



Fondation Arbour
Sapere aude!



Building the Future

2022 ANNUAL REPORT



“Throughout his life, Pierre recognized the key role higher education played in stimulating Quebec’s economic development and competitiveness. His Foundation will continue on his legacy by encouraging success in higher education in Quebec.”

Philippe Arbour,
Pierre’s son and Chairman

Creation of the foundation

The Arbour Foundation was created as a result of Mr. Pierre Arbour donating all of the shares of his private company, Alkébec Inc., valued then at \$9 million in 2005. Created December 30th, 2005, the Foundation operates under article 149(1)(f) of the Income Tax Act.

Mission of the foundation

The mission of the Foundation is to grant scholarships to deserving students in financial need at the master’s and doctorate levels in three disciplines having been identified as most likely to foster economic growth: engineering, computer science and business administration.

The foundation’s solemn declaration endorsed by scholarship recipients

“I pledge to act with honesty and integrity while respecting human rights and dignity. I will strive to create sustainable prosperity and I will oppose corruption and exploitation. As I hold true to these principles, I will achieve peace of mind and a righteous reputation.”

TABLE OF CONTENTS

Our values	2
A word from our Chairman of the Board.....	4
A word from our Chief Executive Officer	6
Board of Directors	8
The Arbour Foundation's Team	10
Our Scholarship Programs.....	12
Our Scholars 2022-2023	13
Our Partners.....	18
Our support to technological entrepreneurship.....	20
Our mentorship program goes beyond financial support	22
Events organized by the Foundation in 2022.....	27
Achievements and successes of our scholars.....	29
Key Performance Indicators	35
Our donors 2022	38

OUR VALUES

Preamble

The Arbour Foundation is committed to financing and backing deserving students who possess a series of praise-worthy intellectual and moral qualities, whilst also giving consideration to difficulties which may have been overcome by applicants.

The Arbour Foundation is committed to defending the Enlightenment values and principles exemplified by the sharing of knowledge, the elevation of reason, the promotion of science and humanism.

We believe that the principles underpinning the Enlightenment are axiomatic and are pillars for quality education, transcending both time and borders. The Arbour Foundation encourages universities to defend these principles.

The Arbour Foundation also encourages students in their discovery of the Enlightenment principles underpinning the Enlightenment by carefully considering and reflecting on the Foundation's statement of values.



Our statement of values

Value 1: Diversity of opinion / Freedom of speech and expression

The Arbour Foundation:

- believes that every individual should have the right to express his or her opinions and is justified in standing up to those who attempt to suppress debate. A corollary to freedom of speech is the right of people to hear the ideas of others, in order to be able to form nuanced opinions based on hearing multiple and divergent arguments;
- encourages people to actively engage in good-faith discussion, civil debate, and conversation to foster a greater understanding and to flesh out areas of knowledge which require further elaboration and debate.
- promotes scientifically minded dialogue which aims to rank-order competing claims based on the strength of objective analysis;
- considers that all domains of knowledge and scientific enquiry can lead to a better understanding of the human condition and complex phenomena;
- endorses the adoption of the Chicago Principles. According to these principles, no debate should be suppressed on the basis that ideas are «disagreeable, offensive, unwise, immoral, or wrong-headed»; and
- believes that people should be respectful of others' choices so long as such choices do not impede on the personal choices or the liberty of others.

**Value 2:
A commitment to rational thought**

The Arbour Foundation:

- encourages secular, logical, objective thought and its systematic application in an impartial and disinterested way with the aim of uncovering the truth and of discerning facts from ideology, which will almost inevitably interfere with the quest for the truth;
- believes that reason and knowledge based on a scientific rank-ordering of competing claims must prevail over ideology, and that knowledge must never be suppressed. An attempt should be made to fine tune ideals to reflect the facts, including a fundamental human nature, as well as the practicalities of everyday life;
- supports the use of the scientific method and proposes the adoption of a Bayesian approach which seeks to incorporate new information to refine formulations, ideas and to improve theories, and to discard discredited or false ones, with the aim of improving the body of knowledge. We are agnostic to results whether consistent with a priori expectations or not; and
- believes that every field of study that is capable of evaluation under the scientific method must be prepared and willing to submit its claims and premises to empirical testing.

