

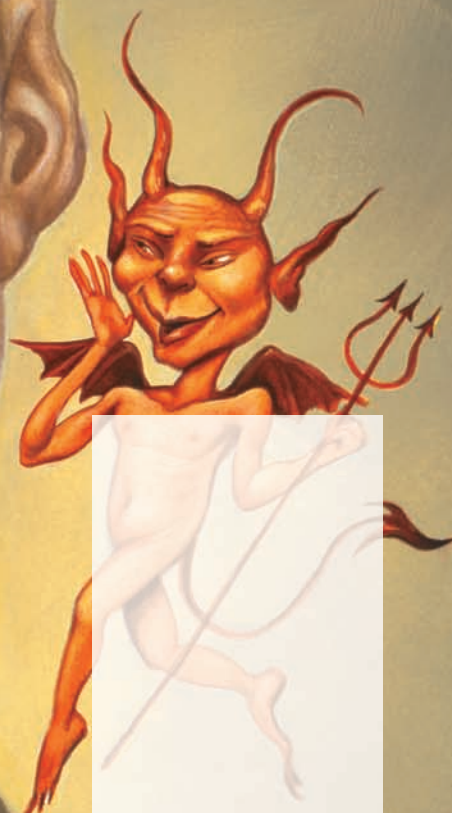


of

UNIVERSITY OF TORONTO MAGAZINE

WHY GOOD PEOPLE DO BAD THINGS

Are we living in an unethical era?



REMEMBERING THE UNDERGROUND RAILROAD
BOB RAE'S REVIEW
SAVING THE WORLD'S OCEANS
HOLLYWOOD LOVES U of T
THE HIDDEN MEANING IN BONES

WINTER 2005 • VOL. 32 NO. 2
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Cover: Illustration by Anita Kunz. An award-winning illustrator, Kunz was born in Toronto and graduated from the Ontario College of Art in 1978. Her clients include The New Yorker, Rolling Stone and Time.

PHOTOGRAPH: SANDY NICHOLSON



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Editor's Note

A Corporate Challenge

Finding profit in virtuous behaviour

BIG BUSINESS HAS TAKEN A LOT OF HEAT RECENTLY. A WAVE OF SCANDALS IN the U.S. and Canada has generated a loud cry for reforms and some soul-searching among business leaders. Most executives want their organizations to be known as good corporate citizens *and* to deliver rising profits for shareholders, but many have not found innovative ways to do both.

As one would expect, U of T's Joseph L. Rotman School of Management requires MBA students to take a course in business ethics. But the point is not to try to teach the difference between right and wrong, says Dean Roger Martin; it's assumed that students already know this. The school *does* try to get students to think carefully about their values and how they influence their decisions. The vast majority of business people want to do the right thing, Martin adds, but in many cases the "right thing" (or the most socially responsible thing) is not always apparent, or comes with a variety of unpleasant side-effects, such as a decline in profit (see "The CEO's Dilemma," on page 21). Through the new AIC Institute for Corporate Citizenship, the Rotman School will encourage executives to think creatively and long-term about how to generate benefits for their company by becoming better corporate citizens.

Some businesses have turned virtuous behaviour into a successful marketing tool. American Apparel, for example, a clothing company started by Montreal native Dov Charney, manufactures all of its T-shirts in downtown Los Angeles and boasts a "sweatshop free" working environment. The Body Shop does not use animal testing, and pursues a number of environmentally sound business practices, which are all described on the company's Web site. Even though these firms no doubt incur higher costs, they also reap benefits from consumer goodwill. Martin would say these companies are operating on the "virtue frontier," far out in front of most others in their industry. They are the "social innovators," similar to the way companies such as Microsoft, Intel and Sony are technological innovators.

What does it take for a company to be a social innovator? Most important, says Martin, is an owner or senior executive with vision who can convince the company's stakeholders of the benefits of progressive corporate policies. "Opportunities abound to devise programs and processes that benefit society as they enrich shareholders," he says. "What seems lacking is imagination on the part of executives."

A few years ago, the U.S. magazine *BusinessWeek* asked people which of the following two propositions they support more strongly: that "corporations should have only one purpose – to make the most profit for their shareholders." Or, that "corporations should have more than one purpose. They also owe something to their workers and the communities in which they operate, and they should sometimes sacrifice some profit for the sake of making things better for their workers and communities."

All but five per cent of respondents chose the second proposition.

Which suggests that senior executives could generate plenty of goodwill *and* higher earnings by more aggressively seeking out the "right thing."

SCOTT ANDERSON

In Search of Excellence

At Home and Abroad

ONTARIO U?

Would a province-wide university work? I noted that President Birgeneau left U of T for the University of California at Berkeley, and recalled that there is not a University of Ontario. In the autumn issue of the magazine there are several references to the review of Ontario's public universities being conducted by former Ontario premier Bob Rae.

I wonder if anyone has looked at the concept of a University of Ontario to see if amalgamating many universities would reduce costs and increase opportunities. This would enable specific campuses to develop centres of excellence in a few areas, rather than trying to compete in almost every subject. Broadband computer networks could be used to disseminate courseware from these centres to students at other campuses.

Admittedly, there are potential drawbacks to a University of Ontario approach.



The competition for students may diminish, leading to a reduction in the quality of undergraduate courses. Students may feel less affinity toward their school. Alumni may be less inclined to make donations to their alma mater. Academic freedom may suffer.

I have only looked at this concept superficially, but, despite the many potential problems, it may be worth considering further.

Peter Macnaughton
(BASc 1966, MASc 1967)
Nepean, Ont.

BIRGENEAU'S CONUNDRUM

The excerpt you chose to highlight from "The Birgeneau Years" (Autumn 2004) undermines the article's main point, expressed in the headline, that for former U of T president Robert Birgeneau, "excellence and equity went hand in hand."

The excerpt states: "Birgeneau argued that financial aid should be steered to those who need it most rather than those with the highest marks." That means equity trumps excellence. But if the financial aid were to go to those with the highest marks, then excellence would trump equity.

So how can excellence and equity ever go "hand in hand"?

Leo Zakuta
Professor Emeritus, Sociology
Toronto

HAPPY READING

How I enjoyed the article on mountain bikers ("Happy Trails," Autumn 2004)! As an avid biker myself, I thought the writer, Chris Nuttall-Smith, did a great job conveying the thrill of the sport.

Kim Konarzycki
(Dip T Ed 1994 OISE)
Georgetown, Ont.

LINKS OVERSEAS

I'm a U of T grad living in Italy, and have been receiving *U of T Magazine* overseas for 18 years. I always find the articles interesting and rewarding.

In the editor's note in the autumn issue, Scott Anderson asked readers to suggest topics for the magazine. I'd like to read about foreign universities that have close ties with U of T. Italy, for

example, has more than 80 universities, and I'm trying to find one that recognizes a U of T degree. It has been very frustrating to discover that most Italian universities – and the Italian Consulate – do not understand the value of a U of T degree, but rather want proof of graduation from high school and middle school.

Angela Bressan
(BA 1986 Woodsworth)
Pordenone, Italy

PUZZLE POWER

I teach a Grade 7/8 special-education communications class. Recently I gave them the "Thinking Outside the Box" puzzle, which appeared in the autumn issue. Solving it was a wonderful confidence-booster for my students, who are learning disabled and often struggle

with math and problem solving. For an entire period they were completely absorbed in the search for a solution, and were thrilled when they found one (although some did need hints). They were eager to share the puzzle with friends and staff members at school, and have even challenged our principal to solve it with three lines!

Vicky Kennedy
(BA 1990 New College)
Scarborough, Ont.

Letters may be edited to fit available space and should be addressed to *University of Toronto Magazine*, 21 King's College Circle, Toronto, M5S 3J3. Readers may also send correspondence by e-mail to uoft.magazine@utoronto.ca or fax to (416) 978-3958.

President's Message



The Choice for a Generation

Bob Rae's Postsecondary Review

I AM DELIGHTED TO BE BACK ON CAMPUS AFTER SOME 20 YEARS, and deeply honoured to be serving our wonderful university as interim president. I am very appreciative of the warm and enthusiastic support that I have received from all quarters in the exciting first months in office. My new duties have brought into sharp focus the great strengths of our university, as well as the many issues confronting us now and in the coming years.

My most significant and immediate challenge is to ensure a successful outcome for the Postsecondary Review of higher education in Ontario being led by U of T alumnus and former premier Bob Rae. Higher education in Ontario is, as Rae states, "on the edge of the choice between steady decline and great improvement." The decisions made in the next several months will affect universities and colleges in the province of Ontario for years to come. Rae's report, expected in January 2005, will address issues of accessibility, quality, system design, funding and accountability, and will assist the government in developing a sustainable long-term plan for financing postsecondary education in Ontario.

PHOTOGRAPHY: LISA SAKULENSKY

The title of the University of Toronto submission to the Rae review is *The Choice for a Generation*. This title reflects our strong view that the present course of provincial policy regarding postsecondary education shortchanges an entire new generation, and jeopardizes the future that depends on its leadership. With increasing university participation rates have come some dramatic changes in the makeup of the student population. Compared to those of a generation ago, today's university students include proportionately many more women, and students from new Canadian families. Indeed, this is the most dramatic change I have seen in my return to the university. And while aboriginal people and students from lower-income families remain under-represented in the university student population, participation rates in these groups are increasing faster than the average. These new students deserve the fullest opportunity to participate in society and to succeed.

To meet the needs of this new generation, and of society as a whole, Ontario requires public universities that are among the best in the world. We should be able to offer students a range of programs at undergraduate, professional and graduate levels that rank with the best of their type internationally – including opportunities that only a major teaching and research university can offer. To create that range of options, universities need a strong base of public funding, as well as the flexibility and latitude to work with and build upon that base. To access that range of options, students need to see clear pathways through the system and to be assured of the resources they need to pursue their chosen course.

Where are we now with respect to this goal? Readers of this magazine may be surprised to be reading of a crisis in postsecondary education in Ontario. After all, as a university we have celebrated many successes in recent years – in the accomplishments of our faculty, the success of our graduates and our expansion to accommodate the surge resulting from the recent "double cohort" of high school graduates in Ontario. New construction for research facilities and for teaching facilities related to enrolment expansion has produced a buzz of activity on each of our campuses. And the generosity of our donors has made it possible for us to complete a record-breaking billion-dollar campaign a year ahead of schedule.

Yet beneath all these successes, the operating base that sustains us has been steadily eroding, and has not kept pace with growing enrolments. Public funding per student for postsecondary education in Ontario is the lowest of any province in Canada. U of T's operating grant per student in 2003-04, adjusted for inflation, was about two-thirds of what it was in 1992-93. Our endowment has been very important in ensuring accessibility (about one-half of the endowment is dedicated to financial support for students) and in enhancing our programs. But on a per-student basis it amounts to about one-quarter of that of the University of Michigan, for example, and it

contributes less than five per cent to our operating budget. And while our new facilities have created important new landmarks on each of our campuses, we have struggled to maintain our historic buildings (73 of the 176 buildings on our St. George campus are historically designated). We need more than \$300 million just to clear the backlog of deferred maintenance.

Ontario's lag behind peer jurisdictions in graduate education is particularly startling. Per capita, compared to peer American states, Ontario has less than half the master's degree holders and only about three-quarters the number of PhD holders. If we are to participate fully in the global environment, not only should this gap be closed, but Ontario's research-intensive universities should also be international destinations for graduate work at the highest level. The need for graduate research and education is so vital that U of T has stretched its resources to admit graduate students well beyond the capped levels currently supported by the province.

As our submission states, "A sense of upward momentum simply cannot be sustained as long as the underlying trajectory is downward. *We are now at the tipping point.*"

Our message is clear: We need a *new compact* among the government, universities and citizens of Ontario for postsecondary education – a compact that is student-centred and institution-based. Students need access to postsecondary education in Ontario at international standards of high quality. Our society needs the broader contributions to the public good – to economic prosperity, cultural wealth and community vitality – that only thriving universities can make. Universities can meet these needs, with the necessary support and scope for realizing their distinctive missions.

Our submission highlights eight elements of a new compact. Briefly stated, they are:

- *Public funding at least at the level of the average for the other Canadian provinces* as a necessary first step toward the level of resources necessary to provide access to education at an international standard of high quality.
- A greatly reformed and enhanced framework of *student financial assistance*.
- Stable multi-year *funding and accountability agreements* between universities and the provincial government, based on mutually agreed-upon measures of accessibility, student success, research performance, unique resources, etc.
- Institutional *self-regulation* of tuition fees within a framework that holds institutions accountable for ensuring accessibility.
- *Leverage and flexibility* for universities beyond the base of the public operating grant – for example, through provincial match-

ing programs for federal support, and incentives to encourage donor support for financial aid and other important priorities.

- *Research support* that builds upon the momentum established by federal and provincial programs in recent years.
- The public funding necessary to expand *graduate education*, concentrated in well-recognized centres of research excellence.
- *A revised college-university credit transfer mechanism*, to be developed by a working group of university and college representatives, to provide clearer opportunities for students.

A COMPACT IMPLIES MUTUAL RESPONSIBILITIES, AND THE University of Toronto is prepared – indeed eager – to do its part.

We believe that this university has a leadership role to play in this regard. With our mission rooted in our historical designation as "the provincial university," our current stature and potential among the leading research and teaching universities of the world, and our position as a key portal of access to education at a major university in one of the world's most cosmopolitan population centres, we are both the flagship and the bellwether of Ontario and indeed the country.

We have led in the development of a guarantee of student aid such that no student offered admission to U of T is unable to enter or to complete his or her program for lack of financial means, and in the development of a framework of annual reporting to our governing council and to the public on key measures of our performance. We look forward to working with the Honourable Bob Rae and his advisors, our colleagues in the Ontario postsecondary system, the government of Ontario and our other partners throughout the public and private sectors to seize this moment for the benefit of our current and future students and for the people of Ontario and Canada.

I urge you to lend your own voice to advocacy in this important cause, in the period leading up to Bob Rae's final report in January and afterward as the Ontario government prepares its response through the 2005 provincial budget. You can find the U of T submission and other information on our Web site at www.raereview.utoronto.ca, and can follow the progress of the Rae Review at its Web site, www.raereview.on.ca. Also, please consider contacting your MPP or writing a letter to your local newspaper expressing your support for postsecondary education and for the University of Toronto.

It is a privilege for me to be leading the university at this most important time. I have great hopes for, and great confidence in its future. Please join me in working toward that future, for the good of generations to come.

Sincerely,

FRANK IACOBUCCI

“Upward momentum cannot be sustained as long as the underlying trajectory is downward. We are now at the tipping point.”

Leading Edge



What, Me Worry?

If you suffer from anxiety, here is one less reason to toss and turn at night: while depression has a tremendous impact on a person's sense of satisfaction with life, anxiety does not, according to psychology professor Ulrich Schimmack of the University of Toronto at Mississauga.

Past research has shown that extraversion and neuroticism are the personality traits most likely to influence a person's life satisfaction. Schimmack built on this research by examining specific aspects of those traits: in the case of neuroticism, anger, anxiety and depression, and in the case of extraversion, a disposition to be dominant, active, sociable and cheerful.

"On the negative side, wouldn't you have thought that depressed is bad, but depressed and anxious is worse?" asks Schimmack. "Actually, all that matters is how depressed you are. Anxiety doesn't seem to influence your level of life satisfaction."

People who are depressed are more likely than others to be anxious as well, but anxiety is a short-term response to a stress or threat and when it is resolved it doesn't enter our assessment of happiness, according to Schimmack's article, published in *Personality and Social Psychology Bulletin*.

The strong influence of depression shows that a lack of meaning is more detrimental to life satisfaction than stress and worries, he says. In addition, being the life of the party or the most successful person in the room doesn't guarantee happiness, he says – far more important is a disposition to be cheerful.

Exam Shy

Lack of information, modesty and a false sense of security may prevent women from immigrant backgrounds from having regular clinical breast examinations, according to a study by the University of Toronto and the University Health Network (UHN).

The study, published in the *Journal of Immigrant Health*, showed that although 83 per cent of the South Asian immigrant women surveyed had heard of a clinical breast examination, only 39 per

cent had ever had the test. "Early detection of breast cancer increases the chance of survival, so having regular clinical breast examinations is important. Because South Asian women are at low risk from breast cancer in their native countries, they don't realize that the risk changes once they are living in North America," says Farah Ahmad, a PhD candidate in medicine at U of T. Ahmad co-wrote the study with Dr. Donna Stewart, a University Professor

in psychiatry and obstetrics/gynecology at U of T and chair of the Women's Health Program at UHN.

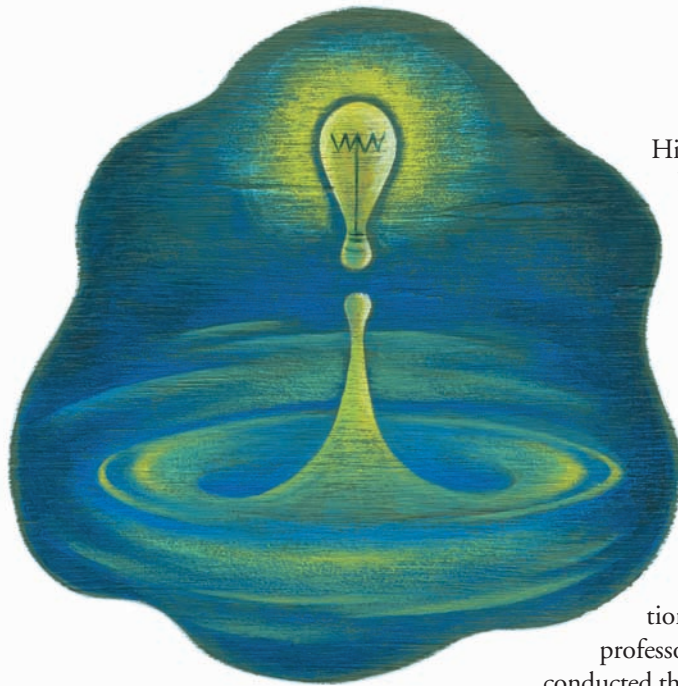
The study focused on Urdu- and Hindi-speaking women residing in urban areas. Researchers also found that fewer than half the women in the study knew that mammograms are covered by Canadian health insurance, and those who had lived in Canada longer were more likely to have had the exam.

Hope for Diabetics

University of Toronto researchers have discovered potential stem cells in the pancreas – a finding that offers hope to the millions of diabetics worldwide who take insulin injections.

The researchers identified cells in the adult mouse pancreas capable of generating insulin-producing “beta cells.” “People have been intensely searching for pancreatic stem cells for a while now, and so our discovery of precursor cells within the adult pancreas that are capable of making new pancreatic cells is very exciting,” says Simon Smukler, a PhD candidate in U of T’s department of medical genetics and microbiology, who conducted the study along with U of T MD/PhD candidate Raewyn Seaberg and their supervisor, Professor Derek van der Kooy. The scientists are now hoping to extend their research to prove that these beta cells are truly stem cells.

A finding Smukler considers equally exciting is their discovery that these pancreatic cells generated both neurons – cells associated with the workings of the brain and the nervous system – and beta cells. “The existing dogma states that fairly early in development, there is a distinction made between a group of cells destined to make the brain and another group destined to make the pancreas,” he says. “The idea that a single cell within the pancreas could make both beta cells and neurons is intriguing.”



Waste Not, Want Not

It may have a sullied reputation, but wastewater may soon prove to be a valuable energy source. A U of T study indicates that the energy stored in Toronto’s municipal wastewater could be harnessed to run treatment facilities and contribute to the city grid.

The study, published in the August issue of the *Journal of Energy Engineering*, measured the energy content of the raw municipal wastewater in the Ashbridges Bay, North Toronto,

Highland Creek and Humber plants. The research revealed that the wastewater contained enough organic material to potentially produce 113 megawatts of electricity.

“With a 20 per cent recovery of that potential energy into electricity, the wastewater treatment plants could produce enough electricity for their own operation,” says civil engineering professor David Bagley, who conducted the research with lead author and PhD candidate Ioannis Shizas.

“Any recovery of potential energy above that can be returned to the grid.”

Bagley and Shizas used bomb calorimetry, a technique that measures the heat content of materials, to determine the amount of energy stored in wastewater’s organic matter.

“We’re moving toward a future where we see our wastewaters and other wastes as resources,” says Bagley. “If electricity costs go up, like they have in places such as California, this could be a cost-effective and renewable energy source.”

Channelling Nerve Cells

U of T researchers have designed a method of assisting nerve cell repair that could ultimately lead to treating severed spinal cords.

The technique involves imbedding a series of fibrous rods into a gel substance and then dissolving the rods, leaving a series of longitudinal channels. These channels are then modified with peptides, molecules that stimulate cell adhesion and migration. “When nerve cells are placed at the opening of the channel, the peptides act like breadcrumbs to follow,” says Molly Shoichet, lead author and professor of chemical engineering and applied chemistry at U of T’s Institute for Biomaterials and Biomedical Engineering.

The procedure is part of an overall strategy to repair spinal cord injuries where the spine is severed, according to Shoichet. The research has yet to be tested in animal models or humans.

Leading Edge

Let's Do the Time Warp

Celine Dion may be crooning in Las Vegas casinos, and Avril Lavigne in sold-out stadiums, but one place their songs are rarely heard is in music classrooms. Instead, instructors usually insist on more traditional music – and teaching methods from the 1950s, says U of T music professor Lee Bartel.

In *Questioning the Music Education Paradigm*, Bartel and other music academics examine how music is taught in elementary and high schools. “We should be more progressive,” says Bartel. “The models typically being used in music now were common in schools 50 years ago, but they don’t fit the current creative environment, especially since most other aspects of schooling have moved on to much more socially oriented, collaborative learning systems.”

Bartel points out that most music classes still favour the rehearsal model of education with big ensembles, which include choirs, orchestras and band music, and which children rarely listen to outside of school. “Why aren’t we doing more guitar programs, which are more culturally appropriate for many students and appeal to a greater number of kids than the big brass Sousa marches?” Bartel asks. “As well, we have to put the ‘play’ back into playing music. We create musically intolerant classrooms and teach music that is not real, meaningful or relevant to many children. In today’s classrooms of cultural diversity, we need to change both what we teach and how we teach.”



Prejudice in the Penitentiary

Aboriginal women are classified as higher security risks more often than other female prisoners by Correctional Service Canada (CSC) – yet they commit fewer infractions while incarcerated. “The rating system used by CSC produces a systemic bias against aboriginal women prisoners,” says Anthony Doob, a criminologist at U of T and co-author of a paper published in the *Canadian Journal of Criminology and Criminal Justice*. “Because of their higher classification, their lives, while in prison, are disadvantaged. Various privileges are

not available to them and they are more likely to serve a greater portion of their sentence.”

CSC uses the rating scale to assess the level of supervision required for inmates in federal penitentiaries by designating them as minimum, medium or maximum security risks. U of T researchers examined the validity of the scale, which was used to classify 68 aboriginal women and 266 other female prisoners in 2003. They found that 60 per cent of aboriginal women were deemed medium security risks compared to 42 per cent of non-abo-

original women. However, out of this group, 31 per cent of aboriginal women had committed infractions, compared to 53 per cent of other female inmates.

“The goal is to classify women according to the risk they pose in the institution or outside if they were to escape,” says Doob, who conducted the research with lead author Cheryl Webster, who was a postdoctoral fellow at U of T at the time. “What Correctional Service Canada does not seem to have is a classification system that works well for women in general and for aboriginal women in particular.”



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UNIVERSITY OF TORONTO

We stand on the shoulders of those who came before us

After coming to Canada from Burundi in 2001, Natacha Nsabimana learned English, found a social network and a place to stay, and discovered her place at U of T. Having completed the Transitional Year Programme, she is entering her first year at U of T as a full-time arts student.

Thanks to the generosity of Annual Fund donors like Dr. David Ouchterlony (BPHE 1962, MD 1966), she has the resources she needs to pursue her dreams.

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RECENT DEVELOPMENTS ON CAMPUS

Year of the Dragon

Think navigating rush hour is tough? Try steering a boat with 21 other paddlers on a crowded waterway. It takes months of gruelling practice, but for the crew of the University College dragon boat team, it's all part of the fun – and glory.

In 2004, UC's Water Dragons picked up all three Ontario university championships and in October travelled to Tianjin, China, to race against 18 other college teams from around the world. The first – and only –

Canadian team to compete in the annual races, the Water Dragons placed fifth in the 500-metre race and sixth in the two-kilometre event.

More than just the culmination of a blockbuster season, the students' trip to China was a pilgrimage of sorts. Dragon boating originated there almost 2,000 years ago as a ritual to ward off evil spirits. Now more than 50 million people participate in the sport worldwide, and it's becoming increasingly popular

at the St. George campus, where there are now at least six college teams.

The UC Water Dragons formed in 1999, and this year about 80 students attended tryouts. Veteran team members say they like the camaraderie. "It becomes almost like a second family," says Wilson Hong, the team captain and a student in U of T's radiation science program. "You have to trust people when you're in the boat, so you trust them off the boat, too."

– Julie Traves



PHOTOGRAPHY: NADIA MOLINARI

New & Notable



English professor
Rosemary Sullivan

Making Literary Noise

Most English students study great writing. Those enrolled in a new writing degree program at U of T will try to create it, too.

This fall, the English department launched an MA in creative writing, and selected faculty member and award-winning non-fiction author Rosemary Sullivan to head up the program. “There’s been a long-term demand for a creative component to our graduate work,” says Sullivan. Case in point: this year drew 70 applicants for just seven slots.

The two-year program will mix coursework (to provide students with an understanding of literary tradition) and workshops (to enable them to hone their literary craft). Students will be matched for one-on-one mentorships with writers as poet A. F. Moritz, and novelists Lynn Crosbie (PhD 1996), Margaret Atwood (BA 1961 VIC, DLitt *Hon.* 1983, DLitt *Sac Hon.* 1987) and David Adams Richards.

The budding writers will also receive an introduction to the book industry, meet with agents and editors, and attend events such as the International Festival of Authors. The exposure is invaluable, says student Debra Veira (BA 2004 UTSC). “U of T is giving us the opportunity to be seen.”

Most of the students who enrolled in the program this year hope to sign a publishing deal, but instructor and poet George Elliott Clarke says his main wish is for students to create “ideas to change the literary scene, to make noise, to start fires based on what they have learned here.”

Jonathan Garfinkel has already enjoyed some success with a play and a book of poetry, but joined the program to learn about other literary forms and techniques. “I hope to improve my chops as a literary writer,” he says.

Who knows? One day Garfinkel or his fellow students could end up on the curriculum themselves.

—Julie Traves

PHOTOGRAPHY: CAMELIA LINTA

Honouring the Black Community

A student’s essay has led to the creation of an annual awards dinner for U of T’s black alumni and the inauguration of what is believed to be the first black alumni association in Canada.

Last spring, then-student Shawn Knights (BA 2004 UTM) wrote a paper tracing the history of blacks at U of T. He was astonished to discover that African-Canadians have been attending the university since the 19th century. Knights shared his discovery with the Black Students’ Association and together they established the Black Alumni Association.

The students compiled a list of graduates that includes government ministers, civil rights activists, lawyers, doctors and academics. “I was inspired by all these great individuals,” says Knights. “But it would have been helpful to me had I known about them when I was at U of T.”

The new alumni association, which aims to develop a network of mentors and establish scholarships for U of T students, was officially launched in October as part of Homecoming celebrations with a gala awards dinner at Hart House. Among the 11 honoured guests were Mary Anne Chambers (BA 1988 UTSC), Ontario’s Minister of Training, Colleges and Universities; Subliminal (BArch 2002), a hip-hop artist; and U of T professors Keren Braithwaite (MEd 1986) and George Dei (PhD 1986).

Eighty-one-year-old Leonard Braithwaite (BComm 1950), Ontario’s first black MPP, received a lifetime achievement award. In 1964, Braithwaite’s criticism prompted the provincial government to repeal a 114-year-old law that allowed for segregation of black children in Ontario schools. A member of the Order of Canada, Braithwaite has received many awards throughout his career, but says this one is special. “I’ve never received an award from my own university. I’m very proud and humbled.”

For more information on the Black Alumni Association, call Shawn Knights at 647-298-9302, visit utbsa.sa.utoronto.ca or e-mail bsa_uoft@hotmail.com.

—Margaret Webb

Greener Roofs

U of T's family-housing residents unveiled a thriving city garden earlier this fall on what was once a cement terrace at 30 Charles St. W. in downtown Toronto.

The "green roof" project turned the residence's 10,000-square-foot rooftop into an oasis of drought-tolerant grasses, native wildflowers, flowering perennials, shrubs and trees. A total of 2,000 tenants, including 500 children, have access to the green space.

"This is an initiative that the university and the community can model," says Professor David Farrar, U of T's vice-provost (students). "The green roof garden will not only provide environmental benefits but will also contribute



A city garden takes shape on the roof at 30 Charles St. W.

to community development."

In addition to providing esthetic and functional value, the green roof will help keep the city cooler in summer and improve air quality. Paved surfaces trap and emanate heat, which contributes to smog formation (a major cause of respiratory problems). Green spaces remain at a more consistent air temper-

ature and the vapour from plants cools the air, reducing the demand for air conditioning.

The \$300,000 project was funded by the University of Toronto, Environment Canada (through Eco-Action), the City of Toronto Atmospheric Fund and TD Financial Group Friends of the Environment Foundation. — Karen Kelly

PHOTOGRAPH: PASCAL POUQUETTE

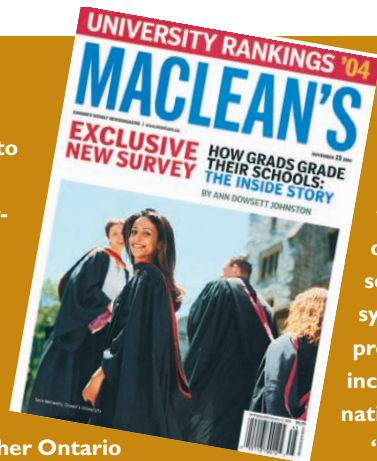
“The green roof garden will not only provide environmental benefits but will also contribute to community development”

Tops Again

The University of Toronto placed first among medical-doctoral universities in the *Maclean's* university rankings for the 11th year in a row, but interim president Frank Iacobucci says funding will have to

increase if U of T and other Ontario universities are to continue to do well. "The quality that U of T has maintained, despite the current level of provincial support, is testament to the levels of dedication and talent within our university community," says Iacobucci. "Imagine what U of T and other Ontario schools could achieve if we were funded at the national average or beyond."

Ontario currently sits 10th among the provinces in terms of per-capita



support for higher education; U of T will be recommending in its submission to the Rae review of Ontario's post-secondary education system that the province's support increase to at least the national average.

"The number-one ranking again this year is especially encouraging given the challenges U of T and all Ontario universities faced last year with the enrolment surge from the double cohort," Iacobucci adds. "This continued positive showing reflects the fact that U of T was well-prepared for that surge and was able to build on the high-quality educational experience that this university is known for."

The 15 medical-doctoral universities in Canada were compared along 24

indices based on their responses to standardized questionnaires covering the areas of student body, classes, faculty, finances, library and reputation. U of T took the top position in student retention, proportion of students who graduate, medical and science grants, operating budget, alumni support and total library holdings and expenses.

Another survey suggests that U of T has an enviable reputation among the scientific community. The Nov. 8 issue of *The Scientist* ranked U of T first on a list of best places to work in academia outside the United States, compiled after the magazine surveyed scientists in the U.S., Canada and Europe. U of T is one of five Canadian universities to make the top 10, an achievement Iacobucci ascribes to federal and provincial research programs such as the Canada Foundation for Innovation and Canada Research Chairs. — Jessica Whiteside

New & Notable



UTSC Student Centre



Allan Gardens Greenhouses

Getting Bigger All the Time

The University of Toronto at Scarborough celebrated its 40th anniversary this fall with the official opening of two new facilities: the UTSC Student Centre and the Management Building. Students can now stop on their way to class at the Health and Wellness Centre, tickle the ivories at a piano lounge or make use of a multifaith prayer space – all are housed inside the \$14-million Student Centre. The \$16-million Management Building, new home of UTSC's bachelor of business administration program, features a soaring glass atrium, a resource room for co-op students, and specially designed case rooms and interview rooms.

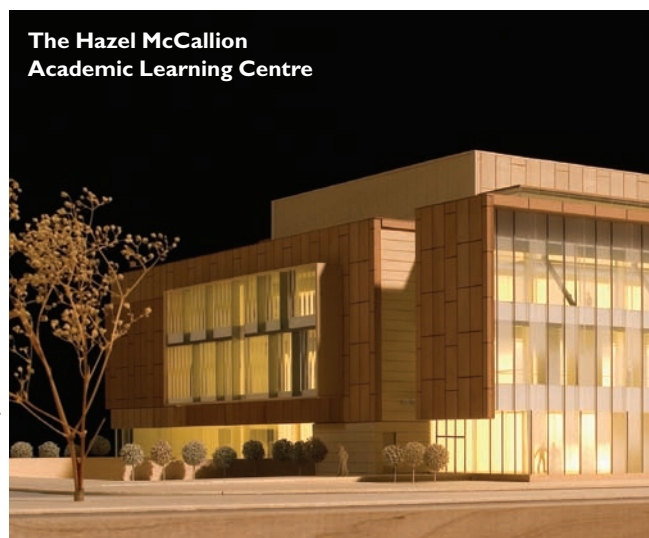
The University of Toronto at Mississauga signalled its own expansion plans with the official groundbreaking, in early November, for The Hazel McCallion Academic Learning Centre. The \$34-million library, named in honour of

Mississauga's long-serving mayor, is slated to open in 2006. UTM also held a "wall-breaking" ceremony to launch the construction of the campus's new Recreation, Athletics and Wellness Centre.

At the downtown campus, the greenhouses formerly located at the corner of Queen's Park and College Street found a new home in October next to the Allan Gardens Conservatory. The greenhouses were carefully reassembled several blocks to the east to make way for the Leslie L. Dan Pharmacy Building.

The School of Continuing Studies returned to its newly renovated home on St. George Street this fall, putting an end to what director Mary Cone Barrie called the SCS student's "purely nomadic" existence. Administration, students and instructors will enjoy the use of a new common room, a café, study area and meetings rooms.

– Staff



The Hazel McCallion Academic Learning Centre



School of Continuing Studies

PHOTOGRAPHY: KEN JONES, PASCAL PAQUETTE, SHORETILBE IRVIN, ARCHITECTS: KARLUN IP PHOTOGRAPHY



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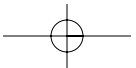
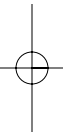
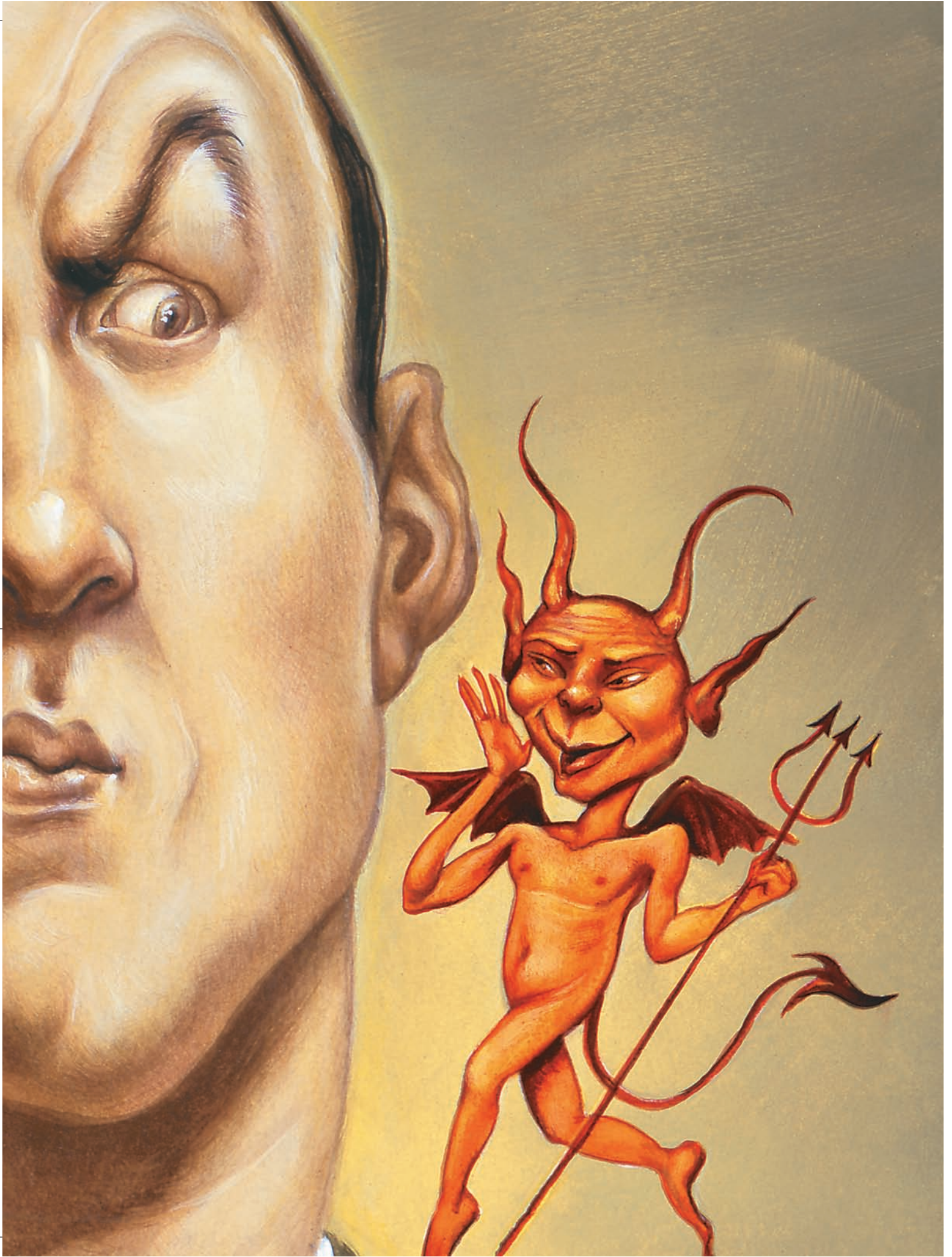
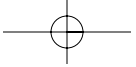


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WHY GOOD PEOPLE DO BAD THINGS

ARE WE LIVING IN AN UNETHICAL ERA?

You are inside a mind. Take a minute to get accustomed to the light; it's a bit dim. Now, what's the reason you're here? You've come because you're appalled, and a little curious. Over the last several years you've been inundated with news of scandals, one disgraceful episode after another—Enron, sponsorship, WorldCom, Hollinger, Abu Ghraib, Norrel, to name only a few. One name is all it takes to conjure up a complete story or image — our scandals are like our celebrities in that way. But these images

BY TREVOR COLE • ILLUSTRATION BY ANITA KUNZ

“The problem isn’t the lack of understanding of what one ought to do, it’s just the failure to do it”

are dark; the stories are disturbing narratives of misconduct, greed and corruption, of fortunes stolen and lives ruined. And though, together, they tell you something must be terribly wrong, with our society, or with ourselves, they don’t tell you what. They don’t tell you why this is happening. Why Enron officials would overstate their company’s profit by more than half a billion dollars (US). Why American soldiers would abuse their captives in an Iraqi prison. Why WorldCom executives would inflate company profits by more than \$11 billion (US), or why Conrad Black would allegedly spend \$24,950 of Hollinger’s money on summer drinks.

So you’ve come here. Every one of these scandals involves at least one mind, or several, making an unprincipled decision. While ethical debate often centres on the question of “what is right?” that’s not the issue in these cases. As one of the experts you’ll hear from says, “The problem isn’t the lack of understanding of what one ought to do, it’s just the failure to do it.” This mind you’re in stands on the edge of its own ethical chasm, and it’s about to make a terrible decision. Our job is to find out why.

Now, let’s understand the nature of our environment. A mind is not merely a brain. A mind is an intellect, shaped by influences. There are also emotions here, and history. The pressures of culture take up a great deal of space. And though some minds are beset by illnesses or chemical torsions that might make unethical choices more likely, this isn’t one of them. This is an ordinary mind, very much like your own.

Some of the influences on this mind are more powerful than others. Some merely provide context, a more fertile soil in which unethical motives can thrive. We’re going to concentrate our tour on the factors that are pushing this ordinary mind toward a choice it will ultimately regret, when it has a chance to think clearly. Say, in jail.

Our first stop – a large, amorphous area – is human history. This is the context I mentioned, the loam in which the mind has grown. If you were wondering whether this era we live in is the most scandal-plagued ever, look around. It’s here that we’re reminded of the wave of corruption that roared through the United States in the 1920s, and resulted in the Securities Act of 1933 and the Securities Exchange Act of 1934; the Windfall Oil and Mines scandal of the early 1960s, which led to an overhaul of Ontario securities laws; the Salad Oil scandal of 1963 (“one of the biggest swindles in history,” according to *The Wall Street Journal* at the time); the Wall Street shenanigans of Michael Milken and Ivan Boesky in the late 1980s; the Bre-X scandal. It’s quite a list. And let’s not forget one of the largest financial scandals in modern history – the famous South Sea Bubble – which involved not just the South Sea Company from which it gets its name, but also the government of England, almost 300 years ago.

History doesn’t tell us why this mind we’re in is going to slip its moral moorings. It merely puts to rest the notion that ethical weakness is somehow a modern phenomenon. It reminds us that our mistakes come in waves, and that to err is, sadly, inevitable.

But even if we accept that corruption has its historic place in the world, we still reject cheating as wicked. And we celebrate the example of those individuals who refuse to be lured into the unscrupulous woods. In *The Naked Corporation*, a recent book by Don Tapscott and David Ticoll, the authors point to BMO Financial Group CEO Tony Comper (BA 1966 St. Mike’s) as one businessman who keeps to the narrow path. “When information comes to light that might embarrass the bank,” they write, “his staff reports they’ve never heard him ask ‘How do we get out of this mess?’ Rather he poses the question ‘What’s the right thing to do here?’ This is now part of the bank’s folklore; a culture of doing the right thing has developed.”

Experts who study the ethical makeup of societies always mark off a portion of the pop-

ulace who can be counted on to do no wrong. According to Professor Leonard Brooks of the Joseph L. Rotman School of Management, the forensic accountant's rule of thumb holds that "20 per cent of people in general will not steal anything, even if they have a chance." Those are the people we want to marry our children and handle our accounts, the ones who snarl at temptation. However, we pretty quickly run out of the Tony Compers of the world and we're left with the fallible remainder. And this is where we start to get into trouble.

Thomas Hurka, who holds the Henry N.R. Jackman Distinguished Chair in Philosophical Studies at the University of Toronto, says, "Most people have multiple reasons for acting in accordance with moral principles. It's complex, and the complex can unravel." According to Hurka, when the mind that might decide to cheat chooses not to, there are two essential factors at work. The first is self-interest – a fear of punishment. "People decide not to cheat in business," says Hurka, "because they think they won't get away with it." As rationales go, it might not inspire heroic string music, but it's effective.

The second reason is subtler. "There are a lot of people who will act rightly, even at some cost to themselves," says Hurka, "so long as they believe that other people are doing it, too." This reasoning falls into what American social scientist Jon Elster, in his book *The Cement of Society*, calls "the norm of fairness." In deciding whether or not to cheat, a person looks across the desk at her colleagues; if they're keeping their hands out of the till, she likely will, too.

But now that we understand our mind's typical motivations for good, we can start to see how they might break down. Let's take fear of punishment first. In order to worry about getting caught, the mind on the brink of an unethical decision has to think getting caught is a real possibility. That requires clear and effective policing, or, as it's called in the world of business, "governance." According to Melissa Williams, associate professor of political science at the University of Toronto, who has a deep interest in ethical issues, the understanding that only a watchful eye keeps the populace in line informs

The CEO's Dilemma

A U ofT institute is seeking ways for companies to be more socially responsible without sacrificing profits
By Margaret Webb

Pharmaceutical companies could collaborate to help halt the spread of AIDS. Automakers could build vehicles that consume less gas. Banks could pour more profits into community development. For progressive CEOs, there is no shortage of good causes.

But under Canadian law, chief executive officers are required to put their companies' interests first. The apparent conflict between doing what's socially responsible and what's most profitable can lead well-intentioned executives to make bad decisions, says Roger Martin, dean of U of T's Joseph L. Rotman School of Management.

Finding new and innovative ways for companies to be more socially responsible without having to sacrifice profits is the focus of Rotman's AIC Institute for Corporate Citizenship. The institute was created early in 2004 with a \$10-million gift from businessman Michael Lee-Chin, whose AIC Ltd. has become a major player in the Canadian mutual fund industry. In 2002, Lee-Chin purchased a 75 per cent share in Jamaica's National Commercial Bank – with the aim of investing a portion of the profits to improve education and health care in that country. "He's the perfect person to work with us on this," says Martin, the institute's first director. "We plan to become a global centre for thinking about good corporate citizenship and how to put that into action."

Martin himself has thought a lot about corporate responsibility. In an article published in 2002 in *Harvard Business Review*, he devised a framework to help executives determine whether a virtuous action enhances or undermines shareholder value. The

model challenges corporate leaders to develop strategies that enable them to undertake socially responsible actions while also generating greater profits.

Martin cites the cement industry – a major contributor to greenhouse gases – as a case in point. A cement company acting alone to reduce its emissions would incur higher production costs, have a negligible impact on total emissions and likely lose market share to its lower-cost competitors. Martin argues that, rather than waiting for governments to impose regulations, cement companies ought to act together as an industry to reduce emissions. In doing so, the companies would all earn societal goodwill without sacrificing much, if any, profit individually.

But companies can't stop there. When socially responsible behaviour becomes the norm (or is mandated by law) the public stops recognizing such actions as "progressive." For companies to continue to earn public credit, they must continue to lead and innovate on the "virtue frontier." Martin says such action requires committed and visionary executives – and persuasive ones. "[The AIC institute] will encourage leaders to be more expansive in their thinking, rather than wait for governments and citizen groups to get on them."

The institute supports research in business ethics and is developing case studies to enhance existing ethics courses. It will also help develop new programs, including an MBA major in corporate citizenship. "It's becoming obvious that customers, employees, governments are all saying, we expect corporations to do more to be good citizens," says Martin. "Yet the message of what executives should do is exceedingly vague and confusing. At the centre, we're building a model to help them."



Martin

companies' interests first. The apparent conflict between doing what's socially responsible and what's most profitable can lead

a good deal of constitutional thought. People are morally imperfect, goes the thinking, and well-designed institutions free us from having to hope for the best from the shady characters who run them. Immanuel Kant, James Madison, Adam Smith and other philosophers, says Williams, have fashioned arguments around the premise that “a well-ordered constitutional society could govern even a nation of devils.”

In a situation like this, if governance breaks down, chaos is likely to ensue. That accountant’s rule of thumb Professor Brooks mentioned earlier puts a number to the risk: Of the populace at large, he says, “60 per cent will steal if they think there’s a good chance they

won’t get caught.”

Time after time, in the case of many financial scandals (not to mention situations such as the abuse of prisoners at Abu Ghraib), it was the overseers who failed first. Hollinger’s board, for example, was allegedly compromised by, among other things, a lack of sufficiently independent directors. Says an official at the Ontario Securities Commission, who spoke on the condition of anonymity, “If you have a company with a major controlling shareholder who is the chief executive officer and all his cronies are on the board, you then have an environment where it’s more possible to have things go wrong.”

In *How Companies Lie*, authors A. Larry

The Lessons of Martha and Conrad

Tougher securities regulation and better corporate governance would be a start
By Richard C. Powers

Early one morning in October, Martha Stewart arrived at Alderson, West Virginia, to begin serving a five-month prison sentence for lying to U.S. investigators about a stock transaction. Although her misdeed won’t amount to much more than a footnote in the annals of white collar crime, Stewart has become a potent symbol of what some see as rampant greed in corporate America.

The U.S. is not alone when it comes to troublesome CEOs and corporate transgressions, of course. In Canada, Conrad Black and his senior executives stand accused of fleecing their company, Hollinger Inc., of millions of dollars to fund personal expenses. (For his part, Black says the payments “were justifiable and disclosed by sophisticated and fully informed independent directors.”)

While many may see little distinction between the Marthas and Conrads of the world, their cases offer us different insights into preventing these situations in the future.

Martha Stewart is said to have sold about 4,000 shares of ImClone – worth approximately \$250,000 US – based on insider information. The transaction had nothing to do with her own company, Martha Stewart Living Omnimedia, or her role there as CEO. She used her own money, and only she and her stockbroker were involved in her decision

own money; Conrad Black is said to have played with Hollinger’s.

I don’t think we can do much more than we are already doing to stop the Martha Stewarts of the world. People, for various reasons of self-interest, will inevitably make poor decisions; in some cases, they will get away with them. Stewart’s incarceration



Stewart



Black

to sell the shares. Martha Stewart Living was affected only when Stewart’s indictment touched off a steep decline in the company’s share price.

The allegations against Conrad Black and his senior executives at Hollinger (and they are only allegations at this point; nothing has been proven in court) involve the use of money that did not belong to them but to all of Hollinger’s shareholders. The distinction is significant: Martha Stewart played with her

sends a clear message that insider trading carries a harsh penalty (at least in the U.S.). It should remind regulators, too, of the need to be vigilant. Strict policing will catch those who intend to defraud our securities system, but we need to continue to invest in enforcement. The Ontario

Securities Commission (OSC) has recently announced that it will try to ferret out fraud by using “regulatory intelligence.” With the help of industry watchdogs, OSC investigators will try to identify questionable investment activities. This is a step in the right direction, but the OSC requires stronger enforcement powers, comparable to similar agencies in the United States.

Conrad Black is another story. We can do (and should be doing) a lot more to prevent

Elliott and Richard J. Schroth set much of the blame for corporate corruption at the feet of what they call “dysfunctional governance.” And they’ve discovered that bad boards have a number of common traits, among them:

1. They are mostly old business friends of the CEO intent on cranking up the company for more money.
2. They do not evaluate themselves and have no interest in how well they are meeting their obligations as trustees.
3. They prefer short, simple board sessions at nice places close by.
4. They know few of the key managers and producers in the company.

If this ethically challenged mind we’re trooping around in belongs to an executive who has no fear of being fired because her board members are her friends, might it not still be scared straight by the prospect of legal retribution? Yes, indeed. But the prospect must, in fact, exist. And here again we have a problem.

At the height of the scandal fallout in the United States, we saw images of former executives at Enron and elsewhere being taken away in handcuffs, doing the so-called “perp walk” that was meant to put investors at ease. That was thanks largely to New York’s attorney general, Eliot Spitzer, who had both the power and the inclination to go after corporate criminals,

such alleged corporate abuses. At Hollinger, and at many of the scandal-plagued corporations we’ve been reading about, the board of directors appears to have been nothing more than a rubber stamp. The controlling or majority shareholder seems to have called the shots and the board acquiesced.

At a growing number of companies in North America, this is finally beginning to change. In some cases, shareholders (and in others, regulators) have demanded the appointment of directors who are independent from management and the majority shareholders. On properly constituted boards, a majority of independent directors meet not only with management but on their own as well. While the board requires the input and participation of key management personnel, their decisions reflect what, in their opinion, is best for the company and its shareholders, regardless of management’s view. Large institutional investors such as the Ontario Teachers’ Pension Plan have become more active, demanding more transparent reporting at shareholder meetings and holding directors more accountable for a company’s results.

Important board committees should be composed entirely of independent members. Effective and forward-thinking boards are inviting experts in areas such as compensa-

tion to guide them through deliberations. On properly constituted boards, directors can scrutinize management’s actions, ask for further information, and challenge management’s decisions without being hampered by friendships and ill-placed loyalties. While directors are being encouraged to own shares, stock options – the ability to invest should market conditions make it prudent to do so – are being eliminated. Directors, such as those at TD Bank, are now putting themselves in the same position as the average shareholder, rather than a superior one.

I believe that the vast majority of people in business want to do the right thing. But I also believe that as university educators, we have a critical role to play in the development of socially responsible and ethically minded business people.

Most people develop the ability to judge between right and wrong long before they come to university. What we do during grade school and high school – and the feedback we get from our teachers and mentors – reinforces what we think of as fair and unfair, just and unjust, acceptable and unacceptable. I don’t think universities can do much to teach people the difference between right and wrong. But we do have an obligation to provide students with the tools to help them make ethical decisions – often under pressure

and with a lot of competing information to distil. And we need to investigate a variety of models of corporate governance to determine which are the most effective under differing circumstances.

A component of every undergraduate business program in Canada now deals with ethical decision-making. At the University of Toronto, entire courses are devoted to the subject. By studying the mistakes of the past, we hope to positively influence the decision-makers of the future. At the MBA and executive MBA levels, the story is the same.

Courses integrating ethics and corporate governance are required components of the curriculum. The Rotman School of Management at the University of Toronto, in conjunction with the ICD Corporate Governance College, has established a unique directors education program to meet the needs of both current and future corporate directors.

Interestingly, Conrad Black is quoted in a recently published book by Richard Siklos (*Shades of Black: Conrad Black, His Rise and Fall*) stating “I underestimated the force of the corporate governance movement.” Indeed.

Richard C. Powers is a senior lecturer in the Joseph L. Rotman School of Management and vice-chair of the division of management at the University of Toronto at Scarborough.

Shoot the messenger!

Canadian politics has never been cleaner, but the media would have you think otherwise
By Nelson Wiseman

Are Canadian politicians more corrupt than ever before? The general public seems to think so. Opinion polls show that people's confidence in government has plummeted. Fed a steady diet of headlines about the sponsorship scandal, the HRDC boondoggle and the \$1-billion gun registry fiasco, many Canadians now associate the word "politician" with ignoble motives.

