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POST-SECONDARY EDUCATION

Ph.D. Department of Organizational Behavior, Weatherhead School of Management,
Case Western Reserve University, Cleveland, Ohio, USA (1983)

Trainer Development Program. Five year post-graduate certification in laboratory education, T-group facilitation, and the design and delivery of leadership education. Sir George Williams Centre for Human Relations and Community Studies, Concordia University, Montreal, Quebec, Canada.(1980)

B.A. (Magna Cum Laude), Department of Interdisciplinary Studies,
Faculty of Arts and Sciences, Concordia University, Montreal, Quebec, Canada. (1978)

Diplome Études Collegial (Arts). Loyola College, Montreal, Quebec, Canada. (1974)

C.V. for G.R. Bushe

CURRENT RESEARCH

Collaborative management in hierarchical organizations

Theory and practice of Dialogic Organization Development

Generative change theory

Generative Leadership

Employment of the intellectually and developmentally disabled.

ACCEPTED FOR PUBLICATION

Bushe, G.R. & Marshak, R.J. Social Construction and the Practice of Dialogic Organization Development. In S. McNamee, M. Gergen, C. Camargo Borges, & E. Rasera (Eds.) *Handbook of Social Constructionist Practice*. London, UK: Sage.

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Bushe, G.R. (2018) Appreciative inquiry. In B.B. Frey (Ed.) *The Sage encyclopaedia of educational research, measurement, and evaluation, Vol 1 (107-110)*. Thousand Oaks, CA: Sage.

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Fry, R. & Bushe, G.R. (1981) On the definition and measurement of environmental press in professional education. In D.Kolb & D.Wolfe, *ibid.*(pp.152-182).

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Marshak, R.J. & Bushe, G.R. (2009) Further reflections on diagnostic and dialogic forms of organization development. *Journal of Applied Behavioral Science*, 45:3, 378-383.

Bushe, G.R. & Marshak, R.J. (2008) The post modern turn in OD: From diagnosis to meaning making. *Organization Development Practitioner*, Special Issue on Organization Development for the 21st Century. 40:4, 10-12. Reprinted in Shani, A.B & Coghlan, D. (Eds.) (2010) *Fundamentals of Organization Development, Volume 4, (415-419)*. Thousand Oaks, CA: Sage Publications, 2009 and in Vogelsang, J., Townsend, M. Minihan, M., Jamieson, D., Vogel, J., Viets, A., Royal C., & Vasek, L (eds.) *Handbook for Strategic HR (250-252)*. NY: American Management Association, 2013.

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Gilpin-Jackson, Y. & Bushe, G.R. (2007) Leadership development training transfer: A case study of post-training determinants. *Journal of Management Development*, 26:10, 980-1004. Digested in *Human Resource Management International Digest*, 16:7, 16-17 (2008).

Bushe, G.R. & Coetzer, G.H. (2007) Group development and team effectiveness: Using shared cognitions to measure the impact of group development on task performance and group viability. *Journal of Applied Behavioral Science*. 43:2, 184-212. **Winner of the Douglas McGregor Memorial Award for best paper published in the Journal of Applied Behavioral Science in 2007.**

Bushe, G.R. (2007) Appreciative Inquiry is not (just) about the positive. *Organization Development Practitioner*, 39:4, 30-35. Reprinted in the *Oxford Leadership Journal*, 1:4 (2010), 1-9; and in Verman, P. & Shah, H. (eds.) *Dynamics of Appreciative Inquiry: Concepts and Cases* (pp.24-38). Amedabad, India: Academy of HRD, 2013.

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Coetzer, G.H. & Bushe, G.R. (2006) Using discrepancy theory to examine the relationship between shared cognition and group outcomes. *Team Performance Management*, 12:5/6, 155-161.

Bushe, G.R. & Kassam, A. (2005) When is appreciative inquiry transformational? A meta-case analysis. *Journal of Applied Behavioral Science*, 41:2, 161-181. **Honourable Mention, Douglas McGregor Memorial Award for best paper published in JABS in 2005.** Reprinted in Shani, A.B. & Coghlan, D. (Eds.) *Fundamentals of Organization Development, Volume 3*, (245-266). Thousand Oaks, CA:Sage Publications, 2009.

Bushe, G.R. (2004) Managers want tribes not teams: An invitation to rethink teambuilding. *Organization Development Practitioner*, 36:1, 9-12. **One of 35 articles chosen from hundreds in the OD Practitioner to be translated into Spanish in 2008.** Digested for the National Post's Financial Post Executive section, Dec 2, 2008, FP8.

Coetzer, G.H. & Bushe, G.R. (2003) Using discrepancy theory to examine the relationship between shared cognition and group outcomes. *Best Paper Proceedings of the 63rd Academy of Management*, Managerial and Organizational Cognition Division, pp. MOC:B1-B6.

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Thompson, T.A., M. Besharov, G.R. Bushe, C. Zatzick & B. Lyons. (Jun 2018). Institutional Leadership: Integrating Moral Values and Business. Alberta Institutions Conference, Edmonton, Canada.

Lyons, B. Zatzic, C.D., Thompson, T.A. & Bushe, G.R. (2016) Stigma identity concealment in hybrid organizational cultures. 76th Academy of Management Annual Meeting.

Bushe, G.R. & Marhsak, R.J. (2015) Dialogic Organization Development: Opening Up the Governance of Change. 75th Meeting of the Academy of Management, Vancouver, Canada.

C.V. for G.R. Bushe

Bushe, G.R. (2013) How Come Sometimes It Works And Sometimes It Doesn't? Three Underlying Change Processes In Dialogic OD. International Society for Organization Development Annual Conference, Honolulu, HA.

Bushe, G.R., Marshak, R.J. & Barrett (2011) Theory and Practice of Dialogic OD. 71st Meeting of the Academy of Management, San Antonio, TX.

Bushe, G.R., Buteau, L., & Filleul, M. (2009) It's All About Learning: Three years of Appreciative Inquiry at the Vancouver School Board. 2009 World Appreciative Inquiry Conference, Kathmandu, Nepal. On-line conference presentation.

Bushe, G.R. (2007) Transformational, Incremental or No Change At All: Moderators of the Impact of Appreciative Inquiry. 67th Meeting of the Academy of Management, Philadelphia, USA.

Bushe, G.R. (2007) Developing Managerial Skills for Organizational Learning: The Clear Leadership Approach. 7th International Conference on Knowledge, Culture and Change in Organizations, Singapore, July 26-29.

Bushe, G.R. (2005) Revisioning Organization Development: A Postmodern Perspective. Conference on: Social Construction: A Celebration of Collaborative Practices. Taos, NM.

Bushe, G.R. & Kassam, A. (2004) When is appreciative inquiry transformational? An analysis of published cases. 64th Meeting of the Academy of Management, New Orleans, USA.

Bushe, G.R. Coetzer, G.C. & Havlovic, S.H. (1995) "The Emergence of Empowered Work Teams in a Fragmented Change Effort: Paths of Least Resistance". 54th Meeting of the Academy of Management, Vancouver, BC.

Bushe, G.R. (1995) "Appreciative Inquiry: A Post-Modern Approach to Action Research for Social Change". Conference on: New Approaches to Community Economic Development, Simon Fraser University, Vancouver, B.C.

Bushe, G.R. (1992) "Warm Fuzzies and Slide Rules: The Co-evolution of Organization Development and Total Quality Management". 51st Meeting of the Academy of Management, Las Vegas, NE.

Bushe, G.R. & Gibbs, B. (1989) "Ego Development, Role Enactment and Corporate Staff Behavior: A Field Study". 48th Annual Meeting of the Academy of Management, Washington D.C.

Bushe, G.R., Hardy, J., & Gibbs, B. (1989) "Developmental Stage and Jungian Type as Predictors of Consulting Competence". 48th Annual Meeting of the Academy of Management, Washington D.C.

C.V. for G.R. Bushe

Bushe, G.R. & Johnson, A.L. (1987) "Contextual and Internal Factors Affecting Task Group Outcomes in Organizations". 47th Annual Meeting of the Academy of Management, New Orleans, LA.

Bushe, G.R. & Etherington, L. (1987) "System Transforming Innovations: Attributes Predicting Success". ISF 7th International Symposium on Forecasting, Boston, MA.

Bushe, G.R. (1986) "Developing Cooperative Relations in Unionized Factories: Power, Trust and Parallel Structures". 46th Annual Meeting of the Academy of Management, Chicago, IL.

Bushe, G.R. (1986) "Cultural Contradictions of Statistical Process Control in American Manufacturing: A Study of Technological Innovation". Annual Conference of the Administrative Sciences Association of Canada, Whistler B.C.

Bushe, G.R. (1985) "Relationships Between Group Temporality and Member Attitudes: Middle Managers in QWL Change Projects". 45th Annual Meeting of the Academy of Management, San Diego, CA.

Bushe, G.R. (1984) "Increasing the Probability of Creating Effective Task Groups the Manager Doesn't Belong to: An Empirically Testable Model". Annual Meeting of the Western Academy of Management, Vancouver, BC.

Bushe, G.R. (1984) "Developmental Trends of Parallel Structure Interventions in Unionized Manufacturing Organizations: A Set of Propositions". 44th Annual Meeting of the Academy of Management, Boston, MA.

Bushe, G.R. (1983) "Exploring Managerial Resistance to Worker Problem-Solving Groups: Some Comparative Data". 43rd Annual Meeting of the Academy of Management, Dallas, TX.

Bushe, G.R. (1983) "Measuring the Institutionalization of OD/QWL Change Projects: The Search for Dependent Variables". 43rd Annual Meeting of the Academy of Management, Dallas, TX.

RESEARCH REPORTS AND MANUALS

Bushe, G.R. (2007) *Transforming School Culture: One Year Results on the Use of Appreciative Inquiry for the Metropolitan School Board's Learning Inquiry, 2006 – 2007*. CMA Centre for Strategic Change and Performance Measurement, Segal Graduate School of Business, Simon Fraser University.

Bushe, G.R. & Grossling, R. (2006) *Engaging Conflict: The Impact of Clear Leadership Training on How People Think about Conflict and Its Management*. Faculty of Business Administration, Simon Fraser University.

C.V. for G.R. Bushe

Bushe, G.R. (1998) *Appreciative Inquiry Workshop Manual*. Vancouver: Discovery & Design.

Bushe, G.R. & Furst, D. (1997) *White Water Leadership: Managing Self and Systems in Turbulent Times*. Vancouver: Discovery & Design and Furst Consulting.

Bushe, G.R., Havlovic, S.J. & Coetzer, G. (1995) *Empowerment from the Inside-Out: The Emergence of Empowered Work Teams in a Regulated Utility*. Ottawa: Canadian Centre for Management Development, Government of Canada.

Bushe, G.R. (1991) *Commitment-Based Work Organizations: An Integrated Handbook for Organizational Designers*. Vancouver: Discovery & Design.

Bushe, G.R. (1991) *Handbook for Starting a Men's Group, (2nd Ed)*. Vancouver Men's Evolvment Network. (Translated into French by Reseau des Hommes de Quebec)

Bushe, G.R. (1987) *The Change Agent's Handbook*. Vancouver: Discovery & Design.

Bushe, G.R. (1986) *A Study of the Current Organizational Design and Operating Procedures at A.B. Company with some Recommendations for Change*. Burnaby, BC: Faculty of Business Administration, Simon Fraser University.

Bushe, G.R. (1985) *Dynamics of Implementing Statistical Process Control: A Behavioral Science Perspective*. Ottawa: Office of Industrial Innovation, Department of Regional Industrial Expansion, Government of Canada.

Bushe, G.R. (1983) *Overcoming Managerial Resistance to Worker Problem-Solving Groups: A Comparative Study of Four Manufacturing Plants*. Ph.D. dissertation, Department of Organizational Behavior, Case Western Reserve University, Cleveland, Ohio.

RESEARCH FUNDING

Principle Investigator. **Creation and Management of Businesses Employing the Intellectually and Developmentally Disabled**. SSHRC Small grants, June 2015, \$7,000.

Co-Investigator. **Disruptive Disabilities: Individual Strategies for Gaining Support at Work**. SSHRC , SSHRC Insight Development Grant, February 2015, \$39,000.

Principal Investigator. **Modelling the Dynamics that Lead to Family Business and Business Family Success**. SSHRC – Research Development Initiatives, March 2009. \$39,000.

C.V. for G.R. Bushe

Principal Investigator. **A Study of Appreciative Inquiry at the Vancouver School Board.**

Co-investigators: Dr. Tom Lawrence, SFU; Dr. Rick Iverson, SFU. BC Ministry of Education, February, 2006. \$150,000.

Principal Investigator. **Predicting Group Outcomes from Group States Coded at Individual and Group Levels.** SSHRC small grants, 2003. \$4,500.

Joint Investigator. **A Study of Organizational Design Issues at PMC-Sierra.** Joint investigator: Larry Pinfield. MOT Research Grant, 2000. \$3,500

Principal Investigator.: **A Study of Empowered Work Teams and Team-Based Organizing in a Public Sector Organization.** Co-investigator, Stephen Havlovic. Canadian Centre for Management Development, 1993. \$10,000 .

Principle Investigator. **Dynamics of Implementing Statistical Process Control: A Behavioural Science Perspective.** Technological Innovation Studies Program, Department of Regional Economic Expansion, Government of Canada, 1984. \$20,000

UNIVERSITY TEACHING EXPERIENCE

Simon Fraser University, Case Western Reserve University, Concordia University

Graduate Courses: Interpersonal Behaviour, Leadership and Group Development, Leadership and Teamwork, Organizational Behaviour, Organization Design, Organizational Assessment and Planned Change, Organization Development, Organizations and Human Resource Management, Consulting and Change Agency, Team Skills, Managing the High-Tech Enterprise, Managing Self and Other, Appreciative Inquiry, Client Relationship Management.

Undergraduate Courses: Introduction to Management, Small Group Behaviour, Management of Self, Teamwork in Organizations, Human Relations in Business, Organization Development and Change, Organization Theory, Group Dynamics and Teamwork.

SCHOLARLY ACTIVITIES

Member of the Editorial Board,

Journal of Applied Behavioral Science, 1992 to present

Organization Development Review, 1993 to present

Group and Organization Management, 1986 to 2003

Competitive papers referee, Organization Development Division, Academy of Management.

Ad-hoc reviewer for Academy of Management Review, Organization Studies, Personnel Review, California Management Review, Canadian Journal of Administrative Sciences, Leadership

C.V. for G.R. Bushe

Quarterly, National Science Foundation, Journal of Social Behavior and Personality, Group Facilitation, Human Relations, Translational Behavioral Medicine.

SELECTED INTERVIEWS

Jenny Roper (2018) Defining OD: What is it and is HR doing enough? *HR Magazine*, November, 2018. <https://hrmagazine.co.uk/article-details/defining-od-what-is-it-and-is-hr-doing-enough>

Russ Volckman, (2015) Dialogic development: A conversation with Gervase Bushe. *Integral Leadership Review*, Vol. 15, No. 1, 2015, <http://integrallleadershipreview.com/table-of-contents/?slug=january-february-2015>

Car Yun Tak (2013) Hello CEO, Hello Guru: Gervase Bushe. (in Korean) Orion OBS Library, http://orion.mk.co.kr/4_pds/view.php?sc=51000003&cm=Hello%20CEO&year=2013&no=514469&relatedcode=000140154&sID=

Russell Kerkhoven (2012) An interview with Professor Gervase Bushe: The use of judgmental language confuses things. *Tijdschrift voor Organisatie Ontwikkeling (TVOO)*, Dec 2012, <https://beverconsultsummercourse.files.wordpress.com/2013/06/an-interview-with-professor-gervase-bushe-2000-words.pdf>

Sara Lomberg (2102) He has the recipe for happy employees. (in Swedish) SvD Näringsliv, August 30, 2102, http://www.svd.se/naringsliv/karriar/expert-med-nasa-for-ledarskap_7459354.svd

Andrew Findlay (2011) Vancouver leadership training gets creative (and weird). *BC Business*, May 2011, <http://www.bcbusiness.ca/your-business/vancouver-leadership-training-gets-creative-and-weird>

Jenni Donohoo (2011) Engaging thought leaders: An interview with Gervase Bushe. *Learning Forward Ontario*, 3:1, 10-13, http://learningforwardontario.ca/files/LFO_Newsletter_Fall_2011.pdf

Susan Guest (2008) Appreciative Inquiry and coaching: AI is not about the positive, an interview with Gervase Bushe. *The International Journal of Coaching in Organizations*, 4: 22-29.

(2007) Clear leadership: Promoting organisational learning and squashing ‘interpersonal mush’, Knowledge@SMU, http://www.smu.edu.sg/perspectives/2012/06/26/clear-leadership-promoting-organisational-learning-and-squashing-interpersonal#.VOfdk_nF98E

Timothy Renshaw (2004) Learning to be a born leader. *Business in Vancouver*, The Right Course 2004, pp.5-6, <http://gervasebushe.ca/BiV.pdf>

C.V. for G.R.Bushe

SELECTED INVITED TALKS:

Keynote Address: The Evolution of Generative Change Theory: From Appreciative Inquiry to Dialogic Organization Development. World Appreciative Inquiry Conference, Nice, France, March 22-25, 2019

Public lecture and two day workshop on Generative Leadership and Dialogic OD, Nanzan University Center for the Study of Human Relations, Nagoya, Japan, July 13-15, 2018.

Opening Keynote: Dialogic Organization Development. OD Network Japan, Tokyo, July 7, 2018.

One day workshop on Accelerating Transformational Change, Ashridge Executive Education, Berkhamsted, UK, June 7, 2018.

Keynote Address: Generative Leadership in Healthcare: Accelerating Transformational Change. Canadian Conference on Physician Leadership, Vancouver, BC, April 20, 2018.

Keynote Address: Perspectives and Provocations on the Future of Organization Development. From the Founders to the Future: A Gathering to Build OD for Tomorrow's World, Baltimore, MD, December 2017.

Keynote Address: Dialogic Organization Development. NTL Institute of Applied Behavioral Science Annual Meeting, Scottsdale Arizona., July 15, 2017.

One day Master Class on Dialogic Organization Development, Roffey Park Institute, West Sussex, United Kingdom, December 12, 2016.

Keynote Address: "Implications of Dialogic Change Practice for Leaders". International Network of Coaching and Consulting, Wiesloch, Germany, May 12, 2016

Opening Keynote, "Dialogic Organization Development: An Overview". European OD Network Conference, Sunningdale, Ascot, UK, April 27, 2016.

One day workshop on Dialogic Organization Development: A workshop for Change Agents. Ashridge Executive Education, Berkhamsted, UK, April 14, 2016.

Opening Keynote, "Leadership and Dialogic Organization Development: Creating a New Narrative of Leadership for a Complex World." Royal Roads University Leadership Conference 2015, Victoria, BC, October 1, 2015.

C.V. for G.R. Bushe

Opening Keynote, “Dialogic OD: Recapturing the Spirit of Inquiry. First International Conference on Dialogic Organization Development, Beedie School of Business, Simon Fraser University, Vancouver, BC, August, 2015.

One day workshop “Dialogic Organization Development.” Research Center for Entrepreneurship and Innovation, University of Hasselt, Hasselt, Belgium, August 17, 2013.

Keynote Address, “Dialogic Organization Development: Three Underlying Levers of Transformational Change. Conference on Knowledge, Culture and Change in Organizations, Vancouver, June 13, 2013.

Invited Address, “Clear Leadership: Sustaining Collaboration and Partnership at Work”. Association of Korean CEOs of Multinational Corporations, Seoul, Korea, May 14, 2013

Invited address, “Clear Leadership.” Graduate School of Business Administration, Kyung Hee University, Seoul, Korea, May 13, 2013.

Invited Talk, “Leading Organizational Transformation: Propositions from 20 years of Studying Appreciative Inquiry”. BI Norwegian School of Business, Oslo, Norway, September 5, 2012.

Keynote Address, “Toward a Theory of Planned, Transformational Change”. Ramboll Attractor/Taos Institute Summer Institute 2012, Copenhagen, Denmark, July 5, 2012.

Closing Keynote, “Going Beyond Positivity for Transformational Change”. 2012 World Appreciative Inquiry Conference, Ghent, Belgium, April 28, 2012.

Invited Talk, “Dialogic Change Models”, Saybrook University, Department of Applied Behavioral Science, Seattle, October 20, 2011.

Closing Keynote, “Driving Organizational Change By Focusing On Strengths”. Conference Board of Canada, Council of Human Resource Executives, Vancouver, March 3, 2011.

Keynote Panel Address, “Is there a New Organization Development?” NTL Institute of Applied Behavioral Science Conference on The New OD, Silver Springs MD, March 18-21, 2010.

Keynote Address, “Appreciative Inquiry”. New Horizons in Education, Yukon Territorial Government, Whitehorse, June 9, 2008.

Keynote Address “Transforming Organizational Culture through Appreciative Inquiry: Lessons from 20 Years of Research and Experience”. 7th International Conference on Knowledge, Culture and Change in Organizations, Singapore, July 26-29, 2007.

C.V. for G.R. Bushe

Keynote Address “Appreciative Leadership and Change. California League of Cities, City Managers Conference, San Francisco, February, 2007

Invited Talk, “Appreciative Inquiry”. Canadian Education Association, Vancouver, May 15, 2006.

Keynote Address, “The Appreciative Self: Inspiring the Best in People”, Leading Positive Organizational Change in the New Millennium, University of California Berkeley, June 23-28, 2002.

Invited lecture, “Clear Leadership: A New Image of Leadership for the New Millennium” Holland College, Charlottetown, March 2001.

Invited talk, “‘Truth’ and ‘Openness’: Collaboration in a Post-Modern Organization”. Conference on New Terms of Engagement in a Networked World, Simon Fraser University, November, 2000.

Invited talk, “Appreciative Inquiry in Teams” University of Calgary, June 2000.

Invited lecture, “Appreciative Inquiry” University of South Africa, Pretoria, RSA, March, 1999

Invited lecture, “Post Modern Approaches to Action Research”, Center for Advanced Leadership Studies, Stockholm School of Economics, Sweden, September 1998.

Invited lecture, “Appreciative Inquiry” Swedish Council for Working Life and Stockholm School of Economics, Sweden, September 1998.

Invited lecture, “Appreciative Inquiry” Masters in Leadership and Training program, Royal Roads University, Victoria, Canada, June 1997.

Invited lecture, “Appreciative Inquiry” Masters in Applied Behavioral Science program, Leadership Institute of Seattle, Washington, USA, March 1993.

HONOURS AND AWARDS

2017 Ranked 7th amongst 30 Most Influential HR Thinkers, by HR Magazine (UK)

2017 Winner, Val Hammond Research Competition, Roffey Park Institute, UK.

2017 Award for the best paper published in 2016 from the International Society for Organization Development and Change.

2017 Chapter on me included in the *Palgrave Handbook of Organizational Change Thinkers*.

C.V. for G.R.Bushe

2016 Selected one of the 30 Most Influential HR Thinkers, by HR Magazine (UK).

2011 Most read paper in the Journal of Applied Behavioral Science in 2010.

2010 Inducted into the NTL Institute of Applied Behavioral Science.

2010 Douglas McGregor Memorial Award for best paper published in the Journal of Applied Behavioral Science in 2009.

2008 Douglas McGregor Memorial Award for best paper published in the Journal of Applied Behavioral Science in 2007.

2007 Selected best papers, Organization Development and Change Division, Academy of Management

2005 Honorable Mention, 2005 Douglas McGregor Memorial Award for best paper published in the Journal of Applied Behavioral Science.

2005 Chosen as the “hot prof” in the Segal Graduate School of Business by Canadian Business magazine.

2003 Selected best papers, Managerial Cognition Division, Academy of Management.

2002 Chosen one of the ten leading appreciative inquiry practitioners world wide by the AI Commons, Case Western Reserve University, Cleveland, OH.

1999 One of the best papers published in the Organization Development Journal in the 20th Century Award, Organization Development Journal.

1996 One of the best management papers of the Year, Anbar Management Hall of Fame, London UK.

1998 Selected best papers, Organization Development Division, Academy of Management.

1984 One of the 10 best papers, Western Academy of Management.

1979 Award for Doctoral Studies from the Government of Quebec, 1979-82 (\$7,500 per annum).

1978 Awarded the Interdisciplinary Studies Medal. Concordia Faculty of Arts and Sciences.

1978 Valedictorian of the Concordia University Faculty of Arts and Sciences, graduating class of 1,200.

C.V. for G.R.Bushe