



# Chumir Ethics Forum

Sheldon Chumir Foundation for Ethics in Leadership

Phone: (403) 244-6666

www.chumirethicsfoundation.ca

Fax (403) 244-5596

## President's Message

The Calgary Health Region recently announced that they will be renaming the Colonel Belcher Hospital in honour of Sheldon, likely in 2005. The site, to be called the Sheldon M. Chumir Health Centre, will be redeveloped to include the services currently offered at the 8<sup>th</sup> and 8<sup>th</sup> Centre, and will contain other facilities as well. This initiative was spearheaded by Skip McDonald, a long-time friend of Sheldon's and member of the Board of the Calgary Health Region. The Centre is located in the Calgary Buffalo riding, which Sheldon served from 1986-92; and it will serve many of the very people whom Sheldon helped with so much energy and dedication.

The Foundation was pleased to learn of this tribute to Sheldon, which came just six days before the twelfth anniversary of his death, on January 26 – an anniversary that always brings Sheldon's many contributions to the community especially vividly to mind.

Since our last newsletter, Canada has a new Prime Minister and Cabinet, we are in the midst of a leadership race in the new Conservative Party, and expecting a federal election this spring. The coming elections in the U.S. cannot help but have an effect on us in Canada as well. Meanwhile, the issues I addressed in my last message – of Canada's relationship with the rest of the world – have taken on, if anything, even more impor-

tance and greater urgency. Questions of the possibility of renewed UN involvement in Iraq, the trials in Tanzania of some of the alleged perpetrators of the Rwandan genocide, issues in the Middle East, the Indian sub-continent and North Korea all occupy our attention and concerns at the same time as we focus on Canadian political, economic and social issues.

As outlined in the November newsletter, on the weekend of May 14-16, 2004 we will have the opportunity to come together to address many of these issues at the Third Symposium of the Sheldon Chumir Foundation for Ethics in Leadership. At the opening session on the Friday evening, the program will feature keynote addresses by Andrew Cohen, journalist and author of "While Canada Slept: How We Lost Our Place in the World" and Jennifer Welsh, political scientist at Oxford University and author of the forthcoming book "Canada in a Post 9-11 World". Expect an exciting beginning to the weekend.

Other confirmed speakers include Paul Heinbecker, recently retired as Canadian Ambassador to the UN and now Director of the Laurier Centre for Global Relations, Governance and Policy at Wilfred Laurier University; George Russell, New York journalist with Fox News and originally from Calgary; and David Bercuson, Centre for Military and Strategic Studies and

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Sheldon M. Chumir

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Professor of History, University of Calgary, in a panel discussion featuring different approaches to Canada-U.S. relations. We will have sessions on views of Canada's role from other countries, and on approaches to international governance and reform of international institutions. Arnaldo Listre, former Ambassador to the UN from Argentina, Michael Byers, Professor of International Law and Director of the Canadian Studies Program at Duke University, and Maurice Strong, well-known Canadian internationalist and environmentalist, among others, will be with us for these sessions.

The program will focus on national and international issues from an ethical perspective by exploring a variety of points of view on these questions. A detailed program will appear shortly, but we urge you to mark the dates now and register early to reserve your place at this most stimulating event.

In this issue of the newsletter you will find an article by our Public Policy Fellow Kristen Boon discussing the question of who should try Saddam Hussein when the time comes. She makes a cogent case, in the context of strong U.S. influence in Iraq and even the existence of the new International Criminal Court, for the process being run by an independent Special Tribunal within the Iraqi judicial system.

The second of the articles by our Tanzanian Fellows also appears in this issue. This time the article explains the workings and the responsibilities of Tanzania's Ethics Secretariat. Michelle McCann writes about some problems in relation to government involvement in gambling. Alison Dempsey outlines the Foundation's approach to issues of corporate responsibility, and tells us about the Ethics competition which the Foundation sponsors at the Queen's Intercollegiate Business Competition. She also describes the goals and achievements of the forum the Foundation held, in December, on potential solutions to homelessness.

Two upcoming fora to be held in March will be of interest to many of you. One focuses on leadership, ethics and integrity in government, and the other on building a profile of ethical citizenship. Spaces are limited at both of these interactive working sessions, so we urge those interested to register early.

Warm wishes to all for a very healthy and peaceful 2004.

Marsha Hanen

## SYMPOSIUM

### THE SHELDON CHUMIR FOUNDATION FOR ETHICS IN LEADERSHIP

presents

## CANADIAN VALUES IN THE WORLD COMMUNITY: Building Trust, Balancing Global Power

May 14<sup>th</sup> - 16<sup>th</sup>, 2004

Calgary Sheraton Suites, Eau Claire

## PROGRAM

- Friday 7:30 - 10:00 PM  
Canadian Values, Canada's Role:  
Myths and Realities
- Saturday 9:00 - 11:45 AM  
Canadian Values in a North American Perspective

12:00 - 1:45 PM - Luncheon Address:  
Canadian Values on the World Stage

2:00 - 4:45 PM  
Canadian Values: An International Perspective

- Sunday 9:00 - 11:45 AM  
International Institutions: Problems and Promise

12:00 - 1:45 PM - Luncheon Address:  
Working Internationally

2:00 - 4:30 PM  
Discussion Sessions and Reports

6:30 PM - Gala Dinner



Foundation staff  
enjoy seasonal  
festivities at the  
Kahanoff Centre  
office reception.

front left:  
Alison Dempsey

back left:  
Michelle McCann

back right:  
Elaine Wojtkiw

centre: Santa

### Sheldon Chumir Foundation and Corporate Responsibility

The wider Canadian business community and policy makers are still in the early stages of discourse about Corporate Responsibility - especially compared with the UK, other European countries and, in some respects the US. The dialogue on the environment and sustainability has, arguably, been better served in large part due to the relevance for Canada's significant natural resources based economy.

There is a need, in this area as in so many others, for the clear direction and purpose which comes from principled, pragmatic and inspiring leadership. The 'front of pack' companies in Canada are recognising the merit in making the higher standards such as theirs a more explicit expectation of *all* Canadian companies. However, whilst the number who would champion or endorse such an initiative grows, there continues to be a gap in terms of where the necessary leadership is located.

I participated in a cross-sector dialogue session in Aylmer, Quebec on CSR Codes and Reporting initiatives led by Dr. Wesley Cragg, Gardiner Professor of Business Ethics, Schulich School of Business in June 2003, just prior to the CSR/Africa Conference co-hosted by the Foundation. The Consensus Statement that emerged from the Aylmer dialogue reinforces my sense that Corporate Responsibility will not become widely embedded in the Canadian corporate culture until there is unequivocal, shared leadership in this area. Currently, a company observing significantly higher ethical and environmental standards, without the support and emulation of its peers or reinforcement from enabling policy initiatives, faces considerable challenges in terms of realising the return or gaining the competitive advantage necessary for economic viability.

Ongoing opportunities for dialogue among the diverse stakeholders in this issue are important. There is tremendous value in bringing together individuals with a range of experience and perspectives who also share a

commitment, integrity and a sense of responsibility for some core objectives. Such dialogue provides the opportunity for increasing knowledge, challenging our understanding of issues, and building consensus around shared values. These elements are essential for creating a sound, ethical basis from which to see opportunities, and seek innovative means to achieve common goals in ways that are ethical, sustainable, and satisfy the 'bottom line'.

The Foundation continues with initiatives that will distil the ethical principles embedded in the high level rhetoric on the subject of Corporate Responsibility into a basis for realistic and applied dialogue amongst business, their shareholders, government, NGOs, and the wider community – starting with the enlightened and those capable of persuasion.

In this regard, I had the pleasure and privilege to represent the Foundation as sponsor of the Ethics Competition at the finals of the Queen's University Business School Intercollegiate Business Competition held in Kingston this month. The Foundation has sponsored the ethics event for 4 years, recognizing the importance of making ethics explicit well before it really hit the headlines in the wake of recent corporate scandals. Ethics and integrity in business is *not* the latest management trend that will eventually pass and let companies return to "*business as usual*", but now, and in the future, must be what constitutes the new "*business as usual*".

The talent that my fellow ethics event judges and I witnessed indicates that there are future business leaders well on their way to the goal of raising the standards by which business is conducted. The difficult task of choosing the top 3 teams resulted in Queen's University in first place, University of Calgary in second, and University of Saskatchewan in third. We extend our congratulations to all six teams.