**Value 3:
A judicious application
of knowledge**

The Arbour Foundation:

- encourages individuals to use discovered truths and facts wisely, and apply themselves to solving problems with the objective of improving the human condition as well as the world we live in;
- encourages individuals to recognize that changes in the status quo inevitably leads to trade-offs. The scientifically-minded approach is to identify and quantify such trade-offs and carefully consider the law of unintended consequences; and
- encourages critical thinking to avoid policies and plans which may appear well-intentioned, but which are not backed by the latest scientific findings and body of literature.

**Value 4:
Individual responsibility, meritoc-
racy, and equality of opportunity**

The Arbour Foundation:

- judges the individual on merit, without regard to characteristics such as ethnicity, gender or religion;
- believes that each individual should assume personal responsibility and must act based on freewill. We hold that intent is demonstrated through action;
- believes that concerted efforts must be made to remove obstacles that stand in the way of the principles of free choice and equal opportunity; and
- believes that the pursuit of equality of outcome is incompatible with the principles of equality of opportunity and meritocracy.

A WORD FROM OUR CHAIRMAN OF THE BOARD



I view the second half of 2022 and 2023 as “back to business” years, where each one of us attempts to recover our stride, in a post-pandemic world. Treading carefully, I see several open questions, learnings and silver linings following the C-19 Pandemic. Here is a selection of relevant topics that will no doubt be analysed in the years to come:

- Healthcare systems were put to the test, exposing weaknesses, including on the pandemic management front. Some serious, dispassionate comparative analysis needs to be carried out to determine the most cost-effective response, considering collateral damage of all categories, in a bid to optimise pandemic management in the future. The example of Sweden cannot be ignored.
- Personal freedoms were stressed tested too, providing food for thought in respect of government powers, constitutional and charter freedoms. Individuals will need to consider whether red lines were appropriately respected.
- We have gathered more data on MRNA vaccine technology, which will help the scientific community ascertain its safety profile (including long-term effects, if any) and whether MRNA is in fact the game changer that it is hoped or touted to be.
- Distance learning, along with videoconferencing and remote working skyrocketed, with both positive and negative results, which I discuss below.

Videoconferencing (VC) is a game-changer. Participants in the knowledge economy are no longer required to perform their duties from an assigned location. This new technology has expanded the degrees of freedom for knowledge workers, especially those with experience, who can now avoid daily commutes and tedious business trips, which sound more glamorous than they are.

But there is a downside too: for starters, the jury is out on whether such remote-collaboration and learning technology produces satisfactory learning outcomes

in young children. And of greater relevance to our Foundation scholars, in many industries VC technology is not as conducive and effective in allowing young people to learn their trade from more experienced peers through regular contact, collaboration and osmosis.

The latter is precisely what happens under the system of an apprenticeship. Although the term is often used in the context of tradespeople, an apprenticeship is a system for training a new generation of practitioners of a trade or profession through a combination of on-the-job training and study materials. The outcome is that the apprentices earn the credentials or right to be recognised as professionals in their trade. This has hitherto been a rite of passage in countless industries and crafts since the dawn of time.

Some high-profile investment banks such as Goldman Sachs have recently ordered their staff back into the office. And anecdotal evidence suggests that the CEO David Solomon is right: I have heard many senior peers complain that recent graduates are short on core skills and network contacts compared to pre-pandemic cohorts. Most industries are built on collaboration, networking and dealmaking, which are all observed through the concept of the apprenticeship. Many core skills need to be embodied, meaning that VC can actually serve as a barrier to professional development.

From a professional learning perspective, there is no like-for-like substitute to witnessing a physical negotiation with a counterparty to learn the art of dealmaking and understanding the issues that drive parties, or observing more senior peers court prospective clients during meetings. On this basis, the “working from home” model has serious limitations, particularly for young people. At the same time, more senior staff need to be in the office to be able to serve as the mentors that the apprenticeship construct requires.

