated from Queen's with a degree in Political Studies and an International Studies certificate. When I graduated, I had no idea what I wanted to do, or what was even possible. But I tried to fake it to my peers and relatives. From the outside, everything seemed like it was going according to plan.

My graduation present from my *amala* (mother) was a Nikon DSLR camera. This camera sparked my interest in photography and gave me the confidence to believe I was capable of creative endeavours. Growing up, I had always been creative. But I never thought I was as good as my Caucasian artist friends or the people I saw on TV. Now I know there is a term that describes my feelings – imposter syndrome.

After graduation, I interned on Parliament Hill through the Parliamentary Friends of Tibet program. While I was on the Hill, I kept searching for the next opportunity. The only plan I had was to volunteer-teach for one month in northern Tibet later that summer. So I walked into the Ottawa office of the United Nations Association of Canada. Naively, I asked to speak with a manager. The manager wasn't available that day, so I tried again. On my second visit, I secured a meeting with the head of internships. When I met her, I brought a container of Tibetan momos to make an impression. Momos, a staple in any Tibetan household, are scrumptious dumplings made with ground beef, onions, and a mixture of spices. The head of internships was touched by the gesture and absolutely loved the dumplings. That helped me secure an unpaid internship with the UNHCR in New Delhi later that summer.

I barely had enough to get by at the time, so I had to sit down with my *amala* and tell her that I needed her help to pay for my expenses during the internship. This is not a conversation any parent wants to have after their child has just finished university. I felt awful, but at the time this was my dream.

I left for Tibet for my volunteer-teaching gig, now knowing that I'd be going on to India in the fall for at least eight months. In Tibet, I taught English, public speaking, and photography to rural kids from across the plateau. Our camp

was set up at a beautiful grassland area in Amdo beside Tso Ngonpo, the largest lake in Tibet. I took photographs constantly. These photos later became the content of my first-ever gallery exhibition. This was the spark that led to a belief in my own creative embers.



Tibetan students studying in Amdo
Photo by Rignam Wangkhang



After Tibet, I headed off to New Delhi to start my internship. I didn't know a single person there.

After searching on Couchsurfing, I connected with Ronnie. We ended up becoming good friends and I stayed with him my whole time in India. Part of the reason I went to India is because it is home to the largest number of Tibetan refugees in the world. It was an opportunity to learn about my heritage.

My job at the UN Refugee Agency required that I interview asylum seekers who were trying to gain refugee status. These refugees came from all around the world, including Afghanistan, Burma, Syria, and many parts of Africa. I was learning interview and communication skills, skills that I had no idea I would use later on in my career. It was an eye-opening experience to bear witness to the asylum seekers' suffering and resilience.

During those eight months, despite all the challenges, being in India was truly life-affirming. I had gained the confidence to do anything and go anywhere.

Lost, but still searching

I came back to Canada. After my experience with the UN, I wasn't enthralled with law or international policy: they felt too procedural and bureaucratic. I had witnessed how these international institutions functioned from the inside, and I knew there were better ways to contribute. Plus, my GPA in undergrad wasn't high enough for grad school, which limited my options. I was rejected by many of the companies I had applied to, so I decided to move to Toronto on a whim, with only a one-month position at Statistics Canada lined up. It was a humbling year, working at random jobs, from marketing to mortgages, figuring out what spoke to me. All the while, I was alternating whose couches I would crash on – my cousin's and my best friend's. I was lost. But I kept searching.

One day, at an employment services office, I saw an opening that aligned with my interests. I applied to a non-profit called Canadian Journalists for Free Expression (CJFE) and I got the job. The pay was poor, but the job thrust me into the circles of journalism and forced me to write and exercise my creativity. Before this, I had never considered the media industry as a career. I just didn't know my options. How could I? This is a familiar story for the children of immigrants and refugees. We don't have access to the connections or role models who can show us what is possible.

CJFE shared an office with a freedom-of-expression organization called IFEX. One day, I walked over to IFEX and pitched an article idea to its editor. It was given the green light. That piece was my first paid writing gig ever. I stumbled into learning how to freelance and began writing for different publications, while taking photographs on the side. In the span of a few months, I wrote for TVO, AJ+, NOW magazine, and OZY magazine. I covered issues I knew, such as refugees, international politics, Tibet, and housing. One of my freelance pieces even won a journalism award. It was an article about intergenerational trauma that I submitted to the Registered Nurses Association Media Awards. I had to be my own biggest advocate, because no one else would be.

A foot in the door

My work was starting to get noticed. I was building a following on Twitter and Instagram, which helped me befriend CBC producers on those platforms. One of them forwarded me a job posting, which I applied for. It was a part-time, one-month contract writing and editing transcriptions for *The Current*, CBC's flagship current affairs radio show. The proverbial foot in the door. It was grunt work, and I had to keep

freelancing to pay the bills, but it was my in.

I hustled and networked every day. I listened and learned from the seasoned radio producers and journalists at *The Current*. I'd ask my co-workers out for coffee whenever I could. I read books and watched countless YouTube videos about news and radio. I joined a radio club of CBCers that met monthly to share work and discuss ideas. Later, I was accepted into the CBC Doc Project Mentorship Program to produce and voice a radio documentary about the memoirs of my *pala* (father). I used this experience as proof of concept while I was calling managers across the country to work as a reporter. The advice I received from colleagues was that to get into news positions, I would need to go outside of Toronto. So I emailed the CBC North office in Yellowknife, N.W.T. After months of cold-calling, I got a call back from the managing editor. She had a four-month contract for me as a news reporter. I had 24 hours to decide. I had nothing holding me back, so I said yes, packed my bags, and moved to Yellowknife.

There, I was thrown into the fire of daily news. I reported on Indigenous issues, climate change, and territorial politics. When you work at a small station, they teach you to do everything, so it was the best training ground for me. I wrote, hosted, produced radio, and shot video. It's funny, even though I had been all over the world, I was nervous about going so far north; it felt even more foreign in my mind than India. But the people were so friendly and the land so beautiful that I almost didn't want to leave. Yellowknife attracted adventurous souls and intrepid travellers, and I was no exception.

From Yellowknife, I went to Winnipeg to work as a radio producer at CBC Manitoba. I worked on stories about homelessness, the fentanyl crisis and immigration issues. I created an experimental piece of audio art for the podcast *Constellations*. Living in the prairies, it had been a long time since I'd had Tibetan momos and I wanted to know if I could find some. This turned into a radio documentary about my search for momos, which inspired CBC to create an interactive momo map of Canada.

After a year in Winnipeg, I applied for a job in a department called the Creator Network. Although I impressed the interview team, I didn't get that job. But later, a position in Toronto opened up. I was hired as the talent development lead. I was hired specifically because of my experience outside of Toronto. The Creator Network discovers and develops emerging digital content creators, helping them produce short-form videos. The aim is to make CBC more relevant in an age



of disruption and media saturation. It's an innovative startup that gives me the opportunity to bring digital videos and films to life. After a few months in Toronto, I was also elected to co-chair DiversifyCBC, an employee resource group that is helping make the CBC more diverse and inclusive. In both roles I'm helping open the doors and bring CBC to the grassroots for others who are like I was – just trying to get their foot in the door.

As I reflect on my journey up until now, I think back to what brought me to all of these places. It was purpose. It was adventure. Why was I at that bus station? Because I was willing to do anything and go anywhere, for better or worse. I constantly sought new experiences and knowledge to pursue what I wanted, to get to the place I wanted. That place is always changing, because my journey hasn't ended. It's just getting started. ■

Rignam Wangkhang, Artsci'13, is a producer for the CBC Creator Network, co-chair of DiversifyCBC, and proud son of Tibetan refugees. Follow him on Twitter (@**RignamW**) and Instagram (@**Rignam**).

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HOW TO... build a resilient team

BY DANE JENSEN



** the secret **

*Learn to work through – and embrace –
negative emotions long before
tough challenges arrive*

Why is that some teams emerge stronger and more tightly bonded from setbacks, while others fracture or withdraw?

First and foremost, resilient teams understand that recovery from failure is an emotional process.

We know that negative emotion can be an intense fuel but it can also be incredibly destructive. It is highly volatile. Team resilience, therefore, requires an ability to work productively with these negative emotions.

How do resilient teams manage this process? For one, team leaders lean into negative emotions and recognize their potential as fuel as opposed to retreating or trying to rescue team members and make them feel good.

The notion of leaning in to negative emotion is almost entirely absent in work teams. When someone is upset at the office, the usual response is, “People, give her some space.”

Or, “He’s pretty emotional right now. Let him figure it out.” Then they come back to the team and everyone acts as if nothing has happened. And the next time there’s conflict or disagreement, the emotions burst out.

Wise leaders help people learn to work with these emotions. They recognize that negative emotion is essential to human growth and development – dissatisfaction can push us to the next level of development. If we try to rescue people from feeling negative emotion, we rob them of a developmental experience and strengthen the hold that the negative emotion will have on them in the future.

Framing negative emotions

Resilient team members also frame negative emotions differently than non-resilient ones. The fundamental question in framing negative emotion is: What is this pain telling me or my team? Is it that I haven’t worked hard enough or that I’m not good enough? These two frames lead to very different responses. Leaders of resilient teams actively help their team members answer this question in a productive way.

Common to both leaning in and re-framing is communication. What differentiates resilient teams from other teams is that they communicate better when times are tough. Mike Krzyzewski, head basketball coach at Duke University and one of the “winningest” basketball coaches of all time, has a wonderful way of talking about communication. He says that he coaches three



*Negative emotion
is essential to
human growth
and development.*

systems simultaneously: the offensive system, the defensive system, and the communication system. And if that third system isn't working, neither will the other two.

Resilient teams invest a lot of time building their communication system and they do it deliberately. Team members are aware of their tendencies when it comes to communication and proactively build systems to round out or counteract the negative tendencies.



One way to do this is by following a process that we use with every team we've ever worked with in elite sport. It's rooted in a tool called The Attentional and Interpersonal Style Inventory and is based on the work of sport psychologist Robert Nideffer. Nideffer's research showed that when we interact with other people, there are five choices we make over and over again:

- Will I give up control or take control?
- Will I speed things up and push for a decision or slow things down?
- Will I become extroverted and seek out other people or be introverted and stay by myself?
- Will I listen for other people's ideas or express my own thoughts?
- Will I start to critique, challenge, and say no or will I express support and be optimistic?

All of us make different choices depending on the situation in which we find ourselves but we also can identify a centre of gravity for ourselves – which will likely manifest when we're under pressure and retreat to our strengths or biases.

So the first step toward building a team communication system is to know your own tendencies and to share your profile with other members of your team. It's important for the person across the table from me to know that when Dane gets under pressure, he is likely to (a) express his

thoughts and (b) those thoughts are probably going to be negative. That's who Dane is as a person and I should expect this reaction. On the other side, it's important for *me* to recognize that this may be a sub-optimal default and so work to consciously adjust my behaviour when under pressure. This give-and-take of team awareness and understanding with self-awareness and self-management is at the heart of resilient teams.

What are team tendencies?

The final part is to understand team tendencies. If you have a team full of people who want to take control and express their thoughts, what happens when the pressure is on? They will be very combative and start to argue. In that case, you'll need a system in place before the pressure hits for what you're going to do. Who will lead discussions? How will decisions be made?

Put these systems in place when times are good. Often when teams form, people try to be nice to each other and see the good in everyone. This is just the time to do something counterintuitive and look for ways the team will likely break down under pressure, and then proactively build systems to respond to the inevitable challenge. The other thing great teams do in good times is lay the foundation for candid performance conversations. They make these conversations a normal part of team management when everything is going well so that they are non-threatening when storm clouds arrive. They establish effective systems for communication because the practices you set up in the good times will be what you turn to in the bad times.

Finally, resilient teams are able to connect with a strong shared purpose. Time and again, we see the most resilient teams we work with rally around something that unites them – something that is "bigger than them." In business, savvy leaders are all well aware of this, but it can be harder in business to create a resonant purpose than it is in sport, where the maple leaf is literally on your chest and it's clear what you're playing for. Helping teams move beyond goals to answer the question of why the goals actually matter can pay big dividends when times get tough. ■

Dane Jensen, Com'04, is the CEO of Third Factor (www.thirdfactor.com). He leads the Building Resilience program offered by Queen's Executive Education. These "How to..." articles were originally published on the Smith Business Insight website. To subscribe to Smith Business Insight's monthly newsletter, visit smithqueens.com/insight.

HOW TO... bootstrap your business

** and your life **

SHARI HUGHSON



When Shari Hughson graduated from Queen's in 1986 with a degree in nursing, she knew her career would not follow the typical trajectory – and it didn't. Moving to Calgary with \$200 in the bank, she got a waitressing job and then managed to buy a house with a credit card, renting out every room in order to make her mortgage payments. That frugality and willingness to take risks soon enabled her to launch her first business in home health care. In the years that followed, Hughson launched three more businesses, all in the health-care space – with varying degrees of success. Now director of the Master of Management Innovation and Entrepreneurship program at Smith School of Business, Hughson shared her tips for bootstrapping a business.

Bootstrap: to make one's way or get oneself into a new state using existing resources.



1 Know what you need

Have a clear sense of what your survival basics are before you launch your business. "Prepare your life," says Hughson. "What are your shelter, food, transportation, clothing, and technology needs?" Know what you need to survive and then figure out how you are going to make ends meet before making the leap into entrepreneurship.

2 Avoid giving away equity

While savings, credit cards, and loans from friends and family may be enough to get some businesses off the ground, sometimes bigger guns are required. Citing her own experience, Hughson is quick to encourage caution when it comes to giving away equity in your burgeoning business. "I met someone with cash and skills and gave her a fifty-percent stake in my business for \$30,000 because I was so desperate," she says, explaining that three years later she bought that partner out with a multi-million-dollar loan. "She did really well."

While Hughson acknowledges that the agreement was not in her best interest, she also knows she might not have succeeded without it. Co-founders can be tremendous assets, but do your research before making any agreements and be clear about what you're giving up.

3 Build your customer base right away

While you may have big plans for your business, the best way to start making a profit is to do something that can generate revenue right away, even if it is small. "Bring a limited product scope to your minimum viable product. What can you get to market immediately?" says Hughson, who built an audience for her first business by giving educational workshops for seniors' groups who

"Your entire life as an entrepreneur is figuring out little games every day... and there are always tricks."

Minimum viable product:

A term coined by author and entrepreneur Eric Ries, the MVP is a product that allows one to gather the maximum amount of validated information about one's customers with the least effort.

then independently inquired about the services she was selling. "If it's selling T-shirts with your company's name on them, do that. Figure out who your customers are, and then determine what they will buy from you in order to start engaging. Get some cashflow coming in."

4 Learn everything you can – and be creative

There is no rulebook when it comes to entrepreneurship. Though it may no longer be possible to buy a house with a credit card, Hughson encourages aspiring entrepreneurs to think creatively about how to get their businesses off the ground. "Think of every obstacle as being a little game or problem you have to solve," she says, explaining that she took courses in financial literacy and real estate in order to be well-situated to make decisions. "Your entire life as an entrepreneur is figuring out little games every day... and there are always tricks. Go and do your own research and figure out what you can live with."

5 Consider crowdfunding

"Crowdfunding is a phenomenal way to bootstrap, and something we did not have access to when I was starting out," she says. "But it's not really about funding – it's about marketing. It is a way to get customers and market validation. It also gives you access to cash because you are basically pre-signing up customers who give you money before you even have a product."

She says it is important to know how much you need to raise in order to get a minimum viable product built and to market. Hughson warns, however, that fewer than 20 percent of people who support crowdfunding ventures ever receive the product they pre-purchased. Don't be over-ambitious with your campaign: know how much you need to raise, and then deliver.

6 Think carefully before borrowing from friends and family

While borrowing from friends and family is a tried-and-true bootstrapping tenet, Hughson urges caution. "Do not take money from someone if they cannot afford to lose it," she urges. "If your family member is cashing out a GIC or RSP to support you – if they are not sitting on a bunch of cash – do not take that money."

Hughson says it is also important to go into borrowing from family with your eyes wide open. "The survival and success of your start-up has to be the number one priority, and you may have to make some tough decisions. Be aware that if you take money from family, you could be damaging family relationships down the road." If you do borrow, make sure you are clear on the terms (is it a gift? a loan?) and know what it will mean if you can't pay it back.

7 Be cheap

For Hughson, the early days of entrepreneurship meant eschewing all unnecessary purchases, restaurant meals, and alcohol as she lived without income. "To this day, I am cheap. If you are someone who loves fancy things, you will struggle," she says. Hughson, whose early ventures saw her waitressing on the side to make ends meet, believes that being careful with money will ultimately lead to better decision-making. In fact, she attributes her business failures to having too much money to throw around when things went wrong, rather than working to solve the root problem.

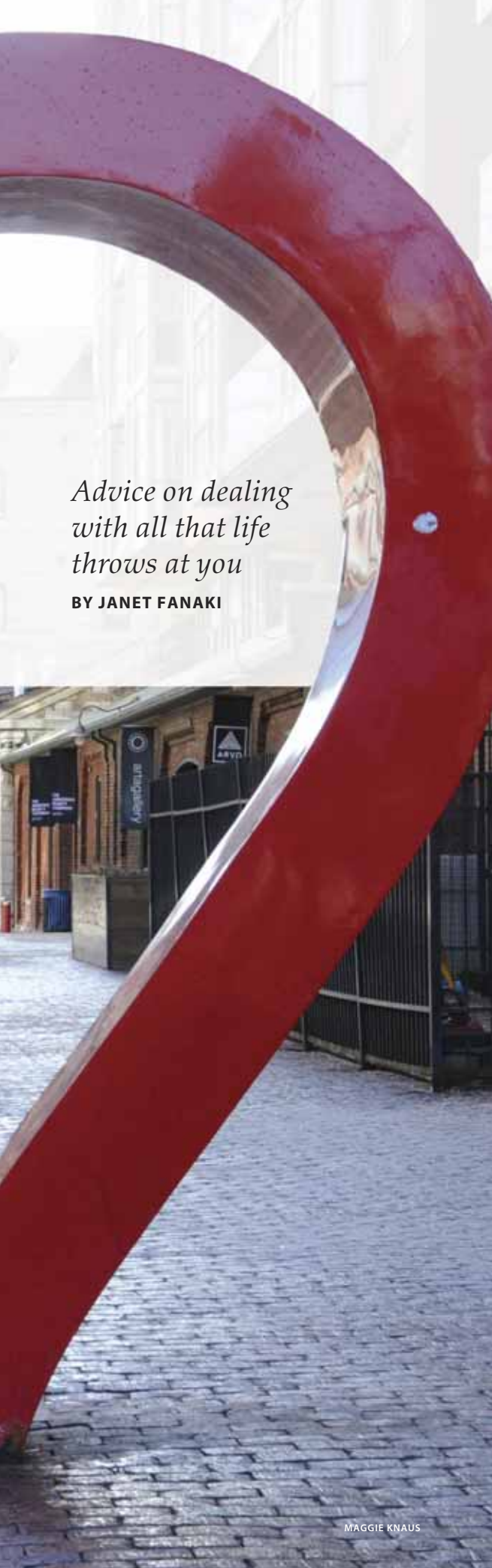
8 Don't have regrets (so don't be afraid to fail)

Hughson admits that while she could feel angry with herself about mistakes made along the way, she knows that each one helped to move her closer to where she is today. Though giving away too much equity in her first business cost her a lot of money, she could not have launched her subsequent ventures without that experience – and that wouldn't have been possible without giving away the equity. "I didn't want to regret that I never launched that business," she recalls.

Hughson admits that she loved the bootstrapping years and the rush of seeing her ventures thrive. "I was firing on all cylinders," she says. "I loved the rush of pushing an idea forward, even while waitressing full-time – it was phenomenal. Even if it had failed, I wanted to have no regrets." ■ **Meredith Dault**



The fine art of juggling



*Advice on dealing
with all that life
throws at you*

BY JANET FANAKI

When I was about ten years old, the kids in my class were taught how to juggle.

Everyone was given three small beanbags. We started by passing the first bag from our right to left hand, tossing it in the air, catching it, and then repeating it all over again.

Eventually we were tossing two bags, and finally, a third.

Juggling back then was tricky. It's only become harder as I've gotten older.

At 51 years old, it's still a big challenge for me. The difference now is that the props are more precious and the risk of falling behind is much higher.

Work, kids, house repairs, aging parents, expenses...the list is endless.

Many of us are in the same boat, especially if we're in the sandwich generation.

I recently wrote an article for my website, RESILIENT PEOPLE, titled "Make mine a triple-decker," about the stresses of being middle-aged and caring for both children and aging parents.

My kids are 18 and 20 years old and, as self-sufficient as they are, they still require mom and dad's support. Drives, paying for their schooling, and – as much as I try not to have this happen – their stresses become my stresses.

My parents are divorced and while my dad lives a couple of hours away, he's in poor health. He lives in a long-term care facility, but doing the regular out-of-town drives to visit him has been exhausting and stressful.

Managing both children and aging parents is already a lot to handle, especially because we still have many other things to tackle as well.

But if you're like me and also have a spouse who requires extra care, I welcome you to the "triple-decker sandwich generation."

My husband is living with Glioblastoma (GBM), an aggressive form of brain cancer. The ongoing treatments, MRI scans, the effects of the disease on him, and maintaining my role as the central point person is really overwhelming.

When I allow myself to stop and think about it all, I can't help but cry.

Many caregivers face burnout because their focus is solely placed on their loved ones and immediate family's emotional needs with little time left to nurture themselves. Some face depression, the decline of their own health, isolation, and alienation from their friends.

Fortunately, I have a fantastic group of people around me who are supportive, funny, empathetic, and nurturing. Without them, I would be toast. I've also learned to place a higher value on self-care. It's true what they say: "Unless you take care of yourself, you're no good to anyone else."

So if you're in a similar position, here are a few ideas I'd like to share:

- 1 Build the best team around you** This doesn't just refer to your medical team, but your support circle too. Whoever surrounds you, make sure they have your back, bring you joy and are terrific listeners. Have the best of the best around you always and keep the naysayers out.
- 2 Learn to say "no"** When you have a lot on your plate, it's impossible to do it all. Prioritize your time and delegate tasks. If someone offers to help, take them up on it.
- 3 Find joy in something every day** Whether that means doing a quick workout, taking a walk with a neighbour, or curling up with a magazine, it's vital to take time out for yourself.

These have helped me to stay mentally strong and resilient during the most challenging of times and, under the circumstances, be the best version of myself.

Janet (Petrucci) Fanaki, Artsci'91, lives in Toronto and is the creator of RESILIENT PEOPLE, a website that profiles EXTRAordinary people who inspire others with their resilience. The message of RESILIENT PEOPLE is "Take the major challenge you experienced and create a platform to help others be resilient too." www.resilientpeople.ca

CALL FOR NOMINATIONS

UNIVERSITY COUNCIL

In 1882, an amendment to Queen's Royal Charter declared the University Council duly constituted. It generally meets once a year to discuss any matters relating to the well-being and prosperity of the university and provides advice to the university. Members of the Council are elected by and from among the graduates of the university. Each alumnus may nominate TEN fellow alumni for election to the Council for a four-year term (September 2020 – September 2024). A candidate must be nominated in writing by at least TWO alumni.

GUIDELINES

University Council seeks members who have been actively engaged in the Queen's community as students and/or alumni; who have a variety of skill sets arising from professional, volunteer, and life experiences; and who are both willing and able to fully engage and participate in Council's deliberations. In order to help us achieve the goal of reflecting the diversity of Canadian society, alumni are encouraged to consider individuals from equity seeking groups such as women, racialized group members, Indigenous peoples, persons with a disability, and persons who identify in the LGBTQ+ community when nominating a candidate.



VOTING PROCESS

An online election will be held from 25 May 2020 until 8 June 2020. Alumni will be alerted to this election via email. To ensure you will receive communications about this election, please update your contact information and confirm your communication preferences by contacting the Alumni Relations office by email: records@queensu.ca or by phone: 1-800-267-7837.

NOMINATION FORM available at queensu.ca/secretariat/elections/university-council

Nominations open 13 April 2020 at 9 am EST and close 27 April 2020 at 4 pm EST

Upcoming events queensu.ca/alumni/events

Barbados

Join the Barbados Branch on March 17 for an **alumni mixer** at La Cabane. This will be a great chance to connect with old friends and meet some new ones. If you're new to Barbados, come out to make some Queen's connections and learn more about your new home from fellow alumni.

Kingston

3 Minute Thesis

3MT® is a university-wide competition for graduate students in which they present their research and its wider impact in three minutes or less to a panel of non-specialist judges. The challenge is to present complex research material in an engaging, compelling way, using only one slide. The winner of this competition will represent Queen's at the Ontario 3MT competition. This event is open to everyone.

Join us for the final round of competition: March 25 at 5 p.m. in room 101 of the Kinesiology building. Learn more: queensu.ca/3mt/



PhD-Community Initiative capstone event

The initiative brings together PhD students into small, interdisciplinary groups and partners them with local organizations to help them address an issue or challenge. The students learn to apply and translate their skills and knowledge to address a problem outside of their area of research or scholarship.

Teams will present their findings to the public on April 1 in City Hall's Memorial Hall at 5 p.m. This event is open to everyone.

Ottawa

Save the date: **Cha Gheill Luncheon** on April 28. The Ottawa Branch will host a Cha Gheill Luncheon featuring speaker **Keith Banting**, Arts'69, Professor Emeritus (Political Studies) and Stauffer Dunning Fellow (Policy Studies).

Toronto

Gael Force Dinner

Join us at the Fairmont Royal York on March 28 for Queen's football's biggest event of the year. All proceeds from the dinner support athletic financial awards for the football program.



Celebrate Queen's Law in Toronto

You're invited to an evening of camaraderie and celebration in downtown Toronto on May 21. Join Dean of Law **Mark Walters** (Law'89), fellow law alumni, colleagues, and friends for an evening not to be missed! Location: CI Financial, 15 York St., 9th floor, Toronto.

SmithConnect Live @ Steam Whistle

Smith MBA and master's students and alumni are invited to the historic Steam Whistle Brewery for an evening of networking and reminiscing over refreshments at this sixth annual event on June 23. Registration coming soon: SmithConnect.com.

New leadership in Calgary

The Queen's University Alumni Association extends a warm welcome to its newest branch leader: **Anna Premyslova**, Com'16 – Calgary Branch President



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A winter flashback Snowball was a student-organized winter carnival at Queen's that ran for several years in the 1960s. The weekend featured a variety of activities, including concerts, ski outings, an inter-faculty football game (the "Toilet Bowl"), and a snow sculpture competition that saw gigantic snow creations pop up all over campus. In 1961, this was the winning sculpture, created by members of Sc'63. "Cold War" featured Uncle Sam and Nikita Khrushchev splitting the globe in two. Photos of other sculptures from the 1961 festival have been posted on our website.

If you have memories (or photos) of Snowball activities, let us know: review@queensu.ca.

Unless otherwise indicated, dates in these notes refer to 2019.

Up to 1959

Honours



Jean Wagener, Arts'48, was named as one of 100 Notable Women across Canada by the Canadian Federation of University Women (CFUW) on the occasion of its 100th anniversary last fall. Jean has been active with the CFUW for many years, locally with the Dartmouth Club, regionally as the provincial regional director, and vice-president Atlantic. She also attended CFUW international conferences in California and Finland. Her local community of Dartmouth, N.S., has benefited from her expertise as president of the Izaak Walton Killam Hospital Auxiliary and the first female president of the Banook Canoe Club. She also served on the board of the Dartmouth Heritage Museum Society. Jean is seen here, at right, with Eleanor Palmer, CFUW's regional director for Nova Scotia.

Family news



Don Daly, Com'43, Arts'46, MA'48, celebrated his 75th reunion at Homecoming in October. Don and his wife, Madeleine, celebrated their 75th wedding anniversary in September. Accompanying Don and Maureen back to Queen's for Homecoming were their son Eric, Arts'70, daughter Maureen, Artsci'83, Ed'85,

son-in-law Colin Edwards, EMBA'00, and granddaughter Jacqueline. Seen here: Maureen, Don, Eric, and Jacqueline at the football game.



Norman Bernard Campbell, Sc'40, celebrated his 100th birthday on April 27, 2019, surrounded by most of his family. The youngest of five brothers, all Queen's grads, Bernie established his career in the carpet fibre industry before enlisting in the RCAF and serving as a Mosquito pilot in the European theatre during the Second World War. While posted in England, he met and fell in love with an English WAAF, Elsie Lampkin, who accepted his proposal of marriage and followed him to Canada, where they had 62 years together. After retiring, Bernie turned his attention to advanced physics, taking advantage of his proximity to the University of Waterloo and the Perimeter Institute. Three children (who all met their spouses at Queen's), seven grandchildren, and nine great-grandchildren later (with two more on the way), Bernie only recently gave up living independently and now lives at the Perley Rideau Veterans' Health Centre in Ottawa.

Deaths



Ernest Abel Benevides, BA'43, died Oct. 29 in his 97th year. In November 1940, Ernie travelled from his home in Bermuda to Canada by steamship,

dodging German U-boats en route, in order to attend Queen's. He was the first Portuguese-Bermudan to attend university. He studied English, math, and French at Queen's and played halfback on the Queen's junior football team. His team won the Eastern Canada Junior Football Championship in 1941. Ernie was also a member of the Queen's Ski Club; his Queen's friends introduced him to downhill skiing and the ski jump at Mont-Tremblant. He joined other students during the summer in western Canada to help bring in the wartime harvest. After graduation, Ernie served briefly in the Canadian Army before being transferred into the Royal Canadian Air Force. He trained and served on bombers until his release in February 1945, having attained the rank of pilot officer. He received the Air Bomber's Badge, the Canadian Volunteer Service Medal, and the War Service Badge. After attending law school, he practised at Deacon, Benevides and Thomson for 47 years until his retirement in 1995. Predeceased by his wife, Isobel, Ernie is survived by children Sally,

The doctors are in



Reuniting for their 60th anniversary at Homecoming 2019 were these members of Meds'59.

Front row: James Heslin, John Wong, Donald Braden, James Davidson, and Adeline (Bouck) Colley. Back row: Richard North, James Ryan, Richard James, Robert Cranston, John Thompson, James Wellington, and James Henderson. ■

Artsci'83, Ed'86 (Mark Hopkins), Grant, Artsci'86, and Hugh; and three grandchildren. Ernest was a proud attendee at many Queen's reunion weekends, both for his own class of 1943, and with his friends in the class of 1945.



Mark Bernstein, BSc'48, died Feb. 25, 2019. Predeceased by his wife, Zita, he is survived by children Sandra, Artsci'76, Tamara, and Mariam, and extended family. Mark spent most of his working life in the family business, Phillips Paint Products, which he bought from his father and uncle in 1968. His long career, first in the lab and later in management, was marked by both technical excellence and unwavering integrity. Many of his employees worked with him for decades; he was respected for his business acumen and loved for the genuine care he had for those with whom he worked. He served as the president of the Canadian Paint Manufacturers' Association, among other volunteer positions in his industry. Mark felt a strong bond with the Jewish community both in Winnipeg and in Israel. A passionate supporter of the arts, he frequently attended concerts, plays, and operas. He read voraciously and widely almost to the end of his life, displaying remarkable intellectual acuity that belied his age. His marvellous sense of humour, no-nonsense approach to life, and the great wisdom he acquired in his life are sorely missed by all who knew him. In his memory, donations may be made to the Mark A. Bernstein (Science '48) Award in Engineering Chemistry at Queen's.



Frances Marjorie (McKenzie) Booth, BA'46, died Oct. 4, aged 95. She was predeceased by her husband, Robert L. Booth, her son Gordon, her parents Ruth and Robert M. McKenzie, BSc 1912, and her brother Ian. Fran is survived by her brother William R. McKenzie, Sc'48; her children Linda Jewett, Arts'69, Marjorie

Booth, Alan Booth (Diane [Healey], Artsci'82), and Mary Zizek; and eight grandchildren, including Jeffrey, Sc'10, and Hilary Booth, NSc'13. Fran was a proud alumna and vociferous Queen's supporter all her life, keeping a fragment of the old Richardson Stadium goalposts in her basement, ensuring her children and grandchildren all knew the Oil Thigh, and insisting on attending a full football game at age 88, rising to cheer when Queen's scored (and eventually won). Fran was a longtime supporter of the YWCA and its camping programs and in later life served as a board member of the National YWCA and the Toronto University Women's Club.

Emer "Red" Bowes, BSc'48, died April 7. He is survived by his wife, Marcia, and extended family. During the Second World War, Red became a sergeant in the university air training corps (an RCAF reserve unit). After graduating from Mechanical Engineering in 1948, he went on to a career in the automotive industry, mostly in product design. He maintained his interest in airplanes and got his private pilot's license in 1965. He was also active with the Canadian Power and Sailing Squadrons.



C. Lloyd Dobson, BA'47, died Oct. 28, aged 96. Beloved husband of Mary, and father of Steven and Kevin, Artsci'83, Ed'84, Lloyd is also missed by members of his extended family, which includes a number of Queen's graduates. After graduating from Queen's, Lloyd went on to get a master's degree in education from Columbia University. He spent his exemplary career as a well-respected educator in the Peel District School Board. His roles included teacher, vice-principal, principal, superintendent, associate director of education (in charge of academics) and acting director of education. A proud Queen's graduate, Lloyd was a Grant Hall Society donor for Queen's.

Gladys (Blyth) Douglas, BNSc'48, died June 2, aged 95. She is survived by her children Andrea, Colin, Law'79, and Paul, and extended family,



including her sister Helen Grimmer, Arts'48. Gladys was predeceased by her brother Colin R. Blyth, BA'44. Gladys was proud to be a nurse, graduating from Hamilton General Hospital School of Nursing in 1945, and earning her Bachelor of Nursing Science from Queen's in 1948. With her warm and welcoming nature, she had a great capacity for friendship. She had a happy optimistic spirit, living vibrantly, defying the years and finding joy in each day. She was an inspirational role model and is greatly missed. During her life, she established a planned gift to benefit the Queen's General Endowment Fund.



Joseph Eigner, BSc'55, died Nov. 3. He is survived by his wife, Helen, three children, and extended family. From modest roots in southern Ontario, the first-born child of Hungarian immigrants, Joe led a remarkable life. Saved from quitting high school by his brother, he went on to graduate from Queen's Electrical Engineering and later earn his MBA from the University at Buffalo. He had a lengthy career in the steel industry, retiring in 1993 from Stelco after 31 years with the company. After retirement, he worked in several countries for the Canadian Executive Service Organization. Joe had a huge heart. He lived selflessly and won friends with his caring, quiet demeanour.



John Haston, BSc'51, died Dec. 8, 2018. Predeceased by his wife, Marjorie, Jack is survived by three children, including Heather, Artsci'82; three grandchildren; and one great-grandchild. After graduation from Queen's, Jack worked for Imperial Oil for 23 years. He then became president of Williams Bros. Canada, an engineering company, before going out on his own as a consultant. Jack

was proud to have worked for AOSTRA on the innovative UTF project which helped introduce SAGD production to the oil sands. After retiring, Jack pursued his interest in painting and in art history, earning both a BFA and a BA from the University of Calgary. Jack was a talented, kind, and intelligent man and he is greatly missed. Jack regularly supported Queen's throughout his lifetime and generously included a charitable bequest to the university in his will.

Gerard Hopkins, BCom'51, died Sept. 23 in Kingston. After graduating from Queen's, Gerry had a long and rewarding career with DuPont Canada. Predeceased by his first wife, Anne (Cooke), BA'52, and his second wife, Jocelyn Rehder, Gerry is survived by children Bruce, MBA'00, Pamela, Com'78, Diana Hopkins-Rosseel, MSc'93 (John Rosseel, Artsci'81), and Philip, Sc'83, seven grandchildren, including Natasha Goncharenko, Artsci'18, and large extended family. Gerry was deeply involved in his community, as volunteer, organizer, mentor, and advocate. During his life, he established a planned gift to benefit the Queen's General Endowment Fund.



Douglas MacIntosh, BA'53, MD'59, died Aug. 10 in Belleville, Ont. Douglas is survived by his wife, Catherine (Casselman), Arts'57; children

Ross, Cynthia, and Peter; five grandchildren; and extended family. Douglas, known affectionately by patients and colleagues as "Dr. Mac," opened his internal medicine practice in Belleville in 1966. In 1972, he founded a cancer clinic at Belleville General Hospital. In 2014, the clinic was formally renamed the Douglas A. MacIntosh Cancer Clinic. Among many accolades for his work, Douglas received the Christian Medical Foundation's Wm. Osler Award for Christian Medicine, the RCAF Humanitarian of the year award, and the Canada 125 medal. Douglas touched many lives throughout his

career and was known for his care and compassion.



Frank Mathew Milos, BSc'58, died Oct. 25 in London, Ont. Frank came to Canada as a child with his family, when they immigrated from Yugoslavia. Later,

facing a choice between a baseball career with the Buffalo Bisons and higher education at Queen's, the ever-prudent Frank chose the latter. He never looked back. After studying mechanical engineering, he became a professional engineer and marketing executive. He was also a proficient golfer. Frank is survived by his wife, Rene, and three children. Queen's friends may send their condolences c/o Box 92, 260 Adelaide St. East, Toronto, M5A 1N1.

William R.R. "Bob" Park, BSc'48½, MSc'49 (Chemical Engineering), died Feb. 20, 2019, at the age of 91. After earning his PhD in chemistry from U of T, Bob spent most of his career as

a research chemist at the Dow Chemical Company in Midland, Mich. He retired from Dow in 1985. Bob held 25 patents and wrote a book on plastics film technology, as well as many articles for scientific publications. He is survived by his wife, Thea, and extended family. Bob was a longtime resident of Prescott, Ariz., where for several years, he and Thea organized an annual summer hike and outing for Queen's alumni and visitors. A loyal member of the close-knit class of Science '48½, Bob also took great interest in the studies and work of the Sc'48½ Bursary recipients.



Albert Pearson, BA'49, MA'50 (Physics), (PhD, U of T), died Oct. 27 in Toronto. Albert worked for many years for Atomic Energy of Canada. An instrumentation

and reactor control expert, Albert pioneered the use of computer-aided reactor control systems, a hallmark of CANDU reactor design.

WHERE DESTINY AND DETERMINATION LEAD

Looking back over her 91 years (and her four children notwithstanding), Dr. **Eleanor (Miller) Sutherland** recalls her admittance into Medicine (Queen's Meds'53) as her happiest memory. Her paternal grandmother encouraged Eleanor's ambition to attend medical school, as she herself had longed to do in an era when women were not granted medical degrees. Family myth has it that Eleanor secretly absconded to Queen's after telling her parents that she was returning to a school of medical technology in Minneapolis. She showed up without registration, but was destined to be admitted when the sixth of six openings for female students suddenly became vacant.

In Kingston, Eleanor stayed at the house of her aunt, Sadie Miller (Queen's Faculty of Education, 1919–1920, BA 1927, MA, Sorbonne). Eleanor remembers the constant pressure of her studies, the fear of not keeping up her marks, and a life made easier by her four friends in the faculty: John Playfair, Alan Swan, Bruce Sadler, and Victor Abramson. Following her marriage to Dr. Ralph Sutherland in 1951, Eleanor completed her training at the University of Alberta in Calgary. The years of her practice, interspersed with bearing four children,

compose a quilt created by a strong, determined woman. She began as a rural GP (supporting the drive for socialized medicine in Saskatchewan). Her 55+ years of practice included work in rehab, public health, ER, home visits, and palliative care. Eleanor remembers rotating from a morning workplace to a second in the afternoon and to the ER evenings and weekends.

Other Queen's alumni in her family are Harold Miller, BA'53, Bill Miller, Arts'68, Ed'69, and Ross Sutherland, Artsci'79.

Eleanor was a faithful attendee at her class reunions until recently. Still determined as ever, despite health concerns, Eleanor lives at her home in Ottawa, an inspiration and role model to many women during her lifetime. ■



Peggy Casselman Miller

His contributions to nuclear engineering in Canada were recognized in 1983 when he was awarded the W.B. Lewis Medal by the Canadian Nuclear Society. He retired from his position as head of the Electronics, Instrumentation, and Control Division at the Chalk River Nuclear Laboratories in 1980. In retirement, he travelled widely, built furniture, and continued his love affair with computers and technology. Predeceased by his spouse, Edna Ledgerwood, and his son Ron, Albert is survived by sons Larry, Artsci'76, and Robert.



J. Edgar Sexton, BSc'59 (LLB, Western), died at home in Brockville, Ont., on Nov. 1. Predeceased by his son Tim, BA'82, Edgar is survived by his wife, Rosemary,

children and stepchildren Chris Sexton, Jennifer Sexton, Artsci'89, Stephanie Black, Artsci'89, and Robin Black, and extended family. After completing his degree in civil engineering, Edgar studied law at Western. He went on to become one of Canada's foremost litigators. He began his law career with a two-man firm in London, Ont. He eventually joined Osler Hoskin in Toronto, becoming head of litigation and

then chair and senior partner. While he was at Osler, the firm expanded to open offices in Calgary, New York, London, Paris, and Hong Kong. He was appointed to the Federal Court of Appeal in 1998 and served on the bench until 2011 when he turned 75. For the next few years he did mediation and arbitration work as well as consulting with the Canadian government. Edgar was a kind, thoughtful, and measured man. He treated everyone he met with the same courtesy and respect. In his personal interactions, he had a calm, unruffled demeanour and a lovely amiable nature. Yet in the courtroom he could be a fierce and unyielding opponent. Once he took on a legal brief, he pursued it meticulously, fearlessly, and relentlessly. With his strategic focus and logical, practical brain, he had an uncanny ability to distill vastly complicated cases into a few simple basic principles. He loved to work with his juniors and help them learn and he, in turn, learned a great deal from them.



H. Jean (Foster) Wilkinson, BA'52 (MA, Duke, PhD, Pittsburgh), died Oct. 7. Jean was the beloved wife of 66 years, and sweetheart of 70 years, of John W. Wilkinson, Arts'50,

MA'52 (PhD, North Carolina). She is also survived by their children, David and Beth, her sister Marilyn Treddenick, Arts'59 (Jack Treddenick, PhD'69), and extended family, including in-laws Margaret (Wilkinson), Arts'61, and Denny Bozic, Sc'59, MSc'61. Jean was predeceased by her parents, Helen and Thomas Foster, BCom 1927. Jean spent most of her career as associate professor of psychology at the State University of N.Y. in Albany (SUNYA). When she retired in 1995, Jean was also the director of the Psychology Advisement Center at SUNYA. Outside of work, she was very involved in the community, serving on boards of multiple organizations. In 2010, Jean and John received the Katherine S. Rozendaal Award, which honours people whose volunteer leadership and activities have had a positive impact on the Schenectady community.

1960S

Honours

Mary Collins, Arts'61, was recently honoured by the International Women's Forum at its international conference gala held in Toronto as a "Woman Who Makes a Difference." The IWF is a membership organization of more than 7,000 diverse and accomplished women from 33 nations on six continents. Mary now lives in Saanich, B.C., where she serves on a number of not-for-profit boards, including the Saanich Police Board and the B.C. Association of Police board.

Franklin Saksena, Meds'60, has been honoured with the Outstanding Volunteer Clinical Teacher Award from the American College of Physicians. A cardiologist in Chicago, Franklin has spent the past 50 years in the clinical practice of internal medicine and cardiology. He practised at several Chicagoland hospitals, and he continues to provide clinical care to underserved patients. The ACP award cites his passion for education, particularly the teaching of the cardiac physical exam. Franklin is also an ACP Fellow, an honour achieved by those recognized by their peers for personal integrity, superior competence in

HAPPY HOMECOMING

Mary Card, Arts'69, sent in these reunion photos from the fall. Seen here, Mary with her brother, Bob Card, Meds'64. In the second photo, at Richardson Stadium, a reunion group

from Meds'64: John Conners, Bob Card, Robert "Harry" Miller, Linden Frelick, Tom Disney, Paul Rutherford, and Barrie Phillips. ■



internal medicine, professional accomplishment, and demonstrated scholarship. He is also the author or co-author of five books in clinical cardiology.

Family news



Lee Batstone, Arts'60, PHE'61, sent in this family photo. Pictured here, Lee, Elaine (McFarlane) Batstone,

NSc'62, Jack Batstone, Artsci'21, and Geoff Batstone, Artsci'90. Lee is the son of Harry Batstone, BCom 1926, MD 1932, making Jack the fifth generation of Batstones to attend Queen's.

Deaths



Jean Mary (Smith) Bruce, MA'67, died Oct. 7 in Ottawa. Predeceased by her husband, Gordon, Jean is survived by

her children Ellen and Matthew and extended family. After beginning her career as a radio producer for the CBC, Jean forged a rich career in the cultural arts sector as a researcher, historian, curator, and author, including positions at the National Museums of Canada, National Gallery, and Museum of Civilization (now Museum of History). Jean was the author of three books on Canadian history, *The Last Best West*, *After the War*, and *Back the Attack!* Jean contributed throughout her life to the development of national, local, and British heritage projects, helped to establish educational programs designed to encourage children to explore their own family histories, and proudly promoted women's stories and interests. A life-long supporter of Queen's, Jean thoughtfully chose to make a gift in her will for student financial assistance in recognition of the support she received as a student.

Alan McNabb Grant, BSc'62, died Nov. 11 in Kingston. Alan is survived by his wife, Janis, daughters Gillian and



Jennifer, and three grandchildren. After graduating in electrical engineering, Alan settled in Kingston as a businessman and consulting engineer

in air conditioning and ventilation. He served his profession as chair of the Association of Professional Engineers of Ontario, and served the Kingston community as chair or president of numerous organizations, including the Kingston General Hospital board, Hospice Kingston, the Marine Museum, the Kingston Symphony Association, the Museum of Healthcare, and the Gallery Association (Agnes Etherington). He was an accomplished musician and played the flute in the Kingston Symphony Orchestra and later in Orchestra Kingston, a community orchestra that grew out of chamber music gatherings in his home. An avid athlete, he was a member of Queen's track and harrier teams as an undergraduate, and throughout his life enjoyed cycling, swimming, speed skating, and sailing on his yacht *Peregrine*. For his outstanding contributions to the community, he received Kingston's Distinguished Citizen Award in 2007.

Hugh Landerkin, LLB'67, died Sept. 23 in North Saanich, B.C. Hugh was a respected practitioner of family law, judge of the Provincial Court of Alberta, and teacher. An accredited arbitrator and a trained mediator, he was an advocate of Alternative Dispute Resolution. He was a pioneer in the creation of Judicial Dispute Resolution, which enables trained judges to work with parties before, and often, in lieu of, a trial. Later he worked in academia: Royal Roads University's Peace and Conflict Studies Division and the University of Victoria Law School. Hugh received a number of accolades for his work in non-adversarial justice, including the Alberta Centennial Medal and the Queen's Elizabeth II Golden Jubilee Medal. In 2012, Hugh established The Honourable Judge Hugh F. Landerkin, QC, Faculty of Law Conference and Travel Support Fund. The endowment provides support for full-time faculty to attend a learned conference that

will enhance their teaching ability in their preferred area of teaching law.

Bryce Larke, MD'60, died June 2 in Edmonton. He is survived by his wife, Shirley, children Krista, Bryce Jr., and Donald, Artsci'90, MPL'93, and extended family. After graduation from Queen's, the newly minted Dr. Larke spent five years at the Hospital for Sick Children in Toronto, where he earned his doctorate of clinical science (DCISc) in virology and pediatrics. He held medical appointments at Case Western Reserve University in Cleveland and at McMaster University, where he established the Hamilton Regional Virology Laboratory. He then became a professor of pediatrics at the University of Alberta (1975–2001) and the associate medical director of Canadian Blood Services in Edmonton (1985–2001). He also did extensive work on viral hepatitis in the Canadian Arctic through the Boreal Institute for Northern Studies. Bryce's sabbatical year (1986–1987) was spent at L'Institut Pasteur in Paris, doing HIV research in the lab of Nobel Prize recipient Professor Luc Montagnier. Bryce became the first director of the provincial AIDS program established by the Government of Alberta in 1988. In 2001, he and Shirley moved to Whitehorse, where Bryce served as the territory's chief medical officer until 2008. They then moved south to Edmonton, where Bryce worked as a medical virologist at the Provincial Laboratory for Public Health until his retirement in 2016.

1970s

Honours



In December, **Lubomyr Luciuk**, Artsci'76, MA'79 (Geography), received the Cross of Ivan Mazepa from Ukraine's ambassador to Canada on behalf of the president of Ukraine. The medal was awarded to Lubomyr for his "significant personal contribution to the strengthening of the international authority of Ukraine, the

development of interstate cooperation, and fruitful public activity." Lubomyr is a professor of political geography at Royal Military College. He is the author of several books on Ukrainian history.

Notes

Following a successful career in radio and television in Kingston, **Bryan Olney**, Arts'71, MA'74 (Political Studies), joined the faculty at Loyalist College in Belleville, Ont., where he became dean of media studies. In 1984, Bryan was appointed director of the School of Journalism at the University of Regina; in 1988, he accepted a position as dean of journalism with the Higher Colleges of Technology in Abu Dhabi, U.A.E. While there, he organized and co-hosted an alumni reunion at the home of the Canadian ambassador which was well attended. He retired in 2006, and Bryan and his wife have a waterfront home on Manitoulin Island.



For 30 years, these Arts'71 grads have taken a biennial outdoor trip together. This year, they did a cycling tour in British Columbia's Okanagan Valley. Seen here, **Mike Williams, Carl Rumscheidt, Jeffrey Simpson, Andrew Duncanson, Bruce McKelvey, and Richard Boxer.**



Las Vegas was the site for another 309 Earl Street party for eight former housemates: **William Chalcraft, Artsci'76, Michael Dick, Sc'77, Brian Fulcher, Sc'78, Doug Grundy,**

Com'76, Bob McCormack, Meds'79, Bob McMahon, Meds'79, Malcolm Orr, Meds'78, and Phil Romeril, Sc'77. Also in attendance were most of their wives: **Ingrid McLeod-Dick, Artsci'78, Donna Watterud, Meds'80, Mary Lindsay, Meds'78, Carol Smith Romeril, NSc'78, Sue Wallace, and Amanda Elioff.** "A great time was had by all," reports Michael Dick, "and we even had a phone conversation with the current residents of 309 Earl. **Sue (Wishart) Grundy, Artsci'76,** was unable to attend but we plan to do this again in 2021 when all of us are more retired! In planning for this reunion, we were saddened to learn that **John Woollatt (Artsci'77) and John Weglo (Sc'78),** two of our other housemates during this time, had passed away. Their memories were alive as we shared many pictures and stories from our days at 309 Earl Street throughout the weekend."

In July, four couples held a reunion on an island on the French River (in Central Ontario). Seen here, **Steve Grinius, Sc'77, Sally (Moffat) Taylor,**

In 2019, the Estate of David Weeger (BCom'71) made a generous legacy gift to support students at the Smith School of Business. David's thoughtful bequest established a bursary that is now assisting Smith Commerce students with demonstrated financial need and removing barriers to attend Queen's.





Artsci'77, **Dave Taylor**, Sc'77, **Jim Stewart**, St. Lawrence College Engineering '77, **Pat (Loney) Grinius**, NSc'77, **Peggy (Hampson) Stewart**, Artsci'76, **Maureen (O'Shaughnessy) Paterson**, Sc'81, and **John Paterson**, Sc'78, MASc'81. The women all met in Vic Hall in first year, and the guys were in first-year engineering together.



Seen here on the steps of the old Victoria School (en route to the Homecoming football game) are **Leslie Wood**, Artsci'79, **Mary Smith**, MDiv'82, **Monica (Smith) Martin**, **Cathy (Rigsby) Gale**, and **Brian Sulzer**, all Artsci'79. Leslie, Monica, and Cathy were housemates in fourth year, and Brian and Cathy were classmates in geography. Monica is wearing a special sweater with Queen's emblems knitted into the pattern: It had been a gift to her father, the late David Chadwick Smith (Principal Emeritus). (Brian's father, **John Sulzer**, Sc'54, wasn't able to make Homecoming this year, but he did appreciate the certificate he received from Queen's that recognized his 65th anniversary.)

Deaths

Robert Jorgen Backstrom, BCom'74, died Sept. 24 at the young age of 68 after a courageous battle with cancer. He is survived by his best friend and soulmate Debbie (Conway) and his three children, who will always consider their dad their hero: Jennifer, Artsci'00, Meds'04, Rob, and Ron. Bob had a diverse and



accomplished career: accountant (Peat Warwick Mitchell); assistant treasurer (Algoma Steel); COO, Group Health Centre; Superintendent of Business, Algoma District School Board; and vice-president, Confederation College, Thunder Bay. At the time of passing, he was living in Ottawa, working as the superintendent of business for the Upper Canada District School Board in Brockville, with no plans for retirement.

Daniel Masterson, PhD'71 (Civil Engineering), died Oct. 20 in Calgary. Dan's career focused on innovative structural engineering and analysis of ice strength to support oil and gas exploration in the High Arctic. This work led him to publish more than 100 research papers and two books that documented the advancement of theory and practical applications in Arctic engineering. Dan's work was recognized by the Canadian Society for Civil Engineers, the Petroleum Society of Canada, and the Society of Naval Architects and Marine Engineers. Dan is survived by his wife, Ginny, three sons, and extended family.



Rob "Mudd" Muddiman, BSc'79 (Mechanical), died suddenly and peacefully on Nov. 14, 2019, at the age of 62. He is survived by his best friend and wife of 37 years, Jane (McKenzie); children John (Kate), Laura (Elliott), David; and grandson Owen. Nothing mattered more to Mudd than Jane and the family. Mudd was a leader in the class of Science '79, from his very first week at Queen's to the 40th reunion held less than a month before his passing. Mudd is remembered by all who knew him as a larger-than-life character. He had an infectious *joie de vivre* that was impossible to resist.

Mudd started his working life at Pratt & Whitney before joining his father and brother in the family business. In 1991 he kicked off a successful career as a serial entrepreneur. Mudd loved to travel and play, packing as much as he could into his too-short life. Above all, he loved golf: the challenge, the competition – but more than that, he loved the camaraderie of his family and friends on the golf course. Mudd was a force of nature whose energy and passion will be sadly missed by his family, friends, and Science '79 classmates.

1980s

Honours



Jan Allen, Artsci'87, BFA'90, MA'92 (Art History), recently received two honours in recognition of her work. In November, she received the Lifetime Achievement Award from the Ontario Association of Art Galleries. In December, she received the Arts Champion Award from the City of Kingston. Jan retired in January from her role as director of the Agnes Etherington Art Centre. Jan had been at the Agnes since 1992 in a variety of roles, becoming the centre's director in 2014. During her tenure, she oversaw numerous exhibitions, publications, programs, and acquisitions, including the most recent, a painting by

Rembrandt van Rijn, *Head of an Old Man with Curly Hair* (1659), a gift of Linda and Daniel Bader. Under Jan's leadership, the Agnes has won several prestigious awards and has nearly doubled its funding from the Canada Council for the Arts. *Photo of Jan Allen by Tim Forbes*

Michael Kendall, Artsci'84 (Physics), PhD'91 (Geological Sciences), was elected a Fellow of the Royal Society in recognition of his exceptional contributions to science. Michael is chair of geophysics in the Department of Earth Sciences at the University of Oxford. His current research in global geophysics concentrates on the nature of the Earth's core-mantle interface and the boundaries of tectonic

plates. He has led seismic field experiments in a range of geologic settings varying from the Canadian Arctic to Ethiopia.

Bill Stevenson, Artsci'80, was honoured by the Kingston Historical Society in December for his contributions to the preservation and interpretation of local Kingston history. In 2012, Bill created the Vintage Kingston Facebook page, which offers a public platform for sharing historic ephemera related to Kingston and its environs. These include photographs, maps, advertisements, and illustrations. Many of the images are from private collections and would otherwise go unseen if not for Vintage Kingston. The page has been a great success with more than 28,000 followers. There are now approximately 7,500 images posted to Vintage Kingston, many of which include dozens of visitor comments that often fill in details about the subject depicted. In addition to Vintage Kingston, Bill created and manages pages for Vintage Toronto, Vintage Gananoque, Vintage Brockville, and Vintage Belleville.

Job news



Mary Chapman, Artsci'83, MA'84 (English), (PhD, Cornell), has been appointed the academic director of the new Public Humanities Hub at UBC Vancouver.

The aim of the hub is to support collaborative research among scholars and to highlight and develop public-facing research in the humanities. Mary is a professor of English at UBC. She specializes in American literature and transnational American Studies; suffrage literature and activism; women's poetry; periodicals; digital humanities; and public humanities. *Photo of Mary Chapman by Paul Joseph/UBC Brand & Marketing*

Christopher D. Scheffman, Artsci'84 (MBA, Thunderbird), rotated out of U.S. Consulate General Lahore, Pakistan, with the U.S. Department of State in August. He is now covering four Latin American countries with the Bureau of Overseas Buildings

Operations (OBO) from Rosslyn, Va. He is particularly elated to be back with his wife, Carmen, two teenagers (in grades 9 and 10), and dog. He may be reached at CDScheffman@global.t-bird.edu. The family resides in Arlington, Va.

Notes



Robert Priebe, MPL'85, sent in this update: "After leaving Queen's, I worked for 32 years, mostly for the City of Edmonton

as a parks planner in rising levels of responsibility. I have an amazing wife (Carolynne) and two adult grown children (Amanda and Ryan), also amazing. When I retired, I returned to school to undertake a doctorate which I achieved in November of 2019. My dissertation was a socio-historical analysis of parks planning in Edmonton in the 1960–2010 period using qualitative inquiry and institutional theory. Friends can reach me at priebe@ualberta.ca."



Congratulations to our Branch Award recipient

Agnes Benidickson Award
OTTAWA BRANCH
MAY 6, 2020

The Ottawa Branch presents the 2020 Agnes Benidickson Award to Wayne Garnons-Williams, Law'90, for his ongoing commitment to Aboriginal relations in Canada, and his ongoing commitment to Queen's, providing his expertise on international trade and Indigenous issues. Learn more at queensu.ca/alumni/awards/agnes-benidickson-award.





Patricia Guselle, Artsci'86, MIR'92, and **Eric Schjerning**, Artsci'82, Law'84, hosted a gathering of Queen's friends at their cottage last summer. Pictured here: Eric, Patricia, Mark Thomas, Artsci'83, Madeleine (Parent) Thomas, Artsci'86, Shawn Roane, Artsci'82, Kathy Feleki, PGME'83, Scott Cowan, Artsci'83, Lisa (Hall) Kunow, Artsci'88, and Richard Kunow, Artsci'85.

1990s

Jobs



Josh Orzech, Com'96, is now the general manager of Tether Alberta. As the first employee of the start-up, Josh oversees all aspects of the company's devel-

opment. Tether Alberta is focused on bringing fibre optic internet to rural Albertans. Josh was previously with Direct Energy for 13 years, working in the company's Toronto and Calgary offices. Josh can be reached at joshorzech@yahoo.com.

Notes

Mahesh Uttamchandani, Artsci'96, fulfilled his lifelong dream of appearing on the hit game show *Jeopardy!* "Meeting Alex Trebek – who was a very warm and gracious host – was a huge thrill," says Mahesh. Tune in to the show on March 6 to cheer him on.

Deaths

Stephen Kirkham, BA'90, died suddenly and unexpectedly in June. He is survived by his sister Colleen Kirkham and brother-in-law Steve Kurdyak, both Meds'88, nieces Katherine and Lauren, and nephew Michael. Steve was a Canadian springboard diving champion and



captain of the Queen's varsity diving team. He also worked as a professional high diver at Six Flags Park in Houston and Canada's Wonderland. After

studying life sciences at Queen's, Steve went on to medical school at UBC. He completed residency training in psychiatry and a fellowship in behavioural neurology at Tulane University in New Orleans, where he went on to work as a psychiatrist until Hurricane Katrina hit in 2005. He then lived and worked in Hong Kong for nearly a decade, returning to live in Vancouver in 2016. Steve had a wicked sense of humour and was always the life of the party. He will be remembered for his warmth, compassion, disarming kindness, and generosity by all those who loved him.

2000S

Commitments

Joanna Marie Nicholson, Artsci'07, and **Shawn Gregory Ruff**, Sc'03, wed in Toronto on Aug. 24. They were surrounded by their family and friends (including many Queen's



alumni!) at a ceremony and reception at the Gardiner Museum.

Honours



Nicholas Vlachopoulos, PhD'09 (Geology), was the 2019 recipient of the Thomas Roy Award from the Canadian Geotechnical Society. Nicholas

received the award for "outstanding contribution to Engineering Geology in Canada." His citation said, "his research and work with industry has had a major impact on improving the fundamental understanding for predicting ground behaviour and

INSPIRED DESIGN



After graduating from Queen's Life Sciences, **Stephen Pankratz**, Artsci'05, earned his master of biotechnology degree from U of T. He is now the president and founder of Upseat, which produces an ergonomic floor and booster seat for infants and toddlers that encourages good posture and healthy hip development. The creation of the Upseat was inspired by Stephen's son Jack. Seen here are Stephen, his wife, Kim Kucher, and Jack on the set of TV's *Dragon's Den*. The Upseat is currently sold in several stores including Canadian Tire and Toys R Us. Prior to founding Upseat, Stephen led the successful launch of several surgical and interventional products in Canada. ■



support performance associated with tunnel design, assessment, monitoring, and construction within geological engineering works." The Thomas Roy Award is the premier engineering geology award in Canada. Nicholas is an associate professor (civil engineering) at RMC. He is also a cross-appointed professor in both the Environmental Studies and the Geological Sciences and Geological Engineering departments at Queen's.

Family news



Lindsey (Reed), NSc'05, and **Sean Peacocke**, Artsci'01 and '02, caught up with old Queen's friends in Kingston recently; they sent us this photo from campus. The couple didn't know each other at Queen's; they met in Halifax after they had both graduated. They now live in Toronto with their kids Cole (Queen's class of '34) and Brynn (Queen's class of '36).

Notes



In April, **Heather Taylor**, Sc'06, will attempt to row solo and unsupported across the Pacific Ocean from California to Hawaii. Her goal is to raise \$100 for each of the 2,500 miles she will be travelling, with the funds going to support individuals and communities facing extreme poverty. If successful, Heather will become the first Canadian to complete the mid-Pacific route solo, and the fastest female, if she can finish the trip in under 99 days. Heather lives in Perth, Australia, and works for the West Australian government in

natural disaster management as a risk specialist. Learn more about her journey at pacificgiantsrow.com.

2010S

Births



Justina (Ling) Grimmer, Artsci'10, Ed'14, welcomed Lucien Nicolas Justin on Feb. 7, 2019.

Justina and her family live in Paris.

Commitments



Anne Moore, Sc'13, MEng'14, and **David Rooney**, Sc'13, celebrated their wedding day with family, friends, and fellow Queen's alumni on May 18 in Ottawa. Three generations of Queen's graduates took part in the joyous day.

Honours



Scarlett Crockatt, AMBA'15, was recently recognized as Investment Banker of the Year by Women in Finance Canada. Scarlett is a director at Scotiabank Global Banking & Markets and serves on the City of Calgary Council Compensation Review Committee. Scarlett, who is class president of AMBA'15, is seen here (centre) with two of her AMBA classmates, Natalie Koven and Ryan Campbell.

Abdul-Aziz Garuba, Jr., MBA'12, received CPA Ontario's prestigious Emerging Leader Award in recognition of his exceptional contributions to Ontario's business landscape as well as to his community. Aziz leverages



technology to improve business processes, meeting client needs with novel, sustainable solutions. Outside of work, Aziz chairs the Canadian Association of

Urban Financial Professionals (CAUFP) Corporate Advisory Board, which connects corporations with the Black community through groundbreaking programs that facilitate economic growth and educational opportunities.

Orley Pacheco, EMBA Americas'18, was recently honoured by the Association of Latino Professionals for America (ALPFA) with the Top Leader Under 40 Award. Orley is a wealth manager at ARS Capital Advisors, Inc. in New York. He also served with the United States Marine Corps and is a veteran of Operation Iraqi Freedom. Orley is an active volunteer with ALPFA and with the Financial Planning Association. He lives in New York City with his beloved Maggie and their daughter Maia. You can reach Orley via orleypacheco.com.



Genevieve Rees, NSc'17, was awarded the Sovereign's Medal for Volunteers by the Governor General of Canada. She received her

medal at a ceremony at a city council meeting in Hamilton in October. Genevieve has been a volunteer first responder since 2009 with organizations such as McMaster University Emergency First Response Team, Queen's First Aid Campus Response Team, and Peer Health Educators. As part of a team that responds to a variety of situations, she has educated others and served as a role model of responsible behaviours as well as a mentor for new team members.

— Congratulations to our 2020 Alumni Awards Recipients

The Queen's University Alumni Association will recognize the contributions of outstanding alumni at its Alumni Awards Gala on Saturday, April 4, 2020.

SPOTLIGHT

Idrees Ali, Com'13

Since graduating from Queen's, journalist Idrees Ali has shed light on pressing national security, foreign policy, and humanitarian challenges around the globe. He has reported on issues such as death threats faced by journalists in Pakistan, which earned front page coverage in the *Washington Post*. Ali is currently the national security correspondent covering the Pentagon at the Reuters News Agency in Washington, D.C., and has demonstrated persistence in holding government officials to account. His work in journalism is a true inspiration to the Queen's community and the Queen's University Alumni Association is proud to name him as this year's One to Watch award recipient.



2020 Award Recipients

ALUMNI ACHIEVEMENT AWARD

Hugh Christie, Artsci'78, Law'81

ALUMNI HUMANITARIAN AWARD

Blaine Favel, Law'90

ALUMNI MENTORSHIP AWARD

John Armitage, Sc'71

ALUMNI AWARD FOR EXCELLENCE IN TEACHING

**Holly Ogden, Ed'02, MEd'08,
PhD'13 (Faculty of Education)**

HERBERT J. HAMILTON VOLUNTEER SERVICE AWARD

Elke Beecken, MEd'84

ONE TO WATCH AWARD

Idrees Ali, Com'13

OUTSTANDING STUDENT AWARD

Rebecca Maciver, Artsci'12, PhD'20

MARSHA LAMPMAN BRANCH VOLUNTEER AWARD

Allan McGavin, Com'08, Law'12

RISING STAR VOLUNTEER AWARD

Jacklyn Lewis, Artsci'11

INITIATIVE OF THE YEAR AWARD

**Queen's Black Alumni
Chapter (QBAC) –
Homecoming Launch Event**

Join us in celebrating
their achievements on
April 4 at Ban Righ Hall,
Queen's University.

Register and learn
more about the award
recipients at [queensu.ca/
alumni/gala2020](https://queensu.ca/alumni/gala2020)



QUEEN'S UNIVERSITY
ALUMNI ASSOCIATION

A group update



Jessica Adams, Artsci'02, ConEd'03, MSc'06, writes, "I work at INVIVO Communications, a specialized digital health-care agency in Toronto's Liberty Village. INVIVO is an agency of about 100 people with a passion for connecting people and science. We accelerate the understanding of medical science through animations, eLearning, interactive installations, and mobile apps. I was thrilled to discover that INVIVO is the home of nine Queen's alumni from varied faculties! Once I found this out, I couldn't help myself...I had to organize a photoshoot for the Queen's crew here."

Seen at INVIVO are Sarah Collins, R. Brian Chafee, Jessica Adams, and Kristina Sauter (in the back row); Adam Zunder, Jenny Jun, Yelena Markovic, and Dan Eliasoph (in the front row). Joining the company too late to get in the photos was Avesta Rastan.



We asked Jessica and her colleagues to give us an update on their work. Here's what they said:



Sarah Collins, Artsci'08 (English and History). "As a member of the project management team, I am responsible for planning, workflow process, financial health, and execution of projects at

INVIVO. Most recently, I managed the rollout of a multi-platform, cross-functional eLearning curriculum that covers five therapeutic areas in the rare genetic diseases space. It has been exciting and fulfilling to work on a project that we know will impact patients around the world through collaboration with our client!"



R. Bryan Chafee, Artsci'20 (Computer Science). "I'm an interactive media developer on the unity team. I develop software that brings together every faculty of INVIVO: animation, design, UX,

and medical content. Projects I work on range from 2D to mixed reality experiences that are designed to entice and educate health-care providers and audiences at global conferences. Recently, I was the lead developer on two projects deployed to the 2019 American College Rheumatology conference, and I assisted development with several other pieces deployed to the 2019 American Academy of Ophthalmology conference."



Jessica Adams, Artsci'02 (Life Sciences), ConEd'03, MSc'06 (Biology), (PhD, Molecular Genetics, U of T). "I am a senior medical writer and team lead on the translational medical content team.

I write the science content for our apps, animations, eLearning modules, and slide decks. Because our clients are a diverse group (from academia to pharmaceutical companies), this can cover a wide range of medical content; I've worked on rheumatology, dermatology, rare genetic diseases, biologic therapeutics, gene therapy, and nephrology projects, to name a few. Every day, I collaborate with other members of our production team (graphic designers, user experience designers, developers, and animators)."



Kristina Sauter, Com'95. "As a senior vice-president at INVIVO, I lead the client services team. I am responsible for providing strategic leadership, as well as operational and tactical oversight

for all our health-care clients. Our work is very fulfilling as we try to solve our client's communication challenges by accelerating the understanding of data and science."



Adam Zunder, Artsci'13 (Biology and Psychology). "As a medical animator I use technical animation skills,

scientific knowledge, and a love of art and design to bridge the gap between art and science. I am responsible for bringing the beauty of the natural world to light in ways that are captivating, informative, and scientifically accurate."



Jenny Jun, Artsci'07 (Life Sciences).

"I'm a medical editor on the translational medical content team. I'm responsible for reviewing medical content for clarity, consistency, and accuracy. My work involves distilling complex high-level scientific information into clear and concise language for effective communication."



Yelena Markovic, Artsci'02 (Biochemistry). "As a director of medical content, I lead a team of medical writers and oversee the development of content for a wide

range of medical communication pieces, which can include slide decks, digital data visualization tools, animation scripts, and medical education programs. I use my scientific knowledge and experience in the medical communications field to help ensure that content is compelling, accurate, consistent, and aligned with client strategy."

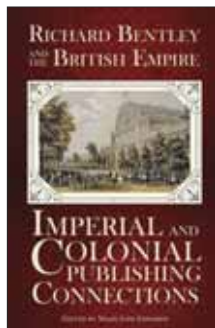


Dan Eliasoph, Sc'06. "As the systems administrator, I ensure the network, systems, servers, and computers are up online. I'm responsible for anything that has a power button! I'm also the

photography guru for the office. From creating new users to backing up infrastructure, I love my work at INVIVO! I'm also head-over-heels that I get to bring my pup Oakley (a tiny golden doodle) to work with me, where he has many other little (and big) friends! Working in a dog-friendly office is the best."

Avesta Rastan, Artsci'17 (Life Sciences and World Language Studies). "As a creative innovation associate at INVIVO, I combine my background in life sciences and technical training as a biomedical animator/illustrator to come up with novel communication media for the health-care and pharmaceutical industries. During my time at Queen's, I helped co-found the NeuGeneration Conference on Neuroscience and worked as the graphic design manager at Studio Q – both of which were integral experiences that exposed me to the creative intersection of art and science!"

EX *libris* **New books by faculty and alumni**



Mary Jane Edwards, MA'63 (English), is the editor of *Richard Bentley and the British Empire: Imperial and Colonial Publishing Connections*. Richard Bentley was the leading publisher of fiction in three-volume form for much of the 19th century. From 1832 until it was sold to Macmillan in 1898, his London-based firm developed networks to distribute its books

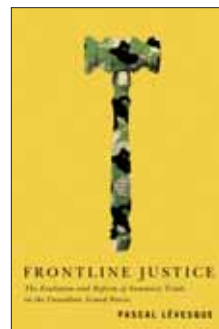
throughout the British Empire. It also issued works of fiction and non-fiction about Great Britain's various colonies in what are now Australia, Canada, India, New Zealand, and South Africa. Contributors to the volume analyze fundamental aspects of the structure, history, and functioning of the international book trade. They explore the many roles that Bentley played in disseminating information about these far-flung possessions and in helping to develop – and modify – British cultural values in them. Dr. Edwards is the director of the Centre for Editing Early Canadian Texts.



Jennifer McKendry, MA'84 (Art History), has a new book out: *Architects Working in the Kingston Region 1820-1920*. Major players in the region were William Coverdale (Kingston Penitentiary in the 1840s), George Browne (Kingston City Hall in the early 1840s), Power & Son (McIntosh Castle, 1852, and

rebuilding St. George's Cathedral in the 1890s), William Newlands (Victoria School, now Goodes Hall, home to Smith School of Business, 1892) and Edward Horsey (Frontenac County Court House, 1856). Architects from Toronto and other areas are included if they designed at least one project in or near Kingston, for example, the contributions to Queen's University (Ontario Hall, Grant Hall, Kingston Hall) by Symons & Rae around 1900. Also included are a list of selected builders, contractors, and craftsmen; architectural pattern books available in Kingston; and a bibliography of Kingston architecture. This work builds upon Dr. McKendry's other books focusing on buildings of brick and wood in the Kingston area, as well as considering the impact of styles from 19th and 20th centuries.

Brian Lenahan, Com'86, followed up his career in banking with a "left turn" into the field of AI. His latest book is *Artificial Intelligence: Transitions – Successfully Prepare for a Career in the World of Artificial Intelligence*. This book is recommended for students, people new to the workforce, or those looking to make a career change. Mr. Lenahan's other books are *Digital Coach: Coaching in the Era of Artificial Intelligence* and *Artificial Intelligence: Foundations for Business Leaders and Consultants*. Mr. Lenahan is the CEO of Aquitaine Innovation Advisors. This year, he will also teach a number of courses on artificial intelligence at McMaster University. He will also be a speaker at the 2020 McMaster World Congress. Learn more about his work at aquitaineinnovationadvisors.com.



Pascal Lévesque, PhD'16 (Law), has written *Frontline Justice: The Evolution and Reform of Summary Trials in the Canadian Armed Forces* (McGill-Queen's University Press). Compared with its civilian counterpart – which struggles with delays and uncertain results – summary military justice is efficient. From offence until outcome, 90 per cent of cases

are dealt with in under 90 days. The other side of the coin is that there is no right to representation by defence counsel, no transcript produced, and no appeal to a judge. Nine times out of ten, individuals are found guilty. For service members, consequences can include fines, reductions in rank, confinement, and sentences of up to 30 days in military jail, sometimes with a criminal conviction.

Addressing important gaps in legal literature, this work sets out to examine summary justice in Canada's military and to advocate for reform. Pascal Lévesque describes the origins, purposes, and features of the summary trial system in the Canadian Armed Forces. He then analyzes the system's benefits and flaws and the challenges it faces in maintaining discipline while respecting the Canadian Charter of Rights and Freedoms. He determines that troubling aspects of the system, including the fact that lower and higher ranks are dealt with and punished differently, are clear indicators of a need for change. Criticizing current legislation, the book takes into account the latest developments in military law and jurisprudence to make concrete recommendations for an alternative model of military justice.

Ex Libris continues on page 44.

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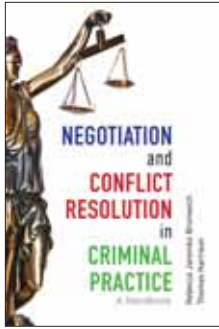


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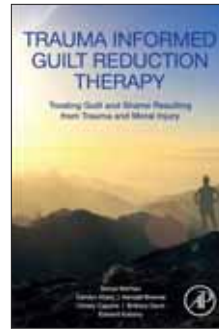


EX LIBRIS

Bill Glover, Sc'72, is the author of *Gold for a Mad Miner*. The book is a tribute to the gold-mining town of Kirkland Lake, Ont., (Mr. Glover's birthplace) on its centennial anniversary. Stories and photos span 100 years of booms and busts, triumphs and tragedies, heroes and villains. The book includes anecdotes from four generations of Glovers who worked in the local mines. *Gold for a Mad Miner* is Mr. Glover's fifth book.



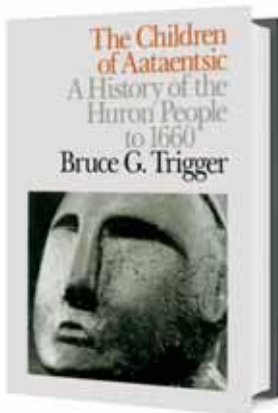
Thomas Harrison, Artsci'89, Ed'92, Law'01, PhD'16 (Law), is the co-author, with Rebecca Jaremko Bromwich, of *Negotiation and Conflict Resolution in Criminal Practice*. Lawyers, Crown counsels, district attorneys, and paralegals are often tasked with managing negotiation and conflict resolution in the courtroom; however, very little theory or literature surrounding this specialization exists. This handbook effectively closes these gaps and extensively discusses theories of negotiation and conflict resolution in criminal practice. Dr. Harrison has taught legal ethics at Queen's; he currently teaches critical thinking and animal law at Durham College.



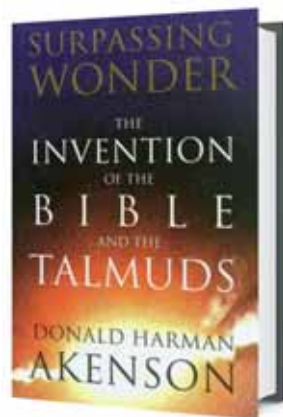
Carolyn Allard, Artsci'91 (MA, Carleton University; PhD, University of Oregon), has a new book out: *Trauma Informed Guilt Reduction Therapy: Treating Guilt and Shame Resulting from Trauma and Moral Injury*. This book provides mental health professionals with tools for assessing and treating guilt and shame resulting from trauma and moral injury. Guilt and shame are common features in many of the problems trauma survivors experience, including post-traumatic stress disorder, depression, substance use, and suicidality. This book presents Trauma Informed Guilt Reduction Therapy, a brief, transdiagnostic psychotherapy designed to reduce guilt and shame. Dr. Allard is the PhD program director at the California School of Professional Psychology at Alliant International University and an associate professor of psychiatry at UC San Diego. She is also the president of the American Psychological Association trauma division (56) for 2020. She would love to hear from other alumni working in trauma psychology: Carolyn.allard@alliant.edu.



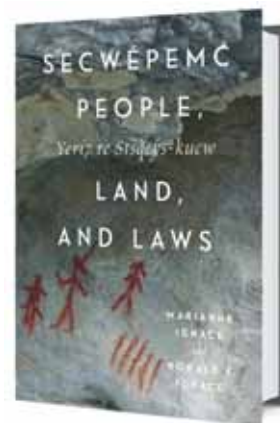
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