The Foundation will continue its support of the Queen's event as part of its mandate to encourage others to identify and institute ethical business practices.



Alison Dempsey (fourth from far right) with judges and teams at the Queen's University Intercollegiate Business Competition supported by the Foundation since 2001

### Who Should Try Hussein?



No sooner was the news out that Saddam Hussein had been captured, than the discussion turned to his eventual criminal prosecution. Although President Bush has stated that the prosecution of Hussein is a matter for the Iraqis – no doubt to avoid the criticism of

victor's justice – the question remains: should Hussein be referred to an *ad hoc* international tribunal under UN auspices, or should he be tried domestically by the newly created Iraqi Special Tribunal for crimes against humanity?

This decision rests in large part on the issue of responsibility. Is Hussein answerable primarily to the people of Iraq, or is he responsible to the international community as a whole because many of the crimes he is accused of committing are violations of international law?

The supporters of the international option - which include prominent groups such as Human Rights Watch - have focused less on the prospect of responsibility, than on questions of capacity and legitimacy. They state that either an international body or a group of international experts should be involved in Hussein's trial because Iraq is an occupied territory without a legitimate government, and because the Iraqi judicial system cannot currently ensure proper standards of due process, independence, fairness, and expertise in complex matters of international criminal law.

Underlying the talk of fair process, however, is the notion of international responsibility. What appears to motivate broader support for an international tribunal is the unspoken belief that because the US and the UK brought about Hussein's demise, and because the international community has at least a moral obligation to reconstruct Iraq, it has a corresponding right to assist in the prosecution of Hussein. This attitude stems from a mixture of altruism and self-interest.

The idea that perpetrators of egregious crimes such as genocide and crimes against hu-

manity are answerable to the international community as a whole has been central to the criminalization of those acts. Nonetheless, the mechanisms by which perpetrators are tried are meant to be decidedly local. The newly created International Criminal Court, for example, can take jurisdiction over cases only where states are unable or unwilling to prosecute.

This threshold is meant to safeguard a basic presumption of criminal law: that individuals should be tried in and by their own communities. International involvement should be the exception rather than the norm—it should complement, not replace competent domestic fora.

This reasoning is cogent in determining where to try Hussein. The people who lived through the effects of Hussein's rule are in Iraq, the witnesses are in Iraq, and most of the evidence is in Iraq. He is primarily accountable to the people of Iraq, and at a minimum, any prosecution of Hussein should take place there.

A trial in Iraq does not exclude international involvement in his prosecution, if the Iraqis invite it. And under international law, the Iraqis have the right to make that decision. Occupying powers may not interfere with the institutions and courts of occupied territories under the Geneva Conventions. Furthermore, if the trial of Hussein takes place after the US withdraws (which appears likely given the current timetable), the US and its coalition would have no authority in any event. Thus, unless the Security Council makes a Chapter VII decision that a tribunal is warranted for reasons of international peace and security as it did in the former Yugoslavia and Rwanda, the prosecution of Hussein must be left to the people of Iraq.

In some contexts, an international presence in domestic criminal trials would be a legitimizing force. Where justice is an essential element of a reconciliation plan, or where domestic justice systems have been completely decimated, or where the societies are so polarized that they cannot achieve consensus on the abuses committed, international involvement may well be warranted. In these instances, the international community stands in for the domestic one and requires accountability.

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The current situation in Iraq, however, is not this grave. Iraq's judicial system is beleaguered, but still functioning. There is no evidence that the Governing National Council would benefit by shielding perpetrators of the prior Ba'athist regime. Furthermore, local control over prosecutions is essential if the estrangement from justice in Iraq is to be overcome.

While some criticisms of the current Statute are legitimate, for the most part it meets international due process standards. Some of the provisions are simply a reflection of Iraqi judicial processes, and these are not illegitimate because they do not accord with a U.S. approach. The Statute also provides for external involvement, which will help to bring international expertise into play. For example, Art. 4 of the Special Tribunal Statute allows the Governing Council to appoint non-Iraqi Judges with experience dealing with international crimes if it is deemed necessary. Similarly, Art. 6 of the statute of the Special Tribunal requires the President of the tribunal to appoint non-Iraqi advisors with expertise in international law and experience with similar war crimes tribunals. A hybrid international body might be politically smart for the Iraqis given the international interest in the trials and the resources that would be made available, but it is neither legally nor ethically required.

An independent Iraqi run Special Tribunal is the most desirable option. It will help to rebuild faith in the judicial system in Iraq, and it will show that Hussein is accountable to the people of Iraq. The involvement of international organizations and actors, and the U.S. and U.K. as occupying powers should be viewed as backup—none is entitled to a special status. It is similarly important to safeguard the Special Tribunal against informal US influence and control. The Iraqis have the capacity and the legitimacy to prosecute Hussein on their own.

In the last decade, the international community has played an important role in laying the groundwork for the prosecution of genocide and crimes against humanity and in ensuring that perpetrators do not escape unpunished. Nonetheless, the first responsibility of perpetrators of mass atrocities is to their own citizens. Where a local tribunal is willing and able to lead the march, shouldn't we follow?

Kristen Boon  
2003-2004 Public Policy Fellow

### CITIZENSHIP FORUM

THE SHELDON CHUMIR FOUNDATION  
in partnership with  
CITIZENSHIP MATTERS  
THE CALGARY INSTITUTE FOR THE HUMANITIES, &  
THE CALGARY BOARD OF EDUCATION FOUNDATION  
present

### BUILDING A PROFILE OF ETHICAL CITIZENSHIP

Tentative Date: Tuesday March 30<sup>th</sup> 2004

4:45 - 8:45 PM

Kahanoff Centre, 2<sup>nd</sup> Floor  
1202 Centre Street S, Calgary

What values, attitudes, knowledge and skills contribute to responsible citizenship? What is the role of the education system in preparing students for responsible citizenship? How should community participation and civic involvement be encouraged?

Spaces for this working session are limited and will be allocated on a 1<sup>st</sup> come, 1<sup>st</sup> served basis. Register by calling the Foundation office at (403) 244-6666. Once spaces are filled, a waiting list will be monitored for openings. For further information, please email [info@chumirethicsfoundation.ca](mailto:info@chumirethicsfoundation.ca)

### LEADERSHIP FORUM

THE SHELDON CHUMIR FOUNDATION  
in partnership with  
ETHICS PRACTITIONERS ASSOCIATION OF CANADA  
present

### DEMONSTRATING LEADERSHIP: Ethics and Integrity in Government

These dynamic breakfast sessions will explore ethical conduct, character, integrity and principled leadership in the public sector - the measures taken, and the ongoing challenges and obstacles to fostering public confidence and trust. Morning sessions will take place on consecutive days in Calgary and Edmonton, in mid-March.

**Final details will be circulated shortly; also, please check our web site: [www.chumirethicsfoundation.ca](http://www.chumirethicsfoundation.ca)**

Registration is limited, and will be accepted on a 1<sup>st</sup> come, 1<sup>st</sup> served basis. Please call (403) 244-6666 to reserve, specifying your attendance in Calgary or Edmonton. Confirmation will be issued in order of payment received - \$10 plus GST (\$10.70).

## Gambling and Governments



In a speech I attended in November 2003, His Excellency John Ralston Saul spoke forcefully against government advertising campaigns that encourage Canadians to gamble. Whether it be advertising for lottery tickets, VLTs or Canada's casinos, he provided a compelling argument against the use of any government money at any level for the promotion of gambling. Focusing on the harms gambling can cause to those who become addicted, His Excellency questioned the ethics of government promoting a potentially harmful activity in the name of profit.

These points are not new ones. In a 1990 news article, then-MLA Sheldon Chumir expressed his philosophical opposition to the Alberta Government's placement of video lottery terminals in bars. His chief concern was that government had become too greedy; no longer content to reap the revenue from regulating gambling in organized gambling establishments, they now also wanted to encourage gambling in local establishments where the main purpose of the clientele was to socialize. It does not seem to be governments' collecting revenue from gambling that Mr. Chumir and His Excellency oppose, but rather government promoting and encouraging gambling with no greater societal objective than to line its own coffers.

In January, Manitoba's Lotteries Corp. launched a controversial \$370,000 campaign to promote gambling in the province, despite a recent Statistics Canada report showing Manitoba has more gambling addicts than other Canadian provinces. Gambling revenues are down in Manitoba, as they are in other provinces which have banned smoking in gambling establishments, and the goal of this promotional campaign is to cater to new potential gamblers who have avoided gambling until now because they did not wish to be in a smoke-infested environment. Manitoba is not alone in its gaming policy: all of Canada's provincial governments actively pro-

mote their gambling industry. The Ontario Lottery Corp. averages a whopping \$17-million per year promoting gambling to its citizens.

A 2001 report by the Canada West Foundation found that revenues from gambling are bringing in approximately \$5.5 billion per year, on average 3.41% of all provincial revenue sources. That our governments are interested in increasing their revenue is not surprising. The financial choices they are faced with today – whether to put money into health care and education, for example, or augment social services – are choices that are becoming increasingly difficult as the needs of Canadians grow. Gambling brings money to pay for many of the services Canadians are demanding.

Recognizing the growing number of gambling addicts, provinces now also invest in treatment programs. Though the money invested in these programs is significantly less than that invested in the promotion of gambling, the investment shows that governments are balancing their promotion of the industry with concern for those who do become addicted.

In just over four decades, gambling has gone from being an illegal activity to generating 3.4% of a province's revenue and being an activity highly promoted by government. Who made the decision to promote gambling, who is deciding to increase gambling promotion, who is balancing the research to ensure that this will do more good than harm for society in general, and who is consulting Canadians to get their views? Gambling is not the only issue where governments could be more open about their decision processes, but given that gambling has potentially harmful affects on some individuals, and that it is an industry that is both government regulated and a source of government revenue, gambling policy is an issue that must be owned by the public.

With the media attention Manitoba's plan has been getting, it is encouraging to see the debate coming into public view. It's now up to both our elected leaders, and ourselves as citizens, to come forward and ensure that this debate is explored until we are certain that current government gambling policies are contributing positively to society and minimizing the damage to its citizens – two things all good government policies should strive to do.

### Tanzanian Ethics Secretariat

*In the last newsletter, visiting Tanzanian Fellow Augustus Kariya spoke about the reasons for the Tanzanian Government's Ethics Promotion Project, and the things the visiting Civil Servants were learning about ethics here in Canada. To continue our series on this project, Getrude Ishengoma gives us some details about Tanzania's Ethics Secretariat.*

The Tanzania Ethics Secretariat is an extra-ministerial department of the Tanzanian Government established under Article 132 of the Constitution of United Republic of Tanzania. In 1995 the Parliament passed The Public Leadership Code of Ethics Act No.13 establishing a code of ethics for both appointed and elected Public Leaders in the country. The Act applies to public officers holding offices under the Union Government in mainland Tanzania as well the island of Zanzibar. Along with this Code, the Act created an Ethics Secretariat, whose responsibilities include:

- a. Receiving a declaration of assets, income and liabilities from public leaders;
- b. Receiving allegations and notification of breaches of the Code of Ethics from members of the public;
- c. Inquiring into any alleged or suspected breach of the Code by all public leaders who are subject to this Act.

The Ethics Secretariat also has the power to initiate breach of ethics investigations on any individual subject to the Act. These investigations may be initiated for discrepancies in the leaders' annual reports, suspicious behaviour or any other sufficient cause.

The Ethics Secretariat is responsible for ensuring that the public confidence and trust in the integrity, objectivity and impartiality of the Government are conserved and enhanced. This is maintained by the Secretariat ensuring that public leaders uphold the highest possible ethical standards while in office. This is done through educating public leaders about the Code of Ethics, and researching ways to make the Code better. The goal is to improve wherever and whenever possible. The Secretariat is responsible for obtaining feedback and rec-

ommendations for change from its stakeholders – particularly from public leaders. The Public Leadership Code of Ethics Act No.13 (1995) has undergone a series of amendments to strengthen and improve the Act, thanks to the research and feedback compiled by the Secretariat.

One of the biggest jobs of the Secretariat involves receiving the declaration of assets, incomes and liabilities which public leaders are required by the Act to provide to the Government on an annual basis. The Secretariat conducts some research to verify the information presented by the public leaders about their assets, incomes and liabilities, and assures that all declarations have been submitted. Under S.27 (3a) of the act the Ethics Commissioner may require the public leader to confirm or amend the declaration, though this would only be done after the research unit of the secretariat had proven it was necessary.

The Secretariat also needs to measure and maintain its own service standards. Research is conducted to find out whether the society in general, public leaders, media, the Parliament, donor agencies and other stakeholders are satisfied with the service provided by the Secretariat. This is done in several ways: by using questionnaires based on surveys, conducting stakeholders consultations to get their feedback, group discussions with stakeholders and the set up channels through which the client can give feedback. This feedback is used as a basis for improvement. In a recent example, the Secretariat sought to find out whether the procedures for filing complaints are simple and clear to the public. It has been observed that the procedures are clear and simple although in some cases people need guidance in filing complaints from ethics staff.

Considering the above facts, my research unit is a very important unit of the Ethics Secretariat. It is used to measure and improve services; it is a tool used to get feedback from stakeholders; and most importantly it allows us to keep ourselves and our leaders accountable to the public.

Getrude Ishengoma  
Tanzanian Civil Service,  
Ethics Promotion Program

### Homelessness Forum: “Energizing Solutions Around Homelessness”



Consistent with our commitment to raising public awareness and understanding of important issues affecting our communities, the Foundation organized a public education forum called ‘Energizing Solutions Around Homelessness’ on December 1<sup>st</sup>. Over 100

audience members listened as CBC radio host Donna McElligott engaged with informed panelists in a progressive discussion of the complex issues, challenges and opportunities associated with the issue of homelessness in Calgary, and many other Canadian communities.

The objectives for this event were to: a) raise awareness of the homeless issue as a systemic problem requiring community based support, initiative and leadership from all levels of government; b) recognize the importance of seeking constructive, integrated and multi-faceted approaches that address both acute needs, and proactive longer term solutions; and c) to continue to develop innovative and interactive methods to stimulate informed public discussion on important issues, with a focus on their ethical dimensions. The evening was lively informative and went a long way to achieving these objectives.

Significant pre-media coverage of the event, and a very good turnout at the Calgary Epcor Centre’s Engineered Air Theatre provided a great context for the panelists to share their perspectives on the homelessness issue and to interact with audience members. In keeping with the theme for the evening, much of the discussion sought to be proactive and forward-looking rather than focused solely on current real and perceived shortcomings.

Calgary is regarded as ahead of many other communities in addressing homelessness therefore, not surprisingly, the discussion had significant extended reach into the community. Segments from the forum were aired in five CBC radio pieces and prompted other investigative stories, articles in FFWD weekly, television coverage and an interview on CJSW. Thanks to

Daniel Krut of CJSW who captured the discussion on tape and CBC radio for airing extracts from the tape, further raising awareness of the issues among their listeners.

Special thanks also to the evening’s guest panelists: Kathleen Cairns (University of Calgary), Gordon Laird (the Foundation’s 2003-2004 Media Fellow), Allan McRae (Board member, Calgary Drop-In Centre) and Carrie Neilson (Chair, Homeless Awareness Calgary).

The panelists brought their different perspectives knowledge and commitment to a balanced, informed and progressive discussion which allowed for ideas and new insights to emerge during the evening. These ideas and many others – locally and nationally derived – will be explored in depth in Gordon Laird’s research for his Media Fellowship to be released this spring.

A number of organizations dealing with issues of homelessness in the community were extremely supportive of this endeavour and we thank them for their assistance with awareness raising and making information materials available at the event. Small donations brought by member of the audience were conveyed to and gratefully received by homeless serving organizations.

Alison L. Dempsey

#### **SHELDON CHUMIR FOUNDATION FOR ETHICS IN LEADERSHIP**

is launching its volunteer program this month. We are currently seeking volunteers who can help with

- issue-specific research
- Symposium volunteers
- translation (English to French)
- office assistance
- membership mail-outs

If you are interested in volunteering with us or would like to discuss these opportunities, please contact us:

Suite 970, 1202 Centre Street S.  
Calgary, Alberta T2G 5A5

Tel: (403) 244-6666

Fax: (403) 244-5596

email: [info@chumirethicsfoundation.ca](mailto:info@chumirethicsfoundation.ca)

web site: [www.chumirethicsfoundation.ca](http://www.chumirethicsfoundation.ca)