In spite of its shortcomings, the advent of VC and collaborative working tools will no doubt represent a game-changing boon for many, including many new mothers and young parents who seek

to balance work and child-rearing duties, but a one-size-fits all conclusion does not apply. As we seek to get “back to business” and are told to get back into the office, let’s embrace the return to work as an opportunity to accelerate our own professional development, engaging in teamwork and learning from those around us who have more mileage in the industries we dedicate our energies to, whilst also considering the fresh ideas and embracing the energy that our young talent brings to the table.

The Foundation

2022 was another important year for the development of the Arbour Foundation. We gave 28 new scholarships and renewed a further 12, for a gift worth C\$573,000.

My board members also worked very hard to finalise the acceptance of a further gift from my father’s will, and I wish to thank them for this effort. Pierre Arbour’s generosity endures from beyond the grave.

I am proud of my father’s legacy and being associated with a Foundation that finances students in disciplines that propel our economies forward.

I am also proud to be associated with a foundation that select recipients on merit, whilst simultaneously upholding the values of freedom of speech, a commitment to reason, empirical pragmatism and humanism, and I hope that our scholars will realise the importance of those values as they forge their lives and careers.

Philippe Arbour, MSc CFA

A WORD FROM OUR CHIEF EXECUTIVE OFFICER



Dear friends of the Arbour Foundation,

I am pleased to present the Foundation's annual report for the year 2022. First, I would like to express my gratitude to our team, our directors, our donors and our beneficiaries for their commitment to our mission. The progress of the Arbour Foundation is the result of your commitment!

The year 2022 has been a challenging one, with the ongoing pandemic and continued economic uncertainties. But 2022 has also been the year in which a revolutionary technological tool has been made available that promises great change, especially in the field of education: I want to talk about ChatGPT.

ChatGPT is an artificial intelligence-based natural language model developed by OpenAI. GPT stands for Generative Pre-trained Transformer, which refers to the technology used to train the model. ChatGPT is designed to generate natural language responses from user input, such as questions, queries or incomplete sentences. It is capable of understanding context and generating consistent and relevant responses across many knowledge domains. ChatGPT is used in many fields, including chatbots, information retrieval, translation, text generation, feelings analysis, and of course education.

The use of ChatGPT in the field of education can have many benefits, but it must be approached with caution. This tool can be used to help students find answers to their questions quickly and efficiently, providing a large amount of information in a quick and accurate manner. It can also help develop their research and analysis skills by providing avenues for further investigation of certain topics.

However, it is important to note that the information provided by ChatGPT can also be biased. Because the majority of information sources on the Internet are written in English and carry occidental values, this can lead to a limited and biased view of certain topics. In addition, using the tool can contribute to the loss of essential skills, such as critical reading and assessing the reliability of sources.

The use of ChatGPT thus questions the role of the teacher. As information becomes more accessible, the teacher becomes more of a facilitator, responsible for sorting and organizing knowledge for his students. This does not mean that his role is reduced to that of a simple supervisor. But we are probably entering an era where learning can be more co-constructed between the «knower» and the learners, using tools such as ChatGPT, giving the professor the responsibility of transmitting critical skills and knowledge, as well as accompanying students in their personal and professional development.

There is a lot of consideration and change going on in the world of education in the coming years. Aware of these issues, our Foundation continues to support and accompany deserving students and young entrepreneurs in this fast-paced world. We are proud to see our scholars achieve their academic and professional goals, and we know how important it is for them to be accompanied in this success and their careers.

This year, in addition to our scholarships, we strengthened our mentoring and internship programs to provide our scholars with professional development opportunities. We also continued our collaboration with Mitacs and IVADO to support young scientific entrepreneurs and those looking to start their own businesses. We are delighted to note that many of the start-ups we have supported have been very successful.

Finally, we are proud to announce that our Arbour Community Fundraising Campaign was a great success. Thanks to the generosity of our donors, we were able to create the Arbour Community Recognition Scholarship and strengthen our ability to support deserving young students.

On behalf of the Arbour Foundation, I would like to express my gratitude to all those who have contributed to our success in 2022. In particular, we are grateful to our partner universities/schools for their meticulous selection and coordination work, and to the Fondation pour la langue française for their support of our francization and integration program into Quebec society.