Yet much of what passes as corruption in this country is actually waste or mismanagement rather than thievery or skulduggery. We ought not to excuse waste or mismanagement, but lesser misdemeanors should not be confused with more heinous felonies.

The Canadian government is, arguably, more transparent and sanitary today than it has ever been. We now have ethics commissioners, conflict-of-interest guidelines, access-to-information laws, as well as intrusive auditors and aggressively suspicious media. Canadians – reminded daily on our currency that Macdonald, Laurier and Mackenzie King were our nation-builders – forget or have not learned that corruption and patronage as practised by these leaders were part of the creation of the modern Canadian state. The sponsorship scandal, to use one recent example, pales in comparison to the Pacific Scandal that led to Macdonald's dismissal from office. Consider, too, that compared to most countries, Canada is remarkably clean: Transparency International, an organization devoted to fighting corruption, ranks this country 12th and the U.S. 17th in a survey of 146 nations on integrity.

Intense competition among media contributes to our malaise with politics. Sleaze, scandal and sensationalism sell papers and attract viewers. The media make front-page news out of proposed salary increases for politicians but fail to point out that most are paid less than many middle-tier corporate employees,

and earn a fraction of what movie stars and sports celebrities do. Media also do not report that many politicians take substantial pay cuts in order to serve the public and subject their private lives to intense scrutiny, the kind that most Canadians would find intolerable.

Our expectations of politicians have risen but human nature has not changed. We expect government to operate like an infallible machine but neglect to appreciate that government is run by people who get their work done by "networking" and building "strategic alliances," just as they do in a corporate setting. And these people, just like their corporate counterparts, are no less flawed. But nor are they any less capable of noble, selfless service for the common good.

Advances in the physical sciences have prompted us to promulgate unrealistic, utopian ideals about humanity and its very human governments. More than ever, politicians have become convenient scapegoats for whatever we are unhappy about. And our discontent is heightened by journalists and pundits who pose as neutral, presumably flawless, observers.

Of course, we need to be vigilant about corruption and malfeasance in order to expose and rectify them. Let us acknowledge, however, that politicians such as Tommy Douglas and Stanley Knowles struggled to bring us medicare and improve pensions. Former premier Bob Rae is labouring valiantly in the interests of Ontario's system of higher education. We should extend kudos as easily and as quickly as we offer criticism and complaint. More humility and less sanctimonious outrage are necessary from us all: citizens, politicians *and* the media.

Nelson Wiseman is a professor in the department of political science.

and continues to do so, to the consternation of a business community that mostly resents the legal intrusion. In Canada, there are no Eliot Spitzers on the case. Traditional law enforcement agencies have few people with the time or expertise to tackle the complexities of white collar crime. Only very recently has the RCMP set up what are called IMETs – Integrated Market Enforcement Teams – to dig into financial corruption, and they haven't been on the job long enough to have an impact. For now, investors in Canada, where there's no national securities regulatory agency, have to hope the Ontario Securities Commission can bring criminals to justice. Unfortunately, that's a faint hope. "The remedies available to us," grumbles our anonymous OSC official, "are 'cease trade' orders. Or we can order that [certain individuals] may no longer serve as directors or officers. Eliot Spitzer can go to mutual funds and say, 'I don't like what you're doing. I'm going to take assets away from you unless you agree to a settlement.' He can do things we don't have the power to do. Our attorney general should be doing that!"

So here's how a scandalous scenario develops in a mind such as ours. Once the enforcement mechanism is weakened, the segment of the population that was restrained from immoral behaviour only by the fear of "getting caught" starts to get a little frisky. Our mind, ever alert to outside influences, can't help but notice the ethical shift. And then the "norm of fairness" breaks down.

"Once the self-interested people start to cheat," says Professor Hurka, "that affects the people who believe in fairness, because they're prepared to do what's right only so long as other people are doing it. And so they start to cheat." The norm of fairness not only allows cheating in that scenario, it encourages it. When others are cheating and getting away with it, the norm of fairness says it must be all right.

Now you can start to see how a society can experience waves of scandal, in business, in sport and elsewhere. "The existence of the motivation of fairness or reciprocity," says Hurka, "explains why there can be these swings

in moral and immoral behaviour.”

The media have a role to play here, too. In general, we have no way of knowing whether our fellow citizens are behaving ethically, but we are swayed by what we see on the news. And every time a scandal story breaks, the norm of fairness applies its effect. Even those perp walks, while increasing the fear of getting caught, reinforce the notion that everyone is cheating. “If the media concentrate on acts of wrongdoing,” says Hurka, “they will create the belief that wrongdoing is common, which will increase the amount of wrongdoing.”

This was the quandary faced by India’s four-term prime minister Jawaharlal Nehru when he was pushed to condemn corruption in his own government. In a quote remembered in Jon Elster’s *The Cement of Society*, Nehru complained, “Merely shouting from the house-tops that everybody is corrupt creates an atmosphere of corruption.... The man in the street says to himself: ‘well, if everybody seems corrupt, why shouldn’t I be corrupt?’”

If Conrad Black heard the reports of Tyco’s Dennis Kozlowski using \$1 million of his company’s money to throw a \$2-million toga party for his wife, who could blame him for looking at the \$42,870 bill for a “Happy Birthday Barbara” dinner, wondering whether he should charge it to Hollinger, and thinking, “Why not?”

Before the mind decides to cheat in order to achieve something, of course, it must already have concluded that what it’s trying to achieve is important. For surely, only if profits mattered above all would someone risk everything to show dishonest numbers in an annual report. To that end, in its slow process of breaking down the barriers to unethical behaviour, the norm of fairness has a kind of ally in something you might call “cultural conditioning.”

The world of business has many tools to help executives get their priorities straight. Enron employed the “rank and yank” system of performance persuasion. At regular intervals, employees were rated on a scale from one to five, and the bottom 15 per cent were fired or

pressured to leave. An atmosphere of ethical and emotional brutality prevailed. “The system was frequently used for vendettas,” writes David Callahan in *The Cheating Culture*. “Managers were known to lie and alter personnel records to get rid of certain employees.” Other companies use less violent means. One that’s particularly popular: the bonus. “If you have pay for performance,” says our man in the OSC, “and the CEO’s and the CFO’s bonus scheme is tied to continued earnings increases, then there are obviously natural pressures on executives to make sure that those corporate earnings are there.”

Like Olympic sprinters constantly under the strain of having to better their times, executives are expected to deliver ever higher returns for shareholders. They’re dragged forward by the carrot of bonuses and pushed by the demands of investors until they wind up headed into a moral tunnel that leaves them very little room to manoeuvre. “As the race for money and status has intensified,” says Callahan, “it has become more acceptable for individuals to act opportunistically and dishonestly to get ahead.”

If you’re wondering how things got this way, what softened up the cultural soil and allowed this ruthless age to take root, Professor Dennis O’Hara has an answer. O’Hara is a theologian at St. Michael’s College who teaches ecological and Christian ethics, and he sees in our money-mad society a rise in individualism, and a concurrent falling away of our belief in a higher power. We lost God in increments. “In the old days,” he explains, “we had what we called ‘the God of the gaps.’ Whenever there was a gap in our knowledge – that was God. As science progresses you eventually fill the gaps and then, ‘Oh, there’s no God.’”

When people convince themselves there is no higher accountability, says O’Hara, it’s easier to believe the universe is essentially meaningless. Once you reach that conclusion, the concept of

“Many people who believe in fairness will do what’s right only so long as other people are doing it”

A hallmark of high-level fraud is the ability to call the fraud by a nice name



the common good falls away, and it's a short leap to deciding that the only purpose to life is one's own personal gain and pleasure.

It's the ultimate failure of governance.

So we are down to this: a mind that has lost its sense of a higher authority and a connection to the common good – encouraged by the culture that feeds it to value money and success above all, and shown the example of others who steal in order to achieve this success – is given an opportunity to steal, with little fear of getting caught. It seems almost inevitable that the choice it's about to make is not going to look good on a resumé. Nevertheless other minds on the same precipice, struggling under the same conditions, might not plunge into the darkness. What pushes our mind over the edge?

Come this way, to the situational ethics zone. Here is our mind locked in the moment, looking at its options. It isn't measuring them against a clear ethical yardstick that defines what's bad or good – we know it lost that a long time ago. Instead, it's trying to assess this particular decision according to what's acceptable under the circumstances. And because that's not easy, it's using a few tricks.

Rationalization is one. Joseph Wells, a former FBI agent, told David Callahan that a hallmark of high-level fraud is “the ability to call the fraud by a nice name.” Faced with a grim financial reality, a chief accountant reinterprets the acceptable rules. He rethinks the recipe for success, stir-fries a few of the raw numbers and cooks up something “for the good of everybody who works in the company.”

He may not even think of it as cheating. That's trick number two: self-delusion. “I think people can convince themselves of almost anything,” says O'Hara. “When I listen to certain corporate leaders, I hear their positions, I hear their arguments, and I find them absolutely contemptible. And yet, do I think that they

really believe what they're saying? The answer is yes. I think that they're convinced of their own goodness.”

One of the chief attractions of religion is its ability to make the complex clear, to provide ready answers to difficult questions and to hold out a promised land as reward for going along. O'Hara understands the need for the guidance of dogma, for the relief from having to “start from square one” in the face of every ethical dilemma. But he says, “We've fallen in recent times into this notion that there has to be a single right answer. It's as if we want a catechism and everything's going to fit into this catechism.” For corporate executives, the catechism has to do with the bottom line – what's right for the shareholders is, *de facto*, right. And profit has become the new afterlife.

Hugh Gunz, a professor at the Rotman School of Management who studies organizational influences on ethical decision-making, has looked at what effect rank has on the situational ethics of executives. The research he and his colleagues have done suggests that an individual's willingness to cheat is influenced by how close he thinks he is to the company's centre of power. “The more you feel yourself to be at the centre of things, to be a member of the top management team, the more you're likely to take an organizational, managerial answer,” says Gunz. “To say, in other words, ‘Let's do something for the good of the company, rather than what might be professionally correct.’”

John C. Maxwell, in his book *There's No Such Thing as Business Ethics*, decries the rise of situational ethics in which there is no longer any absolute good, only shades of what's-good-for-me? He quotes from the description of a University of Michigan course entitled Ethics of Corporate Management: “This module is not concerned with the personal moral issues of honesty and truthfulness. It is assumed that the students at this university have already formed their own standards on these issues.” It may be that the university was simply admitting the impossibility of teaching values to its students, but Maxwell considers it proof that, where once our decisions were based on ethics, now our

ethics are based on our decisions.

That dim assessment may actually have some foundation in fact, though not in the way Maxwell believes. We're almost at the end of our tour, and you may have noticed there's one thing we haven't looked at yet – the mechanics of the mind. Since we can't ignore the fact that the mind operates within a biological organ, we have to consider how its inner workings might influence the decision-making process. Is there anything about a well-functioning set of synapses that might contribute to a regrettable decision?

Apparently, yes. And again, its roots lie in the mind's relentless desire to find the easy path to clarity in the midst of chaos. Donald Stuss, a professor of psychology and medicine at U of T, and director of the Rotman Research Institute at the Baycrest Centre for Geriatric Care, has looked at the functioning of the frontal lobes of the brain, where decisions are made. The research he and others have done suggests that as we go through life, we create models of behaviour. "That's what the brain does," Stuss says, "to simplify the world." If we try something once, and the outcome is good, we're likely to do that again. The more we do it, the less we think about it; the more the pattern is established, the less work the brain has to do.

Someone might hesitate, even agonize, the first time she crosses an ethical line. But if she isn't caught, and no one gets hurt, she does it again, and again, until it becomes a pattern of acceptable behaviour. "If our model of the brain is correct," says Stuss, "it could explain why people often don't feel guilty." In September of 1980, Brian Molony, a highly regarded CIBC bank employee with a gambling problem, made what he was sure was a one-time decision. He faked a loan in order to cover a \$22,300 gambling debt, with every intention of paying the money back and erasing the fraud. According to the book *Stung*, by Gary Stephen Ross, by the time he was arrested, a year and a half later, Molony had committed fraud 93 times to a total of more than \$10 million, and he was still convinced he needed just one good run at the casino to get back to even. "Most people who do something unethical," says Stuss, "get to the

point where the thing is explained away."

These patterns can be established early, well before a CEO is fudging numbers and putting investors' money at risk. In *The Cheating Culture*, Callahan devotes a chapter to dishonest students and reports the results of a 2001 study of 1,000 business students on six campuses. It concluded that "students who engaged in dishonest behaviour in their college classes were more likely to engage in dishonest behaviour on the job."

It makes sense to us, intuitively, that people who have cheated before will cheat again. But we make a mistake if we dismiss the cheater as merely a bad apple. Barbara Ley Toffler knows it isn't true. She was there, at the accounting firm Arthur Andersen, when its leaders made the decisions that linked the firm inextricably to the Enron scandal and ultimately brought it down. She went into that company with high ethical standards, and was appalled at some of the practices she witnessed. But under the influence of the corporate culture, the norm of fairness and the rest of the factors we've looked at, it wasn't long before her standards changed. "I didn't break any laws or violate regulations," she writes in *Final Accounting*, "but I certainly compromised many of my values.... If you hang around a place long enough, you inevitably start to act like most of the people around you." Toffler now conducts orientation sessions on ethics with MBA students, and one of those students told her something she wants us to hear: "I believe anyone has the potential to be a bad apple."

The mind we've been looking at has no evil intent; it thinks of itself, its motivations, as good. And the terrible choice it's about to make? It might just seem the best decision of all. ■

Trevor Cole was recently nominated for a Governor General's Literary Award for his novel Norman Bray in the Performance of His Life.



Students
who are
dishonest in
class are more
likely to be
dishonest
on the job

UP FROM SLAVERY

Bryan Walls raises a monument to the Underground Railroad

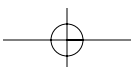
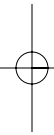
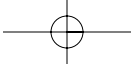
IN African culture, the storyteller – the keeper of oral history – holds the title of *griot*. A prestigious position, the griot acts as a guardian of family memory, ensuring the lives of ancestors aren't reduced only to marked graves, single epitaphs.

And when Bryan Walls – author of *The Road That Led to Somewhere*, an account of his great-great-grandparents' escape from slavery – was growing up in the 1950s, the family griot was Aunt Stella Butler. At gatherings at her home in Puce, Ont., a small town outside of Windsor, Aunt Stella would set the table with fried chicken, sweet potato pie and peach cobbler. Sometimes she and her visitors would play the tiny wooden piano, soulful voices singing “Swing Low, Sweet

BY STACEY GIBSON

PHOTOGRAPHY: LAURA ARSIE





Chariot” and other spirituals from days past. And she would share the stories of her ancestors, whose journeys began on the continent of Africa, wound through the plantations of North Carolina and continued to the rural lands of Canada.

She would tell Bryan how his great-great-grandparents, Hannabal and Jubil, were forced from their homeland of Africa and sold as slaves to a tobacco plantation owner in North Carolina. And how Hannabal escaped from the plantation in his later years, running from bounty hunters and “negro dogs” – bloodhounds trained from birth to track the scent of fugitive slaves – until he died of a heart attack in his pursuit of freedom.

She also told him stories of his great-great-grandfather, John Walls, who was born a slave on the same plantation in 1813. But, remarkable for the time, John formed a deep friendship with the slaveowner’s son, Daniel. When Daniel became fatally ill in his thirties, it was John he turned to, asking him to care for his white wife, Jane, and their four children. He also declared John a free man.

Months later, John and Jane fell in love and decided they would travel to a free state and marry. But the journey would be a seditious undertaking: in North Carolina, not only were interracial relationships illegal, but they were sure to unleash a maelstrom of fury from the community. The couple, along with the children, fled the plantation at night and headed toward Canada.

Slave owners quickly put a bounty on John’s head. The group travelled at night, veiled by the forests of North Carolina, Kentucky and Indiana. They also travelled incognito: at times, Jane pretended that John was her slave, rather than her companion. In one case she tied him to a wagon wheel and whipped him to satisfy Kentuckian slave patrollers’ curiosity.

The fugitives were sheltered and fed along the way by white and black volunteers on the Underground Railroad. In Indiana, a white Quaker abolitionist married the couple in a quiet outdoor ceremony known as “jumping the broom.” They crossed the Detroit River on an abolitionist-run boat, finally finding safety in Puce in 1846.

Over his lifetime, John accrued 200 acres of land, much of which remained in his family’s hands for generations. The

**“The Underground
Railroad was the first
great freedom movement
in the Americas –
the first time good people
of different races and
faiths worked in harmony
for freedom and justice”**



A cross in the Peace Chapel hangs in honour of Martin Luther King Jr.

couple also had six children of their own. And – never forgetting their own complicated journey – their home became a refuge for other emancipated slaves, a final terminal on the Underground Railroad.

In recounting these stories, Aunt Stella also passed down the words that John told his own children: “You are a black, be proud and strong. Remember, you are a slave’s descendant, just as good as anyone.”

“The story, for its time, was stranger than fiction,” says Bryan Walls, who graduated with a doctor of dental surgery degree from the University of Toronto in 1973. “But through genealogical research, I’ve been able to underscore that it’s not only true, but it’s unquestionably true.”

For more than 25 years, Walls, 58, has been preserving his family’s history in various forms: in 1980, he published *The Road That Led to Somewhere*, an account of Jane and John Walls’ journey through the Underground Railroad. He recently finished writing a libretto based on his book, which is set to be produced on Broadway in 2006. And he has been operating the John Freeman Walls Historic Site and Underground Railroad Museum in Puce since 1985. Intertwining the story of the Walls family with the larger history of North American slavery, the site relates the struggles of the estimated 40,000 African-Americans who followed the

path to freedom in Canada.

The clandestine network known as the Underground Railroad was run by abolitionists who helped fugitives escape to the northern United States and Canada. Existing from the early 1800s to the end of the Civil War in 1865, it operated on railroad terminology: *conductors* were black and white abolitionists who helped usher *passengers* to *stations* (safehouses, usually 25 to 30 kilometres apart, which provided shelter and sometimes food) until they reached their final *terminal* of freedom. Fugitives moved most often at night, usually by foot, and always under the threat of punishment or death from slave patrollers eager for a \$10 reward. Navigational tools were few: the North Star – the Underground Railroad’s most powerful metaphor for freedom – proved a steadfast guide. Moss, which often grows on the north side of trees, also served as a



The Historic Walkway symbolizes the road fugitives travelled to attain freedom

compass. Survival lay in one's ability to remain invisible, to rely on instinct and to tap into the arcane network of supporters. "Riding this train broke the laws of the land, but the laws of God are higher than man's," wrote one balladeer.

Walls conducts tours of the site in a sharply ironed navy conductor's uniform and peaked cap. His 15-year-old daughter, Brittany, is often by his side as "assistant conductor." In a sonorous voice, he explains the significance of each of the site's landmarks. A rustic peace chapel is named after civil-rights activist Rosa Parks, who visits almost every year with a group of students. The Historic Walkway, a sinuous gravel trail with overgrown brush and thorn-bearing trees, symbolizes the road fugitives travelled to attain freedom. The cemetery marks the resting places of 37 family members and fugitive slaves, including John and Jane Walls, Aunt Stella and his own father.

The home of John Walls, a modest two-storey log cabin, holds many original furnishings. A tiny baby carriage with large, rusting wheels sits in the corner of the first-floor bedroom. A 19th-century washing tub and icebox are displayed in the kitchen. Horsehair chinking insulates the walls. And a portrait of John Walls hangs in the living room: even in freedom, he would not allow his picture to be taken, as slave patrollers sometimes ventured into Canada to kidnap the emancipated if they could trace their location. The illustration was drawn years after John's death by a police composite artist from Windsor, based on descriptions provided by Aunt Stella and her cousin. John's eyes appear both solemn and watchful, as though, even in death, he is determined to protect his family.

A deacon in the same Baptist church as his great-great-grandfather, Bryan Walls is fuelled by his spiritual convictions. He believes that if people understand that blacks and whites worked together even during the dark ante-bellum period of slavery, they will be more accepting of each other now. He founded a movement he has dubbed the Mutual Respect Campaign, which promotes toleration and acceptance among all ethnicities and religions. "The Underground Railroad was the first great freedom movement in the Americas – the first time good people of different races and faiths worked in harmony for freedom and justice," he says. "So what we're trying to do is

remind people that, yes, there are reasons for us to be sad, but there are also reasons to celebrate."

Walls' manner of speaking is evocative of a Christian spiritual: enticing in its metred incantations and rich cadences. And while his words contain shadows of homilies, they maintain an old-school sturdiness. "Work toward love, joy, peace, patience, kindness, gentleness and self-control. That's what the old folks would say, and it's as true now as it was then."

Walls' old-school lessons started in a one-room 19th-century schoolhouse in his hometown of Puce, where he attended grades 1 to 8 with 40 other students. His teacher – "a wonderful lady named Mabel Kerr" – gave lessons to one row, one grade, at a time. ("Her desk was at the back of the room, and she kept her strap in the drawer," laughs Walls. "It wasn't

like it is today.”) It was also the same red-brick building where John Walls had attended Sabbath School, learning religious practices and how to read.

Bryan Walls grew up on a piece of land bordering the original homestead with his mother, Laverda, a homemaker, his father, Clifford, a construction superintendent, and his brother, Bradley. His close-knit extended family included his Uncle Earl, a 1950s Canadian boxing heavyweight champion, whom Walls idolized and whose story is chronicled in *The Road That Led to Somewhere*. (A gentle man who retired at the top of his game, he once said, “I never got a kick out of beating anybody or knocking them out.”)

In the ninth grade, his family moved to the city of Windsor, where Walls attended the all-white Catholic Assumption high school, which he describes as “a real culture shock.” But he excelled, playing football and becoming class president in his senior year. In Grade 10, his dentist noticed the teen’s interest in his profession and invited him to a banquet featuring the dean of the University of Toronto’s Faculty of Dentistry. “I said, That’s what I want to be, I want to be a dentist.” He never veered from his declaration. In 1969, he graduated with a bachelor of science degree from the University of Windsor, and subsequently earned a doctor of dental surgery degree from U of T. At the age of 27, he opened his own dentistry practice in Windsor.

IT was three years after Walls opened his dental office that the history of his ancestors took hold of him. It was the fall of 1976, and he had cast a new set of dentures for a cousin, who had shown up at the appointment with tears running down his face. “Aunt Stella is selling the family property,” he said.

Thinking her family would not want to keep the acreage, Aunt Stella, then 92, had given power of attorney to her lawyer, who sold the land for \$35,000. The thought of losing his great-great-grandfather’s homestead was unbearable to Walls. He negotiated with the lawyer and the new owners, and eventually reclaimed the land for \$40,000. “They [the new owners] didn’t realize the significance it had to our family. It represented freedom. And our ancestors’ burial ground was here ...” He stops. “We couldn’t get to a point where we had to ask permission to come back and visit the graves.”

On a warm November evening, the first night of his ownership, an elated Walls took his two young sons out to sleep in the log cabin. Around 2 a.m., he was startled awake.

“My decision to write stemmed from the strong emotions that come when you’re given a thought you can’t get rid of, and it just keeps churning inside of you. That became the starting point of my writing journey”

“I thought I heard something at the door, and I checked to see if anyone was there.” No one was, but he was left with a current of strange emotions running through him, and the feeling that *something* – possibly the spirits of his ancestors – had been present.

The next morning, full of exuberance, he ran through the property and along the site’s creek. He knew that he wanted to write a book based on his ancestors’ history – that it was “part of my destiny, and God’s purpose for my life.” “They weren’t really famous figures of that period of history, not like Harriet Tubman or Harriet Beecher Stowe or Frederick Douglass, but they were like many, many thousands who felt that freedom was important, that making the best of their talents was important.”

That same day, he began collecting from Aunt Stella the details of his great-great-grandparents’ journey. Over the next four years, he wrote the manuscript for *The Road That Led to Somewhere*. “It all stemmed from these strong emotions that come – people can call it inspiration – when you’re given a thought you can’t get rid of, and it just keeps churning inside of you.” “That,” he says, “became the starting point of my writing journey.”

AT the same time, Walls, along with his family, decided to develop the property into the John Freeman Walls Historical Site. He calls it “a family labour of love.” Over a series of years, his father, brother and uncles constructed almost every building on the site. They stripped the modern siding off the log cabin, and restored it to its original 19th-century state. They laid a foundation and erected a new roof on a large log cabin donated by the Ministry of Natural Resources. The cabin now serves as home to an international gospel concert every August. Walls’ daughter Brittany, an aspiring singer, has opened every concert since the age of three, delivering poignant renditions of “O Canada.”

The men also crafted the furnishings for the buildings. During a trip to Memphis in 1985, Walls and his uncles stopped at the Lorraine Motel, where Martin Luther King Jr. was assassinated. The motel – now a civil-rights museum – was at that time in a state of disrepair. They asked permission to take a small number of bricks from the building.

On their return to Puce, Walls and his uncles fashioned the bricks into an elegant four-foot-high cross. It hangs between the chapel’s two tiny windows, surrounded by rays of sunlight.

IN 1991, Walls was involved in a car accident that left him with fractured vertebrae, and a legacy of chronic pain. Shortly after the collision, he began to lose dexterity in his hands. Walls began dropping his dental instruments, and realized he could hurt his patients. Six months later, his doctor ordered him to stop working. Many nights he sleeps sitting up. Some nights he sleeps for two hours; others, not at all. "You learn to live with the pain," he says. "I do it through my faith by saying, Lord, command me to do the impossible, to overcome it."

Somehow, through his ordeal, he has continued to impart his message of racial equality. He has earned both an Order of Canada and Order of Ontario for his promotion of black history, and lectures frequently to Toronto police officers on the need for racial harmony. He has released educational material and a CD, which are distributed largely to new police recruits and schools, promoting his Mutual Respect Campaign of racial tolerance.

Two years ago, Walls began working on a form of storytelling befitting a present-day griot: a libretto. Each morning, he would lift a tiny table into the family cemetery, and – the tools of a dentist now replaced with the instruments of a writer – carefully shape the story. He originally sat by the gravestones of John and Jane Walls, but eventually, he says, the sound of their spirits became too loud and intrusive.

So he moved his table near the area of those he had known firsthand: his father and Uncle Earl. In the comfort and safety of their spirits, he wrote for as long as there was light. He often continued to write in the silence of night in his own home, after his family was safely in bed, but preferred to be near his ancestors' quiet wisdom.

Near the end of each tour of the historical site, Bryan Walls points out a world map on a wall of the museum. Every time a visitor comes from a new region, a family member pushes a pin into the location. The colourful pinheads form a pointillist picture: step close, and primary colours of red, blue and yellow dart into Australia, Japan, the Caribbean, the United States, Canada. Step away, and the pins merge into a luminous mosaic of countries whose residents have come to hear stories from a modern-day griot who talks about peace, harmony and racial equality. "We have so much to be thankful for as descendants of fugitive slaves; we know they laid a foundation that we could build on, and that's what progress is all about. It is not just an African-American story. It is a story of liberation," says Walls. "It's a history that belongs to all of us." ■

Stacey Gibson is managing editor of University of Toronto Magazine.

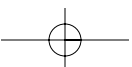
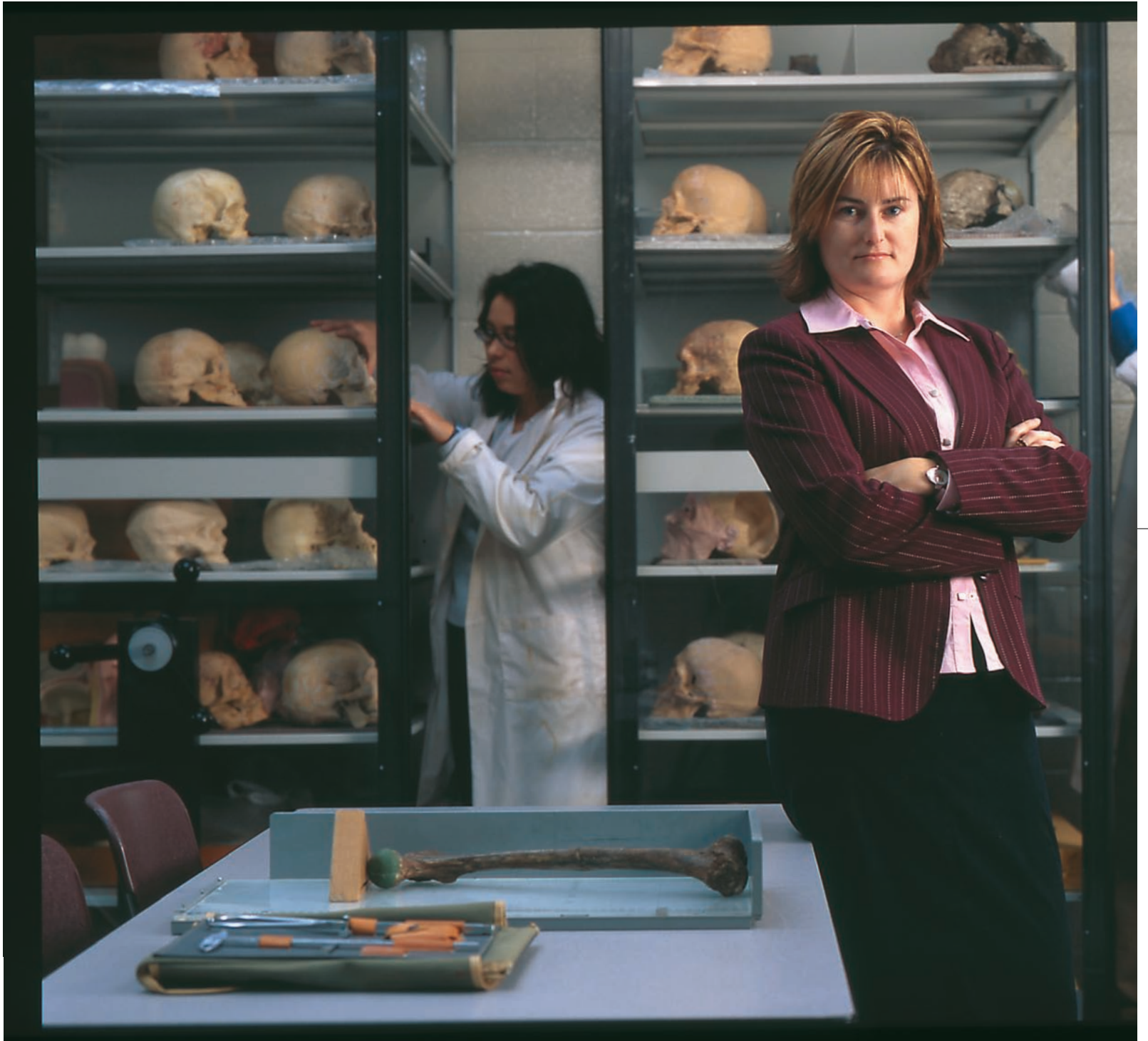
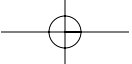
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THE REAL



An occasional squelch from a police car punctuates the air as Tracy Rogers strides toward a patch of farmland in rural British Columbia. She looks like an astronaut. Dressed in a white protective suit and hardcover hood, she is on an exploratory mission, looking not for signs of life but for evidence of death. Scouring acres of land, sifting through tons of soil, she hopes to help piece together the facts of what may be the largest serial killing in Canadian history.

It is the summer of 2002, and the University of Toronto professor and forensic anthropologist is assisting with the excavation of the pig farm in Port Coquitlam belonging to Robert William

**Students in
UTM's forensic
science program
learn quickly
that art does
not always
imitate life**

Pickton. Over the better part of two summers, Rogers will help uncover and analyze thousands of bone fragments, working closely with an elite squad of more than 100 forensic experts, pathologists, scientists, coroners and police investigators. Pickton is now charged with 15 counts of murder and is the focus of an investigation into the disappearance of nearly 70 women from Vancouver's Downtown Eastside.

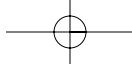
Like all detective work, forensic science involves the painstaking process of gathering evidence and analyzing it. Crime scene investigators spend hours collecting and sorting through bits of clothing, strands of hair, even cigarette

PHOTOGRAPH: EVAN DION



Tracy Rogers (centre), a professor at UTM, specializes in forensic anthropology

B Y S U S A N B O U R E T T E



Third-year forensic science students unearth evidence at a mock crime scene at UTM

evidence. In a nearby tent and makeshift refuge, family members gathered daily, waiting for news that would fill in the details of what may have happened to their daughters, sisters and lovers.

“It’s always hard when you have contact with the family,” the 38-year-old assistant professor says, noting that psychologists were on hand to counsel the team through the emotional trauma of the work. “But I feel that we do have something very positive to offer. I never forget that it’s not the remains of a person, but someone’s loved one. We can’t bring them back, but at least we can provide some resolution.”

I never forget that it’s not the remains of a person, but someone’s loved one. We can’t bring them back, but at least we can provide some resolution”

butts, in the hope of obtaining evidence that will link a perpetrator to a crime. Each item is tagged, carefully logged and sent on for further examination in the lab.

The Port Coquitlam work exacted a physical and emotional toll on Rogers and the other members of the team. In the summer heat, the sweat poured into the sleeves of Rogers’ synthetic jumpsuit. Her hands grew damp beneath two layers of gloves as she sifted through three separate crime scenes in search of minute pieces of

Students enrolled in forensic science at the University of Toronto at Mississauga (UTM) learn through simulations about the intense nature of crime scene investigations. On an early September morning this past fall, Rogers sealed off a patch of meadow on the bucolic UTM campus with yellow police tape to create a fictional crime scene. The supposed victim? A 17-year-old girl last seen walking her dog along the edge of campus.

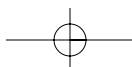
No Close-ups, Please

Books and television may be introducing millions of people to the field of crime scene investigations, but Professor Rogers says the exposure has its drawbacks. The practice of forensic science isn’t at all how it’s typically shown on TV, she contends. On television, an investigator is usually one person juggling several tasks simultaneously – running DNA tests, studying ballistics reports and performing pathological analysis. But in reality, it takes an entire team – including scientists, police officers and coroners – to get the job done. Worse, television sensationalizes the job. “It’s like they think the gorier the better,”

Rogers laments. Here are a few of her pet peeves about how television portrays crime-scene investigations.

- Cases are rarely solved in an hour. “Sherlock Holmes” moments are few and far between.
 - The scientific method prevails. Crusading detectives operating on hunches and intuition are good entertainment, but nothing more.
 - Investigations aren’t star vehicles. Forensic scientists are inevitably team players. Their findings are strictly work-by-committee.
 - There’s little glamour, and certainly no high heels. CSIs get hot, dirty and sweaty. Nobody is ever ready for a close-up.
- S.B.

PHOTOGRAPHY: COURTESY OF TRACY ROGERS



The exercise, devised for a third-year class, is certainly not as involved as the Pickton investigation, though there is one macabre aspect that evokes the alleged serial murder: these students are scouring the earth for pig corpses. Just coincidence, says Rogers. Pigs are the animals used to replicate humans in fieldwork, sort of the crash-test dummies of forensics.

For some of these fresh-faced students, it's gruesome work. But it provides an important lesson in a fundamental aspect of all forensic science: the recovery, mapping and documentation of evidence. In their fourth year, the students will move to the lab where they will examine human bones to determine characteristics such as age, sex and ancestry, and to look for evidence of trauma to help determine the cause of death.

Nicki Engel is one of the students enjoying the fieldwork as she steps gingerly through the meadow, marked with spikes and flags where evidence has been unearthed. The 22-year-old Chilliwack, B.C., native says she's been fascinated by crime stories ever since she was a kid reading Nancy Drew mysteries. She wanted to be a police officer for a while, but now hopes to work outside Canada on cases of international importance. "I'd like to take what I learn here and work with the [United Nations] in the mass gravesites in Kosovo or with the police at Scotland Yard," she says.

Engel is one of a select group of aspiring sleuths to have earned a spot in UTM's four-year forensics program, the first of its kind in Canada – and the most comprehensive. While Rogers specializes in forensic anthropology, which involves the search, recovery and identification of bones and the presentation of findings in court, other faculty members teach pathology, entomology, toxicology, odontology and molecular biology.

Now in its 10th year, U of T's program owes its existence to Professor Emeritus Jerry Melbye, a well-known presence at UTM until he retired a few years ago. Over the years, Ontario police came to rely on the forensic anthropologist for his expertise in the identification

Treasure Box

In a remote corner of the UTM campus, some hawks circle high above a "mass gravesite" that has caught their attention. Students in the forensic entomology program have been assigned to watch over thousands – if not millions – of bugs that inhabit one of Canada's few maggot ranches. Here, 52 rats have been left to rot so that students can observe the rate at which the larvae of bluebottle and greenbottle flies develop in different seasons, temperatures and conditions. One day, researchers hope the work will allow them to determine with unprecedented accuracy the time at which a victim was killed. The work also teaches students the limitations of entomological data. Professor David Gibo, who runs the course, admits students are often squeamish at the beginning, but soon get into the spirit of the experiment. "They can't wait to get a look," he says. "It's like opening a little treasure box." – S.B.

of victims from skeletal remains. One of Melbye's highest profile cases was the second trial of Guy Paul Morin who was charged with the 1984 murder of nine-year-old Christine Jessop. DNA evidence eventually cleared Morin, who had spent the better part of a decade in and out of jail.

Melbye was one of the first people to recognize the importance of having an educational program dedicated exclusively to forensic science. In the early days of the profession – the first recorded case in Canada of a non-medical expert testifying in court was in 1850 – police departments typically trained scientists in the finer points of forensic investigation, and prepared them for courtroom testimony. "I realized as I started working on cases myself just how varied everyone's background was," says Melbye. "I wanted

to train forensic scientists who could speak to each other about their problems and challenges in a common language."

Melbye rallied the Office of the Chief Coroner for the Province of Ontario, along with the Centre of Forensic Sciences in Toronto, to support the launch of a dual bachelor of science degree at U of T. The program confers a degree in forensic science combined with one other specialty, such as biology, anthropology, psychology or chemistry.

This year – largely because of an increased demand for spots – the program has accepted 50 new students, double the intake of last year. Program director Raymond Cummins attributes the growing interest in part to the boom in crime shows such as *CSI: Crime Scene Investigation*, as well as the novels of real-life forensic anthropologist Kathy Reichs, whose *Grave Secrets* and *Déjà Dead* have won a cult-like following.

But Rogers sees a deeper meaning in our society's current fascination with criminal investigation. "When someone dies, their body is taken away for burial preparations. We're now dissociated from death and so it's shrouded in mystery. Science offers us a window on the process of death."

Although there is a team aspect to forensics, the profession calls for hours of solitary work. Most of a forensic grad's career will be spent in a laboratory peering through a microscope. An investigator or lab technician might spend more time in the company of the dead than the living. The work demands surpassing patience. Directing a crime scene investigation is time-consuming. Cases aren't neatly wrapped up in an hour. Sometimes they stretch on for years; in other cases, decades. And although it's a small part of their job description, forensic scientists have to be experts in the courtroom. By definition, forensic science means the study of evidence discovered during criminal investigations and used in courts of law. Forensic witnesses, therefore, need to feel comfortable presenting their findings in a legal setting.

Students also need a strong background in their chosen field of specialty,

Sometimes television makes us out to be heroes. And that's okay, because we really are the good guys"

such as chemistry or biology, and must be able to interpret increasingly sophisticated lab results. DNA analysis – accepted commonly as a legal tool only a decade ago – has helped the discipline evolve, giving investigators a powerful means of solving both current and cold cases. The information revolution is affecting the discipline, too, as new police databases help match up evidentiary material – fingerprints, bullets and DNA – more quickly with known offenders and weapons used in other cases. This will allow investigators to link crimes more efficiently and to identify repeat offenders much faster.

Many graduates of UTM's forensics program will look for work outside the country. Some will go to the United States where the violent crime rate and the demand for forensic scientists are much higher. Still, police forces across Canada are hiring an increasing number of students – as are the nation's seven centres for forensic science. But applications for

such coveted jobs typically run upwards of 300. And the top rate for scientists is only about \$70,000 a year.

Back in the UTM meadow, these students seem to have more on their minds this morning than money. They are carefully photographing their crime scenes for a guest instructor, Crown attorney James Cornish. He's evaluating their work and advising them on how to organize their findings for a mock trial.

Rogers looks on critically at the interaction between her students and the lawyer. She knows the drill. How important it is to get this all right.

"This is what it all comes down to," she explains. "It's about righting wrongs; bringing culprits to justice."

"That's one thing I don't really mind about television's portrayal of our work," she continues. "Sometimes they make us out to be heroes. And that's okay, because we really are the good guys." ■

Susan Bourette is a writer in Toronto.

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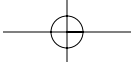
Joe MacInnis
has spent his life
exploring
the world's oceans.
Now he wants
to save them

B R E A T H I N G UNDERWATER

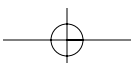
We are in the Hart House pool, our heads above water and the room awash in a mid-summer radiance filtering down on us from the arching skylights above. Dr. Joseph MacInnis is crouching on the submerged ledge that runs the length of the pool; his body, still lithe at 67, is poised and coiled. •We are huddled in the

slow lane, chatting quietly about how this pool, at least, doesn't seem to have changed much in the 40 years since he was a student here. He pulls down his goggles, slips beneath the surface and the coil in him releases into a torpedoing burst of energy that propels him deep and far. It seems a long time before I see him surface.

BY GERALD HANNON



PHOTOGRAPH BY SANDY NICHOLSON



Much of Joe MacInnis's adult life has been spent in the water, though not in the temperature-controlled, life-guard-enhanced confines of a university swimming pool. Since 1964, he has logged more than 5,000 hours exploring and researching beneath the waves of the world's oceans, including the Arctic. He was the first man to swim under the North Pole, and he has walked upside down on the undersea surface of the arctic ice. He has settled his submersible on to the deck of the RMS Titanic, 12,500 feet below the turbulent North Atlantic. He has been almost close enough to touch a rare, surfacing bowhead whale, feeling it exhale, as he put it, "a whole roomful of air." He has dived with then-CBS television news anchorman Walter Cronkite, with then-prime minister Pierre Trudeau and with Hollywood director James Cameron. Although his work has helped make undersea research safer, the perils of early exploration were such that catastrophe was never far away. Injuries were common. Good men died – including the son of one of his best friends.

MacInnis (MD 1962) seems never to have lost a boy's sense of adventure. He retains something, too, of a boy's naiveté. He has learned – mostly, it seems, through the men he's worked with – a man's diligence and application. A man's intelligent respect for fear. And a crusading man's awareness that perhaps the only way to save our threatened oceans is to instil in others the same awe and sense of wonder that has animated his life.

Joe MacInnis grew up in Toronto, raised by his mother. His father, an instructor in the Royal Canadian Air Force, died when another plane crashed into his as he was attempting to land after a training flight with a student. He was just 32; Joe just a few months old. His mother remarried when her son was 12, but those earlier years, he says, were rough – although, in retrospect, "not having a father meant having no one to compare myself to. The advantage was that I could be what I wanted to be, and it meant that both my brother and I were independent at a very early age."

He seems not to have needed anything to edge him into the water. After discovering Jules Verne in high school, he read and reread *Twenty Thousand Leagues Under the Sea*. As a boy, he swam with the Etobicoke Memorial Aquatic Club, where he discovered "both a wonderful camaraderie and the need to struggle. I was subconsciously learning the connection between hard work and results – something any thinking young person needs." He loved to canoe, and recalls one perilous outing as a 12-year-old on a storm-tossed lake. As the wind picked up,

**The curious animals
living at extreme
conditions near
deep-sea volcanic
vents make it
seem not so
improbable
that there is life
in the oceans
beneath the
frozen surface
of Jupiter's
moon, Europa**

and waves threatened to crash over all four canoes, the group realized that only the most intense, almost intuitive, teamwork would get them safely to shore. He names those boys in a book that was published this fall, *Breathing Underwater: The Quest to Live in the Sea* (Viking Canada). The incident happened more than 50 years ago, to a bunch of kids – but even kids can be a team, and MacInnis says "nothing I've done has been done alone. I've always been shoulder to shoulder with good people."

By his own admission, he was not one of the stellar minds at U of T's medical school; he jokes that he was one of those students that made the higher percentiles possible. He was, however, a superb swimmer, held the Canadian record for the breaststroke and was captain of the U of T swim team in the mid-1950s. He tried to make the Canadian Olympic team in 1956, but didn't – and doesn't regret it. "If I'd made the team," he says, "it would have taken a year out of my life and I wouldn't have graduated at just the right time." The time was 1962, when medical research into the challenge of living and working underwater was taking fire. In the spring of 1963, the USS Thresher, America's most powerful nuclear submarine, imploded and sank, killing all 129 men on board. It also left a nuclear reactor on the floor of the Atlantic Ocean, more than 8,000 feet below the surface. Deep-water research and rescue suddenly became a navy priority, and an eccentric American businessman and inventor, Ed Link, had been tapped to head the civilian team. MacInnis, a scuba diver since he was 17, drove all night from Toronto to Washington when he finally snagged an interview with Link, with whom he was desperate to work. His enthusiasm and his eagerness to learn won him a job – part of the medical support team for Link's next project. He would eventually become medical director of Link's Ocean Systems Inc., the world's largest commercial diving and undersea engineering company.

It's clear that Link, who was in his late 50s when the two met, is something of a hero to MacInnis, who describes him as a "Yankee genius, an inventor, a successful businessman who had decided to make it possible for humans to live and work in the sea." He has the same high regard for other pioneers in the field: Jacques-Yves Cousteau, co-inventor of the aqualung and popularizer of all things oceanic, and George Bond, a physician with the United States navy, who pioneered research into the effects of high-pressure atmospheres on humans. Though modern submersibles keep passengers at sea-level pressure, much early research was performed by men working at pressures equal to that of the sea around them, a practice dictating long periods in decompression chambers to prevent a fatal attack of the



Dreaming, says MacInnis, is an essential leadership skill

bends. Link, Cousteau, Bond – they were men who changed MacInnis’s life, men who stoked and encouraged his passions, men who helped make him what he calls “a curiosity junkie.”

By the late 1960s MacInnis had realized that there would be no future for him working solely as a diving physician. Technological advances were making the field much safer. So he formed his own science and education consulting company, Undersea Research. Since then he has done work for more than 60 major corporations, and for governments in both the United States and Canada. He has written eight books and assisted in the production of some 40 television documentaries and an Imax film on the Titanic. As well, since 1980 he’s been a motivational speaker, often on the topic of leadership, for such companies as IBM, Ford, Kodak, Merrill Lynch and Microsoft. He speaks to them about his work beneath the waves and the importance of teamwork, and shows them videos taken on his undersea adventures. Thomas Homer-Dixon, director of the Trudeau Centre for Peace and Conflict Studies at U of T, author of *The Ingenuity Gap* and a friend of MacInnis’s, says the man is trying hard “to influence corporate culture by communicating some of his own sense of wonder. They have colossal influence, and if Joe can convey something of the almost spiritual meaning the oceans have for him, he’ll make a world of difference. He’s appalled by the damage we’ve done already, and it says a lot that he’s able to maintain a spirit of optimism. Maybe he’s an idealist... but there have been many times in history when things looked very grim, but then

something, or someone, you couldn’t anticipate comes along and makes a difference.”

MacInnis is also a keen advocate of environmental education for youth. He speaks at high schools and raises money for Pearson College, a British Columbia institution that brings students together from all over the world on full scholarships. The college aims to demonstrate that “international education works and that it can build bridges of understanding between peoples,” says MacInnis. He was chair until last year of the TD Friends of the Environment Foundation and is involved with the World Wildlife Fund and the Bermuda Underwater Exploration Institute. As he puts it, “we can only solve our environmental problems if major corporations step up and say, ‘Business is healthy only if the planet is healthy.’” And when he speaks to young people, he talks of the importance of giving back to the communities that have nourished them, but also conjures them to “just enjoy life, the beauty and the miracle of it.”

He remembers, when he was a kid, listening to a teacher talking about the stars, and how it took millions of years for their light to reach us, and how that dazzled him. He goes on to describe his recent work with James Cameron, and how their investigations into the curious animals living at extreme conditions near deep-sea volcanic vents make it seem not so improbable that there is life in the oceans beneath the frozen surface of Jupiter’s moon, Europa.

Of course, life on other planets could be just a crazy fantasy. But we’ll never know unless we dream it. And dreaming, says MacInnis, is one of the essential leadership skills he learned from men such as Link and Cousteau. “There was this quality they shared, an ability to think forward, to imagine things as they might be,” he says. “I call it ‘visioneering,’ a 3-D mental map of where you are and where you want to go.” He thinks a lot about leadership these days, and talks to many groups about the qualities he thinks are essential – characteristics with names such as “guerilla vitality,” “silent courage,” “emotional intelligence,” and compassion. Good qualities in anyone. Good qualities that can make a leader if they are tethered to a dream.

At some point in our conversation I ask him casually where the deepest point in the ocean lies. “The Mariana Trench,” he answers instantly. “It’s south of Guam, and it’s 36,200 feet deep.”

“Any plans to visit it yourself?” I ask half-jokingly.

“Ask me that question,” he says with a dreamer’s smile, “two years from now.” ■

Gerald Hannon (BA 1966 St. Mike’s) is a freelance writer in Toronto.

WHY HOLLYWOOD LOVES U OF T
BY ETAN VLESSING

STARBUCKS

You'd think Hollywood "It Girl" **Lindsay Lohan** had enrolled at U of T, given how much time she spent on campus last year. In the summer of 2003, the 17-year-old starlet was spotted at Convocation Hall while shooting scenes for the teen comedy *Mean Girls*.

ILLUSTRATION: JOHN FRASER

A few months earlier, she'd been hanging out at the MacMillan Theatre, filming *Confessions of a Teenage Drama Queen* – at about the same time Julia Stiles arrived to shoot the romantic comedy *The Prince & Me*. University officials say they've lost count of how many movie stars have worked on campus over the past 30 years.



Lindsay Lohan
and her *Mean Girls*
co-stars shot
several scenes at
U of T in 2003

Hollywood loves U of T. Studio executives say they come to Canada because of a favourable exchange rate and generous government subsidies, but choose U of T because of the university's wide variety of buildings – both modern and historic – and its resemblance to Ivy League schools.

Still, much preparation goes into creating on campus the look and atmosphere a movie script requires. Production executives scouting potential filming sites usually put their first call in to the Ontario Media Development Corporation (OMDC), a government agency that has a digital photo library with 90,000 images of Ontario locations. After the OMDC puts a photo package



Hosting a movie cast and crew can be highly intrusive. “It’s like having a benevolent auntie come to visit. You hope they don’t stay long”

together, producers may fly to Toronto to see U of T for themselves, or hire a local locations manager to do a scout on their behalf. At that point, the location manager will contact either Andy Allen, who works in the Office of Space Management and co-ordinates film shoots on campus, or the space-rental representatives for individual colleges.

In August, director Ron Howard recreated a 1930s Central Park shanty-

town for his next movie, *Cinderella Man*, amid the rolling meadows of U of T's Scarborough campus. Jack Martin, director of hospitality and retail services at UTSC, recalls that the single four-hour shoot called for three days of preparation and required dirt to be trucked in to create a muddy, Depression-era encampment. Another four days were needed to restore the location to its former splendour. The one-day shoot was just fine for Martin, who, like all university administrators, is wary of interruptions to the lives of students and faculty. “I like [the crews] to get in and to get out,” he says.

Hosting a movie cast and crew – however deep their pockets – can be highly intrusive. “It’s like having a benevolent auntie come to visit. You hope they don’t stay long,” says another college administrator. Not surprisingly, U of T imposes ample constraints on film producers. Almost all of the shoots take place on weekends or during the summer to minimize academic disruption, and film crews are not permitted in residences. The university does not allow its name or insignia to be shown, as it has no control over how these will be depicted on screen. For interior shots, all wall plaques and paintings must be removed before the crews arrive.

While the university wants to do its part to sustain Toronto as a major film production centre, it also wants to protect its primary role as an educational institution. Contrary to popular belief, location shooting is not a big money-spinner for the university. In a good year, approximately 200 major film and TV productions take place in and around Toronto, but only a small percentage of those shoot one or more scenes on campus. The university charges a per-day rate of \$3,000 – less for partial or prepa-

The Perfect Stand-in

For a school with Ivy League looks, the University of Toronto gets cast in an awful lot of Hollywood schlock. Most movies shot on campus fall into three basic genres: crass comedies such as 1994's *PCU*, low-budget horror movies such as Ivan Reitman's 1973 zombie thriller *Cannibal Girls* or cult sci-fi films. Moviegoers might recall the “freshman dorms” mentioned by a winking Jon Favreau in *PCU*. The dormitory was, in reality, the Ontario Provincial Legislature, just steps from U of T's St. George campus.

Others may remember the Ys on the walls of a New Haven university in the 2000 drama *The Skulls*. The school was modelled after Yale, but members of the secret society were actually lurking at University College, Knox College and Hart House.

And axe murderers don't generally come to mind when one talks about the Joseph L. Rotman School of Management – unless one happens to be watching the 1998 slasher flick *Urban Legend*, which includes a cameo by Citytv newscaster Gord Martineau.

U of T has a long history with horror movies. A generation ago, Eugene Levy and Andrea Martin spent a night in a creepy diner in *Cannibal Girls*. Their car bears a U of T sticker; one of the few films shot on campus where the school is actually identified by name.

And UTSC's retro-futuristic cement columns and arches have attracted a number of sci-fi movie shoots. A command centre for a martial-arts academy was built on campus for the 1995 thriller *Expect No Mercy*, with fight scenes taking place in cordoned-off classrooms and corridors.

Why don't good movies with big budgets and larger-than-life stars come to U of T? Blame the lack of high-quality sound stages in Toronto. To shoot blockbusters, Hollywood heads to Vancouver and Montreal, where state-of-the-art studios already exist.

– E.V.



Scene from *The Skulls*



Scene from *Urban Legend*

ration days. Every production, from a low-budget TV series to a large studio feature, pays the same fixed rate. With most campus film or TV shoots rarely going beyond two days, the modest revenue is shared by the Office of Space Management and the college where the filming is done.

As is the case with any production, unexpected problems sometimes arise. William Chisholm, the manager of building services at Trinity College, recalls an August shoot for Paramount's *Searching for Bobby Fischer* (1993). One of the stars contracted chicken pox, delaying production for two weeks until filming clashed with the new school year – and a wedding reception that had been booked for the college patio. The mother of the bride wanted all visible scaffolding and lighting taken down for the reception. Paramount, eager to placate her, offered to underwrite part of the honeymoon and even have the film's cast, including Ben Kingsley and Joan Allen, mingle with reception guests. But to no avail. "They came to a financial arrangement," says Chisholm.

Another time, an overnight shoot at UTSC for *Expect No Mercy*, a 1995 thriller about an elite assassination group, was to include a middle-of-the-night pyrotechnic explosion, complete with fire spewing out of the upper windows of a university building. Delays in preparation led instead to a dawn explosion, whose thud disturbed the morning prayer session of a Muslim community group, which was using a nearby area of the campus.

Film crews have their own logistical challenges in shooting on campus, as distinct from a studio where they fully control the environment. Directors scout possible locations anywhere from three to six months before actual production starts. In the interim, university construction or weather can play havoc with production schedules. Prudence Emery, the doyenne of Canadian movie publicists, has worked on two shoots at U of T that needed fake snow for key scenes. Back in 1974, she stood outside Hart House on the set of *Black Christmas*, a

teen slasher movie about embattled Pi Kappa Sig girls in the college town of Bedford, Pennsylvania. Foam was used then to create snow, but with limited success. "The crocuses kept popping up through the foam," Emery recalls. This past July, Wycliffe College stood in as Harvard for Disney's *Ice Princess*, in which a young girl pursues her dream of becoming a champion figure skater. Emery recalls umpteen bags of ice being hauled into the college courtyard to create snow. Predictably, the snow kept melting.

And during wintertime shoots, filmmakers often want snow removed entirely from the scene. Trinity College's Chisholm recalls producers in Los Angeles ringing months after an August shoot for a short-lived television series called *Mr. Rhodes*, asking permission to redo a couple of shots. Chisholm assured them the leaves were gone from the ground. But when the studio representative and a second unit crew arrived in early December, three inches of snow had fallen the previous night. The studio rep asked for the snow's removal. "Do you have a lot of

money?" Chisholm asked the rep. She did, and an army of groundskeepers were ushered in to shovel away the snow, and any semblance of winter.

Keeping students and the public away from location shoots can also pose challenges. An example, Jennifer Lopez made *Angel Eyes* in 2000, soon after she'd become a star. During the filming of key scenes at Varsity Stadium, the cast discovered a nearby pub. Lopez wanted to join the party one night, but balked for fear she might be spotted and accosted by fans. Co-star James Caviezel convinced Lopez to get back into her police uniform, a customized blue Chicago Police Department shirt and grey jeans, and to pull her cap over her forehead to cover her hair and partially obscure her face. But midway through the cast's pub-crawl, a buzz went round that "J.Lo" was in the house, and the campus police were called to help everyone beat a fast retreat out the kitchen exit. ■

Etan Vlesing is Canadian bureau chief for The Hollywood Reporter in Los Angeles.

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Deadline for receipt of nominations is 4 p.m., Friday, February 25, 2005.

... for the University of Toronto's Governing Council, the senior governing body that oversees the academic, business and student affairs of the University.

Qualifications:

- Alumnus(a) of the University of Toronto
- Canadian citizen
- Supportive of the U of T's mission
- Active participant in University or community
- Willing to learn about the University's governance
- Willing to make a substantial time commitment to the work of the Governing Council

Please visit the Governing Council Web site for further information at www.utoronto.ca/govcncl



The membership of the Governing Council should reflect the diversity of the University. Nominations are, therefore, encouraged from a wide variety of individuals.

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Sharon Crucefix and her daughter
Lanna Crucefix (BA (Hons) 1997 UC)
Photography: Jayson Gallop

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Great Gifts



Jewison's Gesture

A gift established almost two decades ago by one of Canada's best-known movie directors has supported more than 20 graduates of cinema studies in their work as researchers, teachers and filmmakers.

The Norman Jewison Fellowship in Film Studies has awarded a total of more than \$100,000 to U of T students since Jewison – chair of the Annual Fund and chancellor of Victoria University – created it in 1985.

"Film has become the literature of this generation," says Jewison (BA 1949 VIC, LLD 1985, DLitt Sac. Hon. 2001). "They can often reveal the very soul of a people. Like books, paintings and music, films are forever."

The 2004 recipients of the Jewison fellowship are Christine Evans (BA 2004 TRIN), now pursuing graduate studies at the University of British Columbia, and Erika Balsom (BA 2004 VIC), now at the University of London. Both say having Norman Jewison's name attached to an award gives the Innis College program prestige.

"The fellowship brings important recognition to cinema studies at U of T," says Balsom. – Lisa Boyes

A Researcher's Rare Legacy

A young scientist's exceptional achievements and his family's generosity are reflected in a new Faculty of Medicine fellowship. productivity and knowledge are now showing widespread benefit.

Eric Hani, a talented microbiologist who died in 2002 at age 36, helped create a valuable diagnostic tool while completing his PhD at U of T. Together with his friend and mentor, Dr. V.L. (Ricky) Chan, Hani (BA 1988 UC, MSc 1991, PhD 1997) cloned a gene central to the rapid detection of a major bacterial causative agent associated with Guillain-Barré syndrome, reactive arthritis and other conditions.

Chan described Hani, whose work has been published in several major international microbiology journals, as "among that rare, top five per cent of PhD and post-doctoral students" whose



Eric Hani

The first Eric Hani Fellowship will be awarded in 2005 to a graduate student undertaking research in microbiology. Hani's parents, Rita and Kurt, and his sister, Cora Donely, designated Hani's estate to his university, and the provincial government matched the contribution through the Ontario Student Opportunity Trust Fund, creating a \$240,000 endowment.

Donely says Hani "kept in very close touch with the University of Toronto, a place [that was] very special to him. He received all his degrees there and was awarded several scholarships. Our family wished to reciprocate on his behalf, and a scholarship to remember him seemed just the right way." – Lisa Boyes

Great Gifts



Sound Thinking

Sam Sniderman is a Toronto business legend known for his Sam the Record Man store – a mecca for music buffs since the 1930s.

Less well known is that Sniderman is also one of the leading benefactors of U of T's Faculty of Music library, which boasts a large collection of musical scores, books, recordings and DVDs.

Over the course of more than four decades, Sniderman has given the library thousands of recordings – mostly classical – on vinyl and CD. Recently, he established a \$50,000 endowment to support the expansion of the Sniderman Music Archives, named in honour of his son Stephen, who died in a boating accident in 1959.

PHOTOGRAPHY: JASON GALLOP

“Sam’s lifelong involvement in the music industry has led to a fierce commitment to the study and preservation of music,” says Faculty of Music dean Gage Averill. “This endowment, along with his previous gifts, will provide unprecedented resources for generations of musicians and scholars.”

Sniderman is tickled that his family name will continue to be part of the faculty. “I was born and raised in Toronto and I feel I owe this to the country,” he says. “I’m getting old and I want to make sure the library keeps going. When I die I don’t know whether I’ll be going up or down, but I’ll be looking at the faculty to keep an eye on what’s happening.”

– F. Michah Rynor

“Sam’s lifelong involvement in the music industry has led to a fierce commitment to the study and preservation of music”

Celebrating McLuhan

A U of T professor and a longtime benefactor of the university have created a new graduate scholarship in honour of one of U of T’s truly “great minds.”

Derrick de Kerckhove, director of the McLuhan Program in Culture and Technology, and Michael Paine of Belmont, Mass., have contributed \$25,000 each to create the McLuhan-de Kerckhove-Paine Ontario Graduate Scholarship in the Faculty of Information Studies.

The university matched the contributions, and the province of Ontario will double-match the income, to yield a \$15,000 annual award for a student pursuing a master’s or PhD in information studies.

Marshall McLuhan taught English at St. Michael’s College for more than 30 years, and devised the theory that the way we receive information is crucial to how we perceive and interpret it; hence “the medium is the message.” A resurgence of interest in his work began in the mid-1990s, with the rise of the Internet and other digital technologies.

“We’ve gone through the end of print and are into the ascendancy of the computer,” says Paine. “McLuhan explained that form itself was a result of print and that as we move to the new medium, we will have to reinvent form.” He hopes the new scholarship will give more students the opportunity to consider McLuhan’s provocative ideas. – Cameron Taylor

An Investment with Kick

The Varsity Blues football team is raising funds to defray the costs of program enhancements, such as recruiting and training camps, by asking Toronto businesses and community leaders to “adopt” players for \$300 each. The Adopt-a-Blue program, expected to raise \$20,000 this year, was instituted in 2002 by head coach Steve Howlett. The program requires each player to obtain either one \$300 sponsorship or two \$150 sponsorships.

Under Howlett’s direction, players such as Varsity Blues defensive back Damion Waite wasted no time organizing their “adoptions.” Waite contacted Andy Filipiuk (BPHE 1985), a Blues football player himself in the 1980s. “It’s for a good cause, so I had no problem asking,” says Waite, who plans to attend the Faculty of Education after he graduates this spring. He says the program is a great way for former players to stay involved with the Blues, and he plans to participate himself one day. “I’d love to [support the team] when I graduate.”

Filipiuk, now a broker with National Bank Financial, is eager to see young athletes enjoy a sport that meant so much to him. “If you work hard on a team, you can be successful; it’s great preparation for life after university,” he says.

Filipiuk applauds the sales skills fostered by the Adopt-a-Blue initiative, too. “Life is sales, so it’s a good life experience,” he says.

Howlett agrees wholeheartedly. “It’s a great opportunity for the players to connect with community members and sell them on what the program stands for,” he says. “We espouse the value of service, and we want the athletes to be very conscious of both the university and greater Toronto communities.”

– Elaine Smith



Andy Filipiuk,
Damion Waite

The Ghost of Business Past

Business students will be better equipped to make sound management decisions thanks to the establishment of a \$3-million chair in Canadian business history – the first in the country – at the Joseph L. Rotman School of Management. “Today’s business leaders must be able to place the business problems they face within a historical and societal context so they can anticipate future changes in the marketplace,” says Roger Martin, dean of the Rotman School. “This gift will enable our students to understand the world they will face as future business leaders.”

The chair will fund research that explores the evolution of commerce in Canada and examines the legal, economic and political events that have shaped it. Joseph Martin, executive-in-residence at the Rotman School, has also developed an MBA course in Canadian business history that will be offered next year. An international search is currently underway for a scholar to hold the chair.

The L.R. Wilson/R.J. Currie Chair in Canadian Business History was funded by several prominent business leaders, including Lynton (Red) Wilson, chair-

man of the board for both CAE Inc. and Nortel Networks, and Richard Currie, chairman of BCE. The chair was also funded by Anthony Fell, chairman of RBC Capital Markets and University Health Network board of trustees; James Fleck, professor emeritus of business government relations at the Rotman School and president of Fleck Management Services; Henry N.R. (Hal) Jackman, former chancellor of U of T; and John McArthur, dean emeritus of Harvard University’s Graduate School of Business Administration.

– Sue Toye

PHOTOGRAPHY: PASCAL PLOUETTE

Great Gifts



Rosemarie McGuire

A Second Chance

A single mother of two who enrolled at U of T with the help of the Transitional Year Programme (TYP) has created a bursary to encourage others who didn't finish school to give it another try.

The Rosemarie McGuire "You Can Do It" TYP Education Award will provide emergency financial assistance to TYP students. McGuire's gift has been matched by the Ontario Student Opportunity Trust Fund and triple-matched by the William Waters Challenge Fund, for a total endowed contribution of \$80,000. McGuire, who graduated from U of T in 2004 with a BA in employment relations, has also changed her will to include TYP as a beneficiary.

"I can't say enough good things about my experience at U of T and particularly with the Transitional Year Programme," says McGuire, who now runs her own human resources firm. "It really changed my life, and I feel very privileged to be in a position to give something back to the place that did so much for me."

TYP is a full-year program for individuals who, due to difficult family or economic circumstances or other issues, did not finish high school or do not have the formal requirements to enter university. Students who successfully complete TYP are eligible to enter the first year of a post-secondary arts program. — Laura Rosen Cohen

“I can't say enough good things about my experience at U of T. It really changed my life, and I feel very privileged to be in a position to give something back to the place that did so much for me”

Going Up...

After three years of ups and downs, careful planning and \$1.5 million in gifts, the Hart House elevator is finally in operation, serving the five floors of the 85-year-old building.

Now all visitors, including those with mobility difficulties, are able to dine at the Gallery Grill or view the building's many artistic works. The gleaming bronze elevator also connects the theatre lobby with the rest of Hart House. Guests no longer have to exit the theatre and re-enter Hart House to get to other parts of the building.

"The elevator means a facility such as Hart House, which is a cultural, athletic, academic and religious home to many, now has one more word under its belt – accessible," says Rini Ghosh, president and CEO of the Students' Administrative Council (SAC).

The project was funded by the Department of Canadian Heritage, the SAC Wheelchair Access Fund, the students of

U of T (through a levy), the Office of the President, the Office of the Provost, the Audrey S. Hellyer Fund and others.

"Hart House has a wonderful history and it's such an important part of the university," says Mauricette Howlett, Ontario's director of programs for the Department of Canadian Heritage. "This elevator is not only for people who are disabled, but also for all people with limited mobility such as parents with strollers, and the elderly. Making our institutions accessible and available to all Canadians is a driving force behind many of Canadian Heritage's funding programs."

The elevator also makes a strong statement about welcoming students with disabilities, says Julia Munk, founder of Students for Barrier-Free Access at U of T. "Hart House has always been a hub of student life," says Munk. "The elevator allows all students to feel a part of what is the largest student centre on campus." — Karen Kelly

AlumniNotes

PROFILES • NEWS • EVENTS • CALENDAR

Requiem for the Brave



Macalister

We don't know if they were acquainted when they were students at University College. But we know they were together at the moment they died, far from hope and home.



Pickersgill

On Sept. 15, alumni veterans from the Soldiers' Tower Committee and members of 2 Intelligence Company of the Canadian Forces

honoured John Kenneth Macalister (BA 1937) and Frank Pickersgill (MA 1939) with a brief ceremony at Soldiers' Tower. The service marked 60 years since their executions in the Buchenwald concentration camp by the German Gestapo.

Pickersgill and Macalister had enlisted with army intelligence in the Second World War. Macalister had turned down a lectureship in law at U of T to sign up. Pickersgill, trapped by the war while bicycling around Europe and imprisoned in a labour camp with other enemy aliens, had already escaped the Nazis once. (In an adventure that sounds more like a *Boys' Life* magazine story, he sawed through his

continued on page 54

A soldier from 2 Intelligence Company of the Canadian Forces stands vigil at Soldiers' Tower in honour of Captains John Macalister and Frank Pickersgill



PHOTOGRAPHY: CPT. BR. CHEUNG

AlumniNotes

Stranger Music

Two U of T alumni push musical boundaries



EMBER SWIFT

Ember Swift (BA 1998 VIC) doesn't mind that many people haven't heard of her, even though she has produced eight CDs on her independent record label and toured internationally. Her politically charged folk-jazz-funk band has a loyal – and growing – fan base, and the celebrity

that can come with signing a corporate record deal holds no appeal for her. "The industry prioritizes the economics over the art," she says. "My music is a combination of art and activism, so the message has to come from a pure place." On her latest release, *Disarming*, Swift muses on such weighty issues as the environment, American foreign

policy and the corporate music business. Yet lyrics that could easily be preachy are more often playful. Even her song descriptions on the CD jacket are cleverly stylized, moving from "potable prog-folk public service announcement" to "conscientious, carnivalesque French cabaret."

Growing up in Burlington and Woodstock, Ont., Swift sang, played piano, guitar and percussion, and began composing at age nine. In high school she began writing songs promoting environmentalism and social activism. A degree in East Asian Studies at U of T further shaped her world view. "It gave me some ways of thinking that are a bit outside the Western paradigm," she says. While she can't measure the direct impact of her music, Swift feels optimistic every time she plays a song with a social or political message. "If nothing else, I hope to contribute to the pool of awareness, which hopefully will yield more action, which hopefully will yield more change. You never know what the ripples will be."

continued from page 53

cell bars, using a blade smuggled to him in a loaf of bread, then journeyed alone across Occupied France to freedom.)

Both men became attached to the British Special Operations Executive (SOE), and, nearly a year before D-Day, volunteered to parachute together into Occupied France to work with the French Resistance. Supporting the Resistance, which conducted espionage and sabotage operations, proved extremely dangerous: of the first 10 Canadians who parachuted into France for the SOE prior to D-Day, seven (including Pickersgill and Macalister) would never return.

Captured in a random traffic stop, both men were tortured to persuade them to

collaborate and lure other agents to their deaths by providing "safe" locations for meetings and paradrops. They refused, and Pickersgill nearly managed to escape again, disabling one guard with a bottle, rushing others and throwing himself out of a second-storey window onto a Paris street, where he was shot and recaptured. Their endings were particularly cruel: the Nazis did not let Allied "spies" die easily.

While soldiers stood in silent vigil, ceremony participants read excerpts from the never-performed 1995 verse-drama *Macalister*, by the late University College principal Douglas LePan (BA 1935, DLitt 1990, DLitt Sac. Hon. 1997). LePan, a veteran and award-winning poet, had known Macalister

as a student, and was chiefly responsible for the creation of the Pickersgill-Macalister garden on the west side of Soldiers' Tower.

Together the poem, the garden and a plaque form a shrine to the two heroic U of T graduates. "I'm convinced that as far as this war is concerned, there are certain jobs I could do better than anybody but about a handful of people," wrote Pickersgill in an explanation about volunteering for near-certain death. "That such jobs would be dangerous is just one more thing in their favour." Macalister's explanation was briefer: offered a choice between military intelligence work and a post teaching law at U of T, he responded to the faculty with only, "Sorry. Many thanks. Macalister." — Bruce Rolston



BRENNA MACCRIMMON

When you hear that a woman from the Toronto suburbs with an Anglo name is an internationally acclaimed Turkish folk singer, an obvious question springs up. “I’ve been asked how this happened a million times,” says Brenna MacCrimmon (BA 2003 Innis).

The short answer is happenstance, stemming from a trip to a library in Burlington, Ont., during her late teens. “I came across these Turkish albums, and I was really intrigued,” she says. She’d dabbled in piano and violin, but her only knowledge of global music came from her mother, a ballet teacher with a taste for Russian choruses. Yet the unfamiliar rhythms and intonations on the albums immediately resonated with MacCrimmon. “There was just an emotional communication.”

While taking an ethnomusicology class at U of T in the early 1980s, MacCrimmon sought out local Turkish musicians and was inspired to learn a folk instrument called the *baglama*. She then began playing and singing in a Turkish community band. “I went from being a passive listener to an active performer,” she says.

During a five-year stint in Istanbul, she immersed herself in the Turkish culture, and sang regional folk music at festivals and special events. Since then she has performed internationally and produced two CDs, including *Karsilama*, which was nominated for a Juno Award in 1998.

MacCrimmon recently settled back in Toronto to work on a repertoire that she’ll perform across Canada with collaborator Ismail Hakki, a Montreal-based Turkish musician. She is also pursuing a master’s degree in archival studies at U of T. “Preserving music is really important to me, because it was discovering a recording in a library that sent me on this whole journey.”

Good-Deed Doers

Ellen B. Roseman (MA 1969), a personal finance columnist and former business editor at the *Toronto Star*, is one of the 94 recipients of this year’s Arbor Awards. Presented at the president’s residence in September, the awards recognize alumni and friends who have made exceptional volunteer efforts. Roseman was the keynote speaker at the 2003 U of T Bound Reunion, an event for first-year students who participate in a summer orientation program, and is chair of the U of T Alumni Association’s John H. Moss Scholarship Committee.



PHOTOGRAPHY: JOHN REEVES/DAVID COOPER/TORONTO STAR

Burchell Re-elected President of Alumni Association

The University of Toronto Alumni Association has elected its 2004-2005 roster of officers. Brian Burchell (BSc 1987 UTSC), president of Burchell Publishing Company and manager of CIUT Radio, will serve as president for the second consecutive year. President-elect Michael Deck (MBA 1990), a director at PricewaterhouseCoopers, will assume the president’s duties in the event of his absence. Paul Cadario (BAsc 1973), a senior manager at the World Bank, was elected vice-president, governance and chair of the College of Electors. Toronto lawyer Daina Groskaufmanis (BA 1990 TRIN) will serve as treasurer and Carl Mitchell (BSc 1984 St. Mike’s), former president and chief operating officer of V3 Semiconductor, as secretary. Barbara Thompson (BA 1966 VIC, LLB 1972), an officer, is founder of the executive search firm the Thompson Elliot Group and past president of the UTAA.

Stories by Megan Easton

alendar

ALUMNI RECEPTION

Feb. 9. **Alumni and Friends Reception.** Dr. Aled Edwards, professor of medical research at U of T and chief executive of the Structural Genomics Consortium, speaks on genetic science and biotechnology. University of Toronto at Mississauga. 6:30-8:30 p.m. For more information, contact Lorraine Gillis at (416) 978-2368 or lorraine.gillis@utoronto.ca

LECTURES

School of Continuing Studies

Jan. 14. **If Pigs Had Wings.** Toronto Mayor David Miller shares his vision for the city and allows his imagination to run free. Host: Andy Barrie of CBC Radio One. 11 a.m. to 12:30 p.m. Space limited; first come, first seated. 158 St. George St. \$20. (416) 978-2400, www.learn.utoronto.ca

CONCERTS

Faculty of Music

Jan. 29. **University of Toronto Symphony Orchestra, MacMillan Singers and Elmer Iseler Singers.** Raffi Armenian and Doreen Rao, conductors. Weber: *Euryanthe Overture* and Mendelssohn: *Symphony No. 2 "Lobegesang."* 8 p.m. Tickets \$17; seniors and students \$9.

March 4, 5, 11 and 12. **Opera – Handel: Semele.** Jeanne Lamon and Stephen Ralls, musical directors; Tom Diamond, stage director. Handel's *Semele* is part of the 2005 Metamorphosis Festival, a city-wide celebration of transformation and the arts. 7:30 p.m. Tickets \$26; seniors and students \$16.

MacMillan Theatre. Tickets can be purchased at the Faculty of Music box office, 80 Queen's Park, or by calling (416) 978-3744. For more concert listings, visit www.music.utoronto.ca

UTSC

March 19. **Music of All Latitudes: Part II.** Featuring the Kiyoshi Nagata Ensemble and GaPa. The ARC Theatre, 1265 Military Trail. 7:30 p.m. Advance tickets \$10; seniors and students \$6. (416) 287-7076, www.utsc.utoronto.ca/~cultural

EXHIBITIONS

University of Toronto Art Centre

Feb. 22 to April 16. **Protean Picasso: Drawings and Prints from the National Gallery of Canada.** An exhibition of more than 80 of Picasso's works spanning nearly 50 years. 15 King's College Circle. Tuesday to Friday, 12-5 p.m., Saturday 12-4 p.m. To purchase tickets, visit www.utoronto.ca/artcentre

The Justina M. Barnicke Gallery, Hart House

Jan. 3 to 27. **Refigured.** Works from the Hart House permanent collection highlight alternate treatments of the figure in Canadian art.

Feb. 3 to March 3. **Cruising the Margins.** Artist Tom Benner explores, through his sculptural installation of handcrafted cars, the appropriation of First Nations names as a marketing tool for new vehicles.



Tom Benner's exhibition, featuring this Pontiac Starchief, will cruise into Hart House in February

7 Hart House Circle. Monday to Friday, 11 a.m.-7 p.m., Saturday and Sunday, 1-4 p.m. (416) 978-8398, www.utoronto.ca/gallery

THEATRE

University College Drama Program

Jan. 22 to Feb. 6. **Cymbeline** by William Shakespeare. The Helen Gardiner Phelan Playhouse. 79A St. George St. Tickets \$12; seniors and students \$10. (416) 978-1505.

Hart House Theatre

Jan. 19-22. **U of T Drama Festival.** Four evenings of student-written one-act plays – a

Hart House Theatre tradition since 1936. 7:30 p.m. Tickets \$12; seniors and students \$10.

Feb. 3-12. **Godspell** conceived by John-Michael Tebelak, music by Stephen Schwartz. Loosely based on the Gospels of St. Matthew, *Godspell* remains one of the biggest Broadway successes of all time. 8 p.m. Tickets \$15; seniors and students \$12.

March 3-5. **Wasps** by Sally Clark is a play about the elements of our constructed tribal identities, including fashion, fetishism and a fearful fascination with the Other. 8 p.m. Tickets \$15; seniors and students \$12.

7 Hart House Circle. (416) 978-8849, www.hart-house-theatre.ca

UTM

Jan. 20-22 and 25-29. **Unity (1918)** by Kevin Kerr. Winner of the Governor General's Award for Drama. In a prairie hamlet at the end of the Great War, four women await the return of their soldiers. Some don't come back, and the ones that do bring with them the terrifying Spanish Flu epidemic.

Feb. 10-12 and 22-26. **Women Beware Women** by Thomas Middleton. An all-female cast in an outrageous Jacobean melodrama.

Theatre Erindale, 3359 Mississauga Rd. N. Friday and Saturday 8 p.m., Tuesday to Thursday 7:30 p.m., Saturday matinee 2 p.m. Tickets \$12; seniors and students \$8. (905) 569-4369, www.utm.utoronto.ca/academic/theatre

UTSC

March 9-12. The annual faculty-directed drama production presents **4:48 (f)lesh** directed by Trisha Lamie. This interdisciplinary work, inspired by the writings of British playwright Sarah Kane and other artists, explores the concept of identity, using "fictional" and "factual" autobiographical fragments created by the actors. Leigha Lee Browne Theatre, 1265 Military Trail. Tickets \$10; students and seniors \$8. (416) 287-7076, www.utsc.utoronto.ca/~cultural

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Puzzle

Lewis Carroll and the Doublet

By Marcel Danesi

Lewis Carroll, the nom de plume of Charles Lutwidge Dodgson, is best known as the author of *Alice's Adventures in Wonderland* and *Through the Looking-Glass*. But he was an eminent mathematical theorist, too. His most famous treatises, *A Syllabus of Plane Algebraical Geometry* and *Euclid and His Modern Rivals*, continue to be quoted in mathematical circles to this day. Carroll also devised ingenious puzzles and created the first true puzzle storybooks. His collections *Pillow Problems* and *A Tangled Tale* feature puzzles connected through a narrative framework.

One of Carroll's most famous puzzle inventions is the *doublet*. The challenge is to transform one word into another by changing only one letter at a time and forming a genuine new word (i.e. not a proper name) with each letter change. Turning the word *head* into *tail* is a famous example. One solution involves four "links": *head*, *heal*, *teal*, *tell*, *tall*, *tail*.

Can you evolve *ape* into *man* (with just four links)? Make *flour* into *bread* (with five)? Go from *sleep* to *dream* (five)? Increase *one* to *two* (six)? Turn *black* to *white* (six)? Make *grass green* (six)? Turn *blue* to *pink* (eight)? If you find these examples easy, try moving from *river* to *shore* in 10 links and transforming *witch* into *fairy* in 12!

In 1879, Carroll began publishing his doublets in *Vanity Fair*. He later amended the rules to make the puzzles more difficult. Here is the example he

used to introduce the new version of the doublet: "Change *iron* into *lead* by introducing a new letter or by rearranging the letters of the word at any step. You may not do both in the same step."

Try turning *hate* into *veil* with three links, using the same technique.

Since the late-19th century, the doublet has made appearances in a number of unexpected places. The narrator of the novel *Pale Fire*, by Vladimir Nabokov, recalls playing "word golf," and changing *lass* to *male*. (Can you find a solution?) The evolutionary biologist John Maynard Smith referred to the doublet to draw an analogy between the messages in words and the genetic instructions in chromosomes.

Carroll clearly found language fascinating. He frequently invented words to show that English, as varied as it is, does not have terms for everything. In one of his most famous poems, *Jabberwocky*, he used *brillig*, *slithy* and *wabe* to mean, respectively, "the time of broiling dinner at the close of the afternoon," "smooth and active" and "side of a hill."

Many other writers since Carroll have found captivating ways to play with language. An association called Oulipo – an

Send your comments to Professor Marcel Danesi at marcel.danesi@utoronto.ca, or c/o University of Toronto Magazine, 21 King's College Circle, Toronto, M5S 3J3 or uoft.magazine@utoronto.ca



acronym for "Ouvroir de littérature potentielle," or "workshop of potential literature" – was established in Paris in 1960 by a small group of writers and mathematicians. One of the founders, Raymond Queneau, published a book of poetry titled *100 Trillion Sonnets*, consisting of 10 sonnets, one on each of 10 pages. The pages are cut so that each line in every sonnet can be turned separately. The format of the book allows 100 trillion combinations of lines and thus 100 trillion different sonnets.

Another example of an Oulipian work is Georges Perec's 300-page novel *La disparition*. None of the words in the novel contain the letter *e*. Christian Bök is a Canadian devotee of the Oulipian school. His book, *Eunoia*, contains five chapters corresponding to the five vowels. The first chapter uses no other vowel than *a*, the second only *e*, the third only *i*, etc.

No doubt Carroll would have been intrigued by the possibilities. ■

ANSWERS The links in a possible solution for changing *ape* into *man* are: *ape*, *opt*, *oat*, *mat*, *flour* to *bread*, *floor*, *flood*, *blood*, *brood*, *broad*; *sleep* to *dream*: *bleep*, *blead*, *bleed*, *breed*, *bread*, *dread*; *one* to *two*: *ope*, *opt*, *out*, *tut*, *too*; *black* to *white*: *blank*, *blink*, *clink*, *chink*, *chine*, *whine*; *grass* to *green*: *crass*, *cress*, *trees*, *treed*, *greed*; *blue* to *pink*: *glue*, *glut*, *gout*, *port*, *part*, *paint*; *river* to *shore*: *rover*, *cover*, *covers*, *cores*, *corns*, *coins*, *chins*, *shins*, *shine*, *shone*; *witch* to *fairy*: *winch*, *wench*, *tench*, *tench*, *tents*, *tints*, *tilts*, *fills*, *falls*, *fails*, *fair*; *iron* to *lead*: *icon* (new letter), *coin* (rearrangement), *corn* (new letter), *cord* (new letter), *lord* (new letter), *load* (new letter), *lead* (new letter); *hate* to *veil*: *have* (new letter), *hive* (new letter), *live* (new letter), *veil* (rearrangement); *lass* to *male*: *mass*, *mast*, *malt*

Another Alumni Success Story

Advertorial

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Knowing the reasons for having critical illness insurance, and how it differs from life or disability insurance, can help you make important decisions that could affect your financial security. To illustrate, let's look at what happened to Kelly and Patrick.*

Kelly and Patrick's story:

Kelly, a 43-year-old University graduate, is a career woman with two children. She and her husband, Patrick (also a University grad), had been paying down the mortgage, saving for their children's university educations, and investing in order to retire before the age of 60. Then everything changed. Kelly says:

"I woke up one morning with a splitting headache. I thought maybe I was experiencing a migraine, though I had never had one before. After a little while, I started to feel numb on my left side. Patrick insisted on taking me to the hospital, and that's where I got the bad news!"

Kelly was diagnosed as having had a stroke. Worse, her numbness progressed in a matter of hours, eventually leaving her paralyzed on her left side, and with little hope of ever regaining sensation or control.

"I was devastated. It seemed that everything we had been working for would be gone. We needed money for my therapy, money for a wheelchair and alterations to the house, money to pay for childcare and housekeeping. And here I was, no longer able to work, or even get around on my own. How would we ever put the kids through university and afford to retire?"

But, fortunately, Kelly and Patrick's plans for their financial security included joining the Alumni Critical Illness Plan. It wasn't long after the 30-day waiting period that Kelly received a cheque for the full amount of her \$100,000 coverage.

"Suddenly, a weight was lifted. With the \$100,000 benefit to spend as I wanted, we were able to set up our home and car so that I could get around by myself again – as well as cover the expense of my physiotherapy and medications. With the money left over, we paid down part of our mortgage. I'm back to working part-time now, in a consulting role, and we think that we'll actually be able to retire sooner than we had originally planned!"

And with the help of Best Doctors® recovery management services (included in her coverage at no additional charge), Kelly is currently pursuing a promising line of treatment developed by one of the world's top specialists in strokes, in the hope of someday overcoming her paralysis.

Kelly and Patrick's experience is not uncommon, but it demonstrates the importance of including critical illness insurance in your financial planning.



Filling the gap left by your life and disability insurance!

Simply put, critical illness insurance offers you a lump-sum cash benefit, to spend any way you wish, in the event of life-threatening cancer, heart attack, stroke, kidney failure, coronary arterial bypass or major organ transplant.

According to the Canadian Cancer Society, an estimated 145,500 new

cases of cancer will occur in Canada in 2004, and 77,200 are expected to survive. The Heart and Stroke Foundation of Canada estimates that one in four Canadians has some form of heart disease, or disease of the blood vessels, or is at risk for stroke.

With every passing year, it becomes increasingly likely that you too will undergo a serious operation or contract a life-altering illness sometime during your life. The good news is that with today's advances in medical science, your chances of survival are greater than ever. But how well will your finances survive? The same condition that can threaten your life can also weigh you down with financial burdens that put your lifestyle and your security in jeopardy.

Like it did for Kelly and Patrick, the money you get from a critical illness benefit can provide you with the financial resources you need to recover fully from your condition, without financial worries or lifestyle compromises.

The Alumni Critical Illness Plan is underwritten by The Manufacturers Life Insurance Company (Manulife Financial). This plan offers special members' rates on benefits from \$25,000 to \$250,000 in the event of life-threatening cancer, heart attack, stroke, kidney failure, coronary arterial bypass or major organ transplant.

To learn more about the Alumni Critical Illness Plan, call toll-free **1 888 913-6333** Monday through Friday from 8 a.m. to 8 p.m. ET, or e-mail **am_service@manulife.com** any time, and request a brochure and a mail-in application that you can complete in the privacy of your own home or visit **www.manulife.com/affinityuoft**. ■

* Kelly and Patrick are a fictional couple created to illustrate the value of the plan.



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Looking **B**ack

BY F. MICHAH RYNOR



DOORWAY TO THE PAST

Looking at this portico, which stands in the ultra-modern Bahen Centre for Information Technology, words such as *shadow* and *whisper* come to mind. The doorway, after all, leads to memories: it once fronted a three-storey dwelling of classical Georgian architecture that stood at 42 St. George St.

Built in 1920 for businessman Mandel Granatstein, it was designed with a retractable roof so that he and his family could mark the Sukkot harvest holiday, during which observant Jews sleep outside. Acquired by the university in 1947, the building held a number of identities, and was last home to the Joint Program in Transportation.

It was demolished to make room for the Bahen Centre in 1999, but its portico – sheltered in the centre's front lobby – now provides a permanent entryway to the past. ■

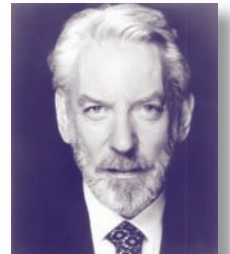
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