



LAR Life after retirement

Volume 27, Number 1

Fall 2020

President's Report



Jean LANGDON

President

Emeriti Association of the University of Calgary

It has been a very unusual year for our Emeriti Association. However, I do feel we saw major achievements during this period of time.

First of all, I must thank all of the members of the Executive for their commitment to and follow through of the various duties of their offices and commitment to the Emeriti Association as a whole.

In October, 2019 we were off to a good start with a full slate of officers. As you can see from the Program Committee Report, we had excellent speakers for October and November, followed by a very successful Christmas Luncheon with over seventy people in attendance at the Hotel Alma. Once again the Program Committee provided excellent presentations for January, February and March and then, unfortunately, we were confronted by Covid-19. In April, May and June we had no actual presentations, until Tom Flanagan gave us our first Zoom session on 10 June 2020.

The Executive has continued to keep in touch electronically and had its first in-person Executive meeting at Bow Cliff Seniors Centre in September with six people present, and the rest on Zoom. We hope that the Executive can continue in this manner with all other presentations through Zoom until further notice.

The Association lost a number of members this year and our heartfelt thoughts go out to their families. At the same time we are getting some new members. We have established a new partnership with the Graduate College. As Past President, Tris Chivers was assigned to work with the College and, as you can see by his report, it was a busy year. Tris has offered to continue in this capacity for another year. I feel that his function will be most beneficial to both groups. I will work with Gary Krivy on the Social Committee, if this position is not filled.

Finally, thank you to the University for its continued support of our Association. A special thanks must be extended, moreover, to Sheila Wasylshyn for her continued help when needed. To all of you, keep safe, keep in touch and thank you all for your continued support and active participation on Zoom

Submitted on 15 September 2020.



Dr. Sean DUKELOW

Stroke rehabilitation and robotic therapy



(continued on page 3)

(De-) Constructing Entrepreneurial Thinking for the University of Calgary: Connection to Teaching, Research and Creativity



**Dr. Alice
DE KONING**

Academic Director of
the Hunter Hub for
Entrepreneurial Thinking
and Senior Instructor at
Haskayne School
of Business

University of Calgary



Last November 2019, it was my pleasure to present my perspective on entrepreneurial thinking to the emeriti faculty of the university. After a brief presentation we had a lively discussion, and explored how different people experienced entrepreneurial activity in their departments. For some emeriti faculty, such as engineering or chemistry, running a business or consulting practice was a normal and widespread academic practice.

Through the discussions of the Eyes High strategy process, entrepreneurial thinking was defined as “being creative in finding innovative solutions. It involves taking initiative, exchanging knowledge across disciplines, being resourceful, and learning from experience.” This definition can be contrasted with the academic discipline’s definitions that emphasize pursuing opportunities, finding resources and creating to use in creating new economic activities and organizations.

My research on public discourse takes a different approach to understanding entrepreneurship. By analyzing the metaphors used in articles about entrepreneurs, we found counterintuitive results. Instead of technology, big investments, “overnight” success and masculine faces, the metaphors reveal a more down-to-earth view of entrepreneurship. The most numerous metaphors in the six country study found emphasized the arts and crafts of home and farm, and travelling. Thus, on the one hand, an entrepreneur takes care of his or her home, family, and community. On the other hand, being an entrepreneur is a personal journey, a road trip or pilgrimage or flight to success. These metaphors connect to a vision of entrepreneurial thinking as a way of

creating value for others by solving problems, and growing as individuals and communities through the challenges of implementing innovations.

The cross-country comparison of the metaphors opens interesting insight into Canadian cultural biases. Unlike the other countries in the study (India, USA, UK, Ireland, Australia), public discourse in Canada shows a mistrust of entrepreneurs that hints of class snobbery or distrust of people who make money.

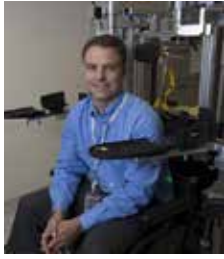
As I interviewed faculty members across campus, I found that our university has a more generous approach to entrepreneurial thinking – but with an interest in creating both private value and public value. Academic researchers are like entrepreneurs in some ways: We are motivated to create (knowledge), to have an impact (create value), and work independently. We work the system to find resources to do our projects (grants, collaboration, partners, etc.). And we hope to convince others to use our work (citations). All these elements fit the profile of entrepreneurial thinking.

Innovative solutions, as per the Eyes High definition, are born of creative thinking, generating unexpected combinations and new interpretations of the deep knowledge of researchers. We start with inventions, which can be colloquially described as new stuff; and aim to create innovations, defined as ‘new stuff’ that creates value for others. Entrepreneurial thinking tells us this value creation starts by understanding our audience deeply; across disciplines, this is design thinking, participatory design, charrette or customer discovery. For basic research, the audience is other academics. For translational research, the audience is clinicians and practitioners. For performing arts, the audience is literally the audience! For community or industry projects, the audience is people with real problems. Innovation that responds to an audience has greater potential to create value and have an impact.

Collaboration is another important dimension of entrepreneurial thinking. Academics and entrepreneurs and organizations exist in an eco-system of mutuality, on a spectrum from listening and

(continued on page 7)

Stroke rehabilitation and robotic therapy (continued from page 1)



**Dr. Sean
DUKELOW**

Associate Professor of
Physical Medicine &
Rehabilitation, Division
of Clinical Neurosciences,
& Hotchkiss Brain Institute,
Cumming School of Medicine
University of Calgary

Stroke is common in Canada, with about 60,000 new cases occurring each year. Stroke occurs because of a sudden disruption of blood flow to the brain, either because of a clot (ischemic stroke) or a ruptured blood vessel (hemorrhagic stroke). The death of brain cells (neurons) that follows in turn, leads to the loss of abilities. Commonly impacted are the ability to communicate, to move one side of the body, to think and to see. There have been tremendous advances in the acute treatment of ischemic stroke over the last 25 years with the routine use of medications that break up clots and devices that can remove them. However, these treatments are only ever instituted in a minority of patients (~15%) with acute stroke in Canada. In the end, many stroke survivors are left with disability.

For those who have had a stroke with residual disability, the treatment involves rehabilitation. Classically this has involved working with a multi-disciplinary team bringing together expertise from a range of disciplines to help restore abilities. Much time is spent in rehabilitation working one-on-one with an expert clinician trying to relearn how to walk, talk and restore abilities. The process is often long and involves considerable effort on the part of the stroke survivor and their supports.

In recent years, however, we have seen a steady infiltration of technology into stroke rehabilitation. Robotic tools have been designed to assist clinicians in performing important assessments of the ability to move, sense movement and make rapid decisions. Further, they are being employed at different centres around the world to augment rehabilitation and help restore upper limb movement and walking. While certainly not standard of care, robotic tools can support busy clinicians and assist in decreasing the disability of stroke survivors. Beyond robots, therapies with non-invasive brain stimulation are being routinely tested in clinical trials for stroke rehabilitation. These therapies (either Transcranial Magnetic Stimulation (TMS) or Transcranial Direct Current Stimulation (TDCS) alter electrical activity in the brain, in the hopes of helping the brain to recover from stroke. In Calgary we have ongoing clinical trials in stroke examining the use of robotics in recovery of the upper extremity, the use of TMS for recovery of aphasia and TDCS to assist in recovery of sensory function.

NB: One of the Program Directors from the Emeriti Association of the University of Calgary has received a request from several community members, who have heard about the valuable contribution that Dr. Sean Dukelow has made as research advisor for the Association of Rehabilitation for the Brain Injured (including Stroke survivors: ARBI: <https://www.arbi.ca/>) regarding where they can access more information about his Stroke Research and Treatment program. Hence, in addition to the two above-mentioned websites, one might wish to review the following sites for illustrative examples of his research and publications:

<https://www.ucalgary.ca/dukelow/research>
<https://www.ucalgary.ca/dukelow/publications>

Presented to EA on 8 January 2020.

For the Joy of Singing—Part IV

The Mostly Broadway Trio



**Ms. Katheryne
PERRI
EDWARDS**
Soprano



**Dr. Richard
HEYMAN**
Baritone



**Dr. Malcom
EDWARDS**
Pianist

“I think you love us”

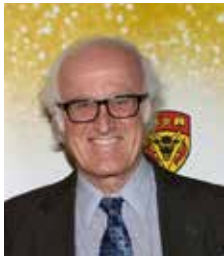
With that opening line, Katheryne paraphrased Sally Field’s iconic line—“you like me, right now, you like me!” beginning another wonderful performance that highlighted songs from various Broadway performances spanning nine decades and capturing themes of love, passion and work. It was their fourth performance with a number of well-known favourites as well as new repertoire as they explored the vast and rich history of Broadway tunes.

Nearly sixty Emeriti professors and family and friends attended telling us how much they appreciated the program:

- *Music carefully sprinkled adds spice to life.*
- *Music is important to me. I enjoyed taking a walk down memory lane listening to such lovely music of the various times. Our singers bring the songs alive!*

(continued on page 7)

Polypharmacy and potentially inappropriate medications



Dr. Roger E. THOMAS

Professor Emeritus of
Family Medicine

University of Calgary

Introduction (by Program Co-Directors, Jocelyn Lockyer and Carole-Lynne Le Navenec, Emeriti Association of the University of Calgary)

Medications are both a life-saver and a potential problem, particularly for older persons. Two particular issues related to prescriptions were discussed by Dr. Roger Thomas: polypharmacy and potentially inappropriate medications.

Polypharmacy is the concurrent use of multiple medications by a patient. While not necessarily ill-advised, it can lead to negative outcomes or poor treatment effectiveness. Medications need to be monitored and reviewed regularly to ensure whether all of the medications are still necessary.

Problems that can arise include adverse drug reactions, drug interactions, prescribing cascades (where a new drug is added due to side effects produced by another prescription), and higher costs. Polypharmacy is often associated with a decreased quality of life, including decreased mobility and cognition.

Potentially inappropriate medications (PIMs) are medications that have a high probability of adverse events when prescribed to older adults. Certain drugs are considered inappropriate or potentially inappropriate in old age because of the higher risk of intolerance related to how the medication affects the body or drug-disease interactions. There are also potential prescribing omissions (PPOs) in which patients are not prescribed an appropriate medication given their condition.

Dr Thomas described several aspects of medication use in the elderly in his presentation and prepared the summary of his presentation that is outlined below.

SUMMARY OF PRESENTATION (prepared by Dr. Roger Thomas)

1. Potentially inappropriate medications in Calgary.

A study of 82,935 first admissions 2014-2018 of those 65 and older to the four Calgary hospitals identified they took a median four medications at admission and nine at discharge. Using a European measure 88% had one or more “potentially inappropriate medications” (PIM) and 13% six or more, and 51% had “potential prescribing omissions” (PPOs) but 57% were correctly prescribed them. Using the American Geriatric’s Society’s (AGS) measure 82% had one or more PIMs (16% six or more).

2. Probabilities of readmission or mortality within six months of discharge.

The highest risks of death correlated with illnesses, AGS PIMs, and missing needed medications.

Risk factor	Increase in readmission risk	Increase in risk of death
Illnesses	13%	21%
Number of medications	9%	3%
STOPP PIMs	15%	7%
AGS PIMs	15%	12%
START PPOs	4%	31%
START PPOs correctly prescribed	16%	-3%

3. Which medication combinations provided the highest risks?

Medication combinations	Increase in risk of readmission
STOPP: duplicate drug class + neuroleptics for psychiatric conditions + oral/transdermal strong opioids	2.36
STOPP: neuroleptics + oral/transdermal strong opioids	2.28
AGS: Peripheral Alpha 1 blockers (for blood pressure) + metoclopramide	2.24

Medication combinations	Increase in risk of death
STOPP: duplicate drug class + neuroleptics + oral/transdermal strong opioids	8.77
STOPP: neuroleptics + oral/transdermal strong opioids	8.67

4. Our liver uses enzymes to make medications more available.

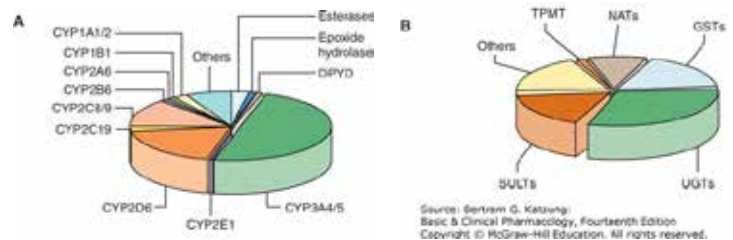
Figure A shows the names of enzyme groups in the liver which transform medications to more active forms. These enzymes not surprisingly are called Phase One enzymes. The next set of enzymes change medications usually to be more water soluble to be excreted. Not surprisingly these are called Phase Two enzymes.

Unfortunately chromosomes copy themselves imperfectly. Genes give the instructions to make enzymes but miscopy alternative forms called alleles at the same place on the chromosome.

Individuals who have no functioning alleles are poor medication metabolisers and those with two or more alleles are ultra-metabolisers.

Another complication is that some medications (called inducers) speed up some enzymes and some (called inhibitors) slow them down. If you take medications which induce an enzyme system, a third medication trying to use that system will be transformed to its active form very fast and to high levels.

Conclusion: Knowing important drug-drug and drug-drug-gene interactions guides correct prescribing. Please see the slide show for more details of how these enzyme systems affect specific medications.



Notes: The system uses the name cytochrome because it contains an iron protein that absorbs light maximally at wavelength 450 nm. CYP is an abbreviation for cytochrome P450. The Phase II enzymes are: GST (glutathione-5-transferase), UGT (UDP-glucuronosyltransferase), SULT (sulfo-transferase), TPMT (thiopurine methyltransferase), and NAT (N-acetyltransferase)]

References:

- Flockhart Table of cytochrome P450 enzymes. (<https://druginteractions.medicine.iu.edu/MainTable.aspx>)
- Katzung B. Basic and Clinical Pharmacology 14th edition (on-line. Chapters are downloadable from university library) (\$79.16 in Medical school bookstore)
- RxFiles Drug Comparison Charts. 11th edition. Order from Internet at RxFiles.ca (\$89).
- Thomas RE, Thomas BC. A systematic review of studies of the STOPP/START 2015 and American Geriatric Society Beers 2015 criteria. *Curr Aging Sci.* 2019;12:123-156.

Slides:

- Set 1: Polypharmacy in seniors discharged from Calgary hospitals 2013-2017. Potentially inappropriate medications and omissions: STOPP, START, and AGS criteria;
- Set 2: Potentially inappropriate medications in ≤ 65s using STOPP/START 2015 AND BEERS 2015 Criteria

The Wealth of First Nations



**Dr. Thomas
FLANAGAN**

Professor Emeritus of
Political Science

*University of Calgary and
Senior Fellow of the
Fraser Institute*

Adam Smith's monumental work, *The Wealth of Nations* (1776), laid down the economic and political principles that have made possible the prosperity of modern industrial societies. On the economic side, the first principle stressed property rights and free exchange. The second, on the political side, emphasized the protection of society and enforcement of laws by a limited state.

Decades of empirical research have shown that these principles explain patterns of wealth and poverty in international society. Whatever their religion and culture, nations that protect markets and property rights under the rule of law and limited government tend to prosper; nations that try to rig markets, plunder property rights, and govern arbitrarily tend to stagnate.

Ten years ago I began a program of empirical research to see if these principles also apply to Canada's First Nations. Fortunately a measuring stick was at hand: the Community Well-Being Index (CWB), first published in 1986 and updated every five years with new census data on income, employment, housing quality, and formal education. The CWB has been criticized for including only economic variables, and maybe it could be improved; however, no Indigenous leader argues against more income, jobs, housing, and education.

There are over 600 First Nations in Canada, and their CWB scores vary widely around the mean of 58 (2016), with individual scores ranging from 30 to 90. This variation allows the researcher to search for factors correlated with higher scores. Without claiming to determine causation, this kind of research can paint a profile of what the more successful First Nations are doing.

One finding is geographical: First Nations located near cities and sizable towns tend to have higher CWB scores than those in more remote locations. However, even remote First Nations can achieve high CWB scores if they participate in resource plays, such as forestry, mining, and the production of oil and gas. The underlying factor is economic opportunity.

Location is not entirely outside human control. It can be functionally improved by better transportation and communication as well as by public policy that promotes rather than hinders resource development.

Moving beyond locational factors, First Nations that prosper tend to be engaged in Canada's economic marketplace. They generate own-source revenue by creating businesses that sell goods and services, especially in the real estate development and hospitality industries. They show that the path to prosperity lies in "making" things for sale, not in "taking" more subsidies from government.

In general, they see their reserves and traditional lands as sources of economic opportunity. They enter the First Nations Land Management Agreement so they can manage their own lands, "moving at the speed of business, not the speed of government," as the chiefs often say. They foster and respect property rights, including certificates of possession for individual members, the lands collectively owned by the Nation, and the new quasi-property right to be consulted before economic development takes place. Moreover, like other communities in Canada, they levy property taxes on leaseholds to generate revenue for necessary infrastructure.

On the governmental side, they run a tight ship, staying out of deficit and debt. Many are models of financial probity, putting Canada's senior governments to shame. They adequately reward chiefs for their executive functions but do not overpay councillors, thus dampening the hyper-politicization that can be the curse of First Nation politics. They reward successful chiefs with long terms of office, so they can get things done. Above all, they strive for independence in managing their own affairs, utilizing the numerous "off ramps" from the Indian Act that have been legislated under both Liberal and Conservative governments.

All these results are summarized in *The Wealth of First Nations*, together with statistical and other observational evidence. It must be emphasized that these findings are not the personal advice of the author to First Nations; they are simply a summary of the best practices followed by successful First Nations and their leaders. They are the people who are constructing better lives for themselves, making their own decisions about their own resources.

We've had lots of research and writing about the many difficulties that First Nations face; however, for too long research has focused on the difficulties facing First Nations, rather than analyzing how they've overcome those difficulties. We need more research and writing about the First Nations that are using their own resources and initiative to overcome those difficulties and make better lives for their people. Knowledge of these success stories will help other First Nations figure out how to move ahead in their own circumstances. It will also help Canadian policy-makers to remove roadblocks to progress that still exist in the Indian Act and other legislation.

Tom Flanagan, The Wealth of First Nations (Vancouver, BC: Fraser Institute, 2019), 167 pp. ZOOM session on 10 June 2020.



News from your CURAC Representative



**Dr. Carole-Lynne
LE NAVENE**
Associate Professor
Emerita of Nursing
University of Calgary

The College and University Retiree Associations of Canada (CURAC) Winter 2020 Newsletter is available at: <https://www.curac.ca/newsletters/curacarucc-nl/nl-winter2020/>

This edition reports mainly on the activities of CURAC/ARUCC, as outlined by the President. These include:

The upcoming AGM and Conference: However, due to the onset of Covid 19, the Vancouver May 2020 AGM & Conference was cancelled. **The AGM will be held via Zoom on September 30, 2020 at noon MDT.** Each member organization can nominate one voting delegate. For our Emeriti Association the voting delegate will be Dr. Om Malik. I will also be a voting member because I am on their Board of Directors. Details regarding the 2021 CURAC AGM & Conference in Montreal (or via Zoom if the pandemic still exists) will be forthcoming.

- news from Quebec-based associations
- an update on the Vibrant Voices lobbying initiative
- an example of CURAC/ARUCC advocacy, and
- position statements on conditions for post-secondary retirees.

We also report on another Initiative—the **Active Aging / Later Life Learning** Ad Hoc Committee (chaired by Carole-Lynne Le Navene). My colleague, Dr. Sandra Hirst, some European Professor Emeriti, and me are currently completing our action plan that will afford interested members from any of the CURAC associations: (1) free online teaching/learning sessions re common videoconferencing approaches , & (2) a route to disseminate information about a range of upcoming educational sessions, webinars, and new apps (e.g., Famlinet) via a **new Listserv that will soon be established called Later Life Learning (LLL-L@mailman.ucalgary.ca).** If you are interested, please contact: clenave@ucalgary.ca.

Future editions of the CURAC Newsletter will report on plans for the 2021 conference, the Benefits survey, and member travel. Comments are welcome from readers wherever in the world they may be. Send to: president@curac.ca or secretary@curac.ca

Interested in what the Member Organizations across Canada are doing? Check out their newsletters on the CURAC website at: <https://www.curac.ca/newsletters/member-association-newsletters/>



College and University Retiree Associations of Canada
Associations de retraités des universités et collèges du Canada

(You can even access our LAR: Life After Retirement Newsletter at that site. We began with the Winter 2019/Spring 2020 edition . The second newsletter will soon be available).

Readers are encouraged to review the HEALTH CARE POLICY Reports and Bulletins that are on the CURAC website: <https://www.curac.ca/committees/health-policy-committee/>

I will be joining this Committee in the Fall 2020 and would welcome your suggestions regarding topics that you would like to see addressed

This report was prepared by Carole-Lynne Le Navene (clenave@ucalgary.ca) on 30 August 2020.



Connection to Teaching, Research and Creativity (continued from page 2)

being present to others, to sharing resources and workload, to major partnerships. The key collaborations we experience can be on campus, or with communities, companies, donors and people here in Calgary and globally. Cross-discipline collaboration on campus has an interesting dynamic. On the one hand, we need the silo of our discipline to create depth of knowledge, but on the other hand, we need to break our silos to 'see' our work in a broader context and solve the great challenges.

My vision for the University of Calgary is to create an entrepreneurial thinking culture across campus. This means increasing entrepreneurial action, knowledge impact and value creation among faculty, students and staff. For the university faculty and staff, a range of research-based and creative activities will leverage the university's

investments. For students, this means a coherent web of existing and new curricular, co-curricular and non-curricular activities. We hope to see 20-100% of students initiated into entrepreneurial thinking ideas, 5-20% students get involved in events, courses, clubs, and activities, and 1-5% of students get active in applying entrepreneurial thinking and impact, and engaged in deep learning related to their innovative solutions.

The challenge now is for all of us at the University of Calgary. What are our greatest hopes for an entrepreneurial thinking strategy? What are our greatest fears? How can we lead change in Calgary, in southern Alberta and in the world?

Reference (for a relatively short version of the study): de Koning, A., and Dodd, S. D. (2004). "Metaphors of entrepreneurship across cultures," *Asia Entrepreneurship Journal*, IV (2), 63-73.

Presented to EA on 13 November 2019.



For the Joy of Singing—Part IV (continued from page 3)

- *To be able to hear other renditions of well-known romantic songs.*
- *Brought me memories of Hollywood and the Broadway musicals.*
- *Hearing the songs from the past and relating them to today. It gave me hope.*
- *Lovely to have an opportunity to see and hear live music that I've heard. I love the live expression of Richard and Katheryne. So delightful and charming.*
- *At the Emeriti Association, there is naturally, much more emphasis on research in science. Nice to get the other side of the brain working.*
- *This concert was very meaningful for me because I love singing...and hearing these beautiful singers facilitated me closing my eyes and happily reminiscing about the well-known musical pieces they included.*
- *Because of my current musical career, I found attendance at this session assisted me with honing my own techniques—through listening and astutely observing the two professional singers. Now I am even more motivated to enhance my own singing.*

Ol' man river [*Show Boat, 1927*]

Can't help lovin' dat man [*Show Boat, 1927*]

Nice work if you can get it [*1937, Broadway 'Nice Work' 2012*]

Some enchanted evening [*South Pacific, 1949*]

Bewitched [*Bewitched, 1940*]

What's the use of wond'rin' [*Carousel, 1940*]

How to handle a woman [*Camelot, 1960*]

It's alright with me [*Can-Can, 1953*]

Something good [*The Sound of Music, 1959*]

The impossible dream [*Man of La Mancha, 1965*]

I enjoy being a girl [*Flower Drum Song, 1958*]

Bring him home [*Les Misérables, 1985*]

Think of me [*Phantom of the Opera, 1988*]

Sunrise, sunset [*Fidler on the roof, 1964*]

Do you love me? [*Fidler on the roof, 1964*]

If I were a rich man [*Fidler on the roof, 1964*]

*Performed for EA on 12 February 2020.
Summary by courtesy of Jocelyn Lockyer.*



N.B. During the period of Corona virus pandemic, all presentations will be made via Zoom Video Communications. Should you require copies of any presentations, please contact Carole-Lynne Le Navenec at [cllenave@ucalgary.ca].

SEPTEMBER 9 | Marina Fischer, Numismatics Specialist, Nickle Galleries, University of Calgary: *Art on Campus: The stories behind the University's public artworks.*

OCTOBER 14 | AGM to be followed by Nuyvn Peters, Vice-President, Office of Advancement, University of Calgary: *1.41 billion reasons to celebrate impact.*

NOVEMBER 18 | Dr. James Wasmuth, Director of the Graduate College at University of Calgary, will introduce three presenters and their research: (1) Shuyin Yu, *Reimagining and inventing diasporic identities in contemporary Asian North American young adult literature*; (2) Najratun Pinky, *Multimodal neuroimaging biomarker for sport related concussion in youth*; (3) Valeriya Volkova, *Muskuloskeletal injuries and dance exposure across three years in elite adolescent ballet dancers: is there a pattern?*

DECEMBER 9 | Christmas Luncheon at Glencoe Club. Other details TBA

For more information, please check the Emeriti Association website at <http://emeriti.ucalgary.ca>.
You may also contact Carole-Lynne Le Navenec at [cllenave@ucalgary.ca] or Jocelyn Lockyer at [lockyer@ucalgary.ca]



Executive Committee 2019 / 2020

PRESIDENT	Jean Langdon	PROGRAM CO-DIRECTOR	Jocelyn Lockyer
PAST PRESIDENT	Tristram Chivers	LAR EDITOR	Andrew Pernal
VICE-PRESIDENT / PRESIDENT-ELECT	Dennis Salahub	WEBMASTER	Om Malik
SECRETARY	Gary Krivy	KEEPING IN TOUCH / SOCIAL	Vacant
TREASURER / MEMBERSHIP	Arvi Rauk	E-NEWSLETTER	Tom Flanagan
PROGRAM CO-DIRECTOR & CURAC LIAISON	Carole-Lynne Le Navenec	MEMBER AT LARGE	Vacant

If any members have additional ideas about how to enhance the role of our Association, please don't hesitate to contact us at <https://emeriti.ucalgary.ca>

THE EMERITI ASSOCIATION OF THE UNIVERSITY OF CALGARY

Art Building 615, University of Calgary, 2500 University Drive NW, Calgary AB Canada T2N 1N4

WEBSITE <https://emeriti.ucalgary.ca> **E-MAIL** emeriti@ucalgary.ca