We look forward to continuing to work with you to support the next generation of educated and innovative leaders!

Marine Hadengue, CEO, Arbour Foundation

Written by Marine Hadengue with the help of ChatGPT!



Philippe Arbour

Chairman of the Board

Philippe Arbour is pursuing a career in investment and private equity in London. Since September 2022, Philippe has been the CEO and Managing Partner of Tresmares Capital UK, a private equity manager with EUR840 million under management. Philippe was most recently Managing Director at Intermediate Capital Group (ICG) and prior to that was a partner at Palamon Capital Partners, a private equity group specializing in majority investments in European companies. Prior to joining Palamon in 2013, he spent 10 years at Lloyds Banking Group. In 2010, he completed an internship at 3i PLC, a British venture capital group. Philippe is a CFA and holds a Master's degree in Finance and Investment from Durham University (UK) and a Bachelor of Business Administration from Bishop's University (Honours Economics).



Me Michel Brunet

Me Brunet practices corporate and commercial law at Dentons Canada LLP's Montreal office. He focuses on the sale and acquisition of business corporations and on their financing needs. Mr. Brunet previously held positions at Fraser Milner Casgrain (FMC), one of Dentons' three founding firms, namely National CEO.



Diane de Champlain

Most of her career has been spent in the world of communications and philanthropy. A graduate of the Université de Montréal and HEC Montréal, she was President of the Parents Association of Collège Jean-de-Brébeuf and a member of its board of directors. Later, she was entrusted with the reins of the Polytechnique Foundation as President and Chief Executive Officer whose mandate was to raise \$100 million for Polytechnique as part of the Campus Montreal campaign. The goal was exceeded with \$111 million collected. She decided at the end of the Campaign, in October 2017, to leave and continue to devote herself to other causes that are dear to her heart. Since 2017, she has been a member of the Board of directors of the Fondation des artistes, a foundation that supports artists who encounter financial difficulties during a low point in their careers.



Marine Hadengue

Board secretary

A former fellow of the Foundation, Marine Hadengue is the CEO of the Arbour Foundation.

She is also the CEO of the Higher Education for Good Foundation, an organization based in Switzerland that specializes in helping Higher Education Institutions transform their curriculums to meet the needs of the mid-21st century. In this context, Marine leads Youth Talks, a groundbreaking initiative that marks the first-ever global youth consultation asking open-ended questions and using advanced AI tools. An engineer by training, Marine holds a Ph.D. in innovation management from Polytechnique Montreal and sits on the International Advisory Board of the Peter Drucker Society.



André Laurin

André Laurin was until recently President and CEO of BrainBank, an innovation management technology company whose software is deployed on a global scale by Fortune 500 and Global 1000 clients such as Verizon, Nestlé and Bridgestone as well as to government agencies. After a successful exit from the company that he founded in 1999, he is now an independent investor. He has a B.A. from Concordia University.



André Monette

Mr. Monette graduated magna cum laude as a chemical engineer from Polytechnique Montréal and received a diploma in advanced management from Harvard University. He was President and CEO of Johnson & Johnson France, then became President and CEO of Janssen Pharmaceutical in Toronto. He has acted as President of the governance committee at the R.E. Fund of Fonds de Solidarité des Travailleurs du Québec (FSTQ) and served as a member of the board of several institutions including Investissement Québec and the Real Estate Fund of the FSTQ. He has served as a member of the investment committee of several institutions including the New Economy of the FSTQ and Amorchem, an institutional life science investment fund.

THE ARBOUR FOUNDATION'S TEAM



Joëlle Dorais

Executive Assistant

As Executive Assistant of the Arbour Foundation, Joëlle is the first contact point with the Arbour community. She assists the CEO with strategic development and the promotion of the visibility and mission of the Foundation, in line with the values of its founder, Mr. Pierre Arbour.



Josée Goulet

Partnership Administrator

Josée supports our actions with our business partners and develops other partnerships in order to offer internship opportunities to our scholars and eventually a job in these companies.



Hussein Slim

Communications Advisor

Hussein received his PhD degree in electrical engineering from École de technologie supérieure. His research aimed at investigating and designing approaches and models to classify and quantify uncertain information for performance and safety assessments in complex sociotechnical systems. As Communications Advisor, Hussein puts forward the Arbour Community and provides technical and creative support to the Foundation.



Émilie Thibault

Public Relations Advisor

Émilie received her PhD at Polytechnique Montréal in environmental design. Her research aimed at improving decision making related to design and operations in complex industrial environments through real-time data. She was awarded the Pierre Arbour Honorary Award in 2019. As Public Relations Advisor, Émilie showcases inspiring members of the Arbour community.



Amandine Gesta

Representative of the entrepreneurship program

Amandine represents the Arbour Foundation at the various incubators/accelerators associated with our partner schools in order to promote our entrepreneurship funding program.



Floriane Miquet Westphal

Representative of the entrepreneurship program

Floriane represents the Arbour Foundation at the various incubators/accelerators associated with our partner schools in order to promote our entrepreneurship funding program.



Morgane Gabet

Editor-in-chief

After studying political science and management in France, Morgane has been studying for her PhD in public health at ESPUM (University of Montreal School of Public Health) since September 2018. More specifically, she is interested in access and continuity of care in mental health.

As Editor-in-Chief, Morgane will plan, write and supervise the Foundation's newsletter, in collaboration with management.

OUR SCHOLARSHIP PROGRAMS

Our scholarships are among the most generous in Canada. The Arbour Foundation is one of the few organizations to fund foreign students. Together with our university partners, we fund students in engineering, computer science and management. Our funding is allocated in the following way:

\$20,000 per year for PhD students (renewable once)

\$13,000 per year for Master's students (renewable once)

\$13,000 for MBA students (not renewable)

Good news!

Starting in 2023, the Arbour Foundation's scholarships will be increased. Our scholarships will be worth \$20,000 at the Master's and MBA levels and \$30,000 at the PhD level.

OUR SCHOLARS 2022-2023



Julien Houle

MSc

Master's degree under the supervision of Dr. Valerio Faraoni. Explore different alternative models of gravity to Einstein's general relativity, including an effective thermodynamics model of gravity, proposed by Dr. Faraoni

Michael Matesic

MSc

M.Sc. Bayesian Assessment of Kepler's Small Long-Period Candidate Exoplanets with Gaussian Processes and Nested Sampling

Poonam Sathe

MSc



Georges Gnonhoue

PhD

Development of a non-invasive electroencephalography (EEG) electrode for long-term mobile use

Catherine St-Pierre

MSc

Recovery of the heat rejected by a data center with an energy loop

HEC MONTRÉAL

Jérémie Bilodeau

MBA

Impact of equity portfolio rebalancing on ESG score and mutual fund performance

Haïssam Fongang

MSc

Factors of influence of support and financing services on the performance of women entrepreneurs from diverse backgrounds in Quebec

Léa Genest

MSc

Developing a strategy for living accelerator labs (themes: innovation, circular economy, strategy)

Alana Pierce

PhD

Gender and Communication Perspectives on Advice Interactions in Entrepreneurship

Élisabeth Viau

MSc in Business Intelligence

Supervised project in database management and data exploitation



Ludivine Lafosse

PhD

Hydromorphological dynamics of Canadian Arctic deltas : a case study of the Coppermine delta (NU, Canada)

Rita Nehme

PhD

Development of galectin-7 inhibitors for the treatment of triple negative breast cancer



Ayoub Behidj

MSc

Amandine Gesta

PhD

Personalized walking assistance in pediatrics using an ankle exoskeleton

Majed Ghattas

PhD

Exploring the potential of chitosan and chitosan-lipid complexes as adjuvants and delivery systems for the development of mRNA vaccines

Pierre Kateb

PhD

Stretchable electrodes made of conductive polymers for the detection of vital signs in newborns

Marcel Kaufmann

PhD

Symbiotic Human and Multi-Robot Planetary Exploration Systems

Mohammad Khajouei

PhD

Sustainable smelting of phosphate ore toward producing P-K material

Floriane Miquet Westphal

PhD

Conductive polymer electrodes for vital sign detection that prevent epidermal injury in premature newborns



Inés Gonzales Pepe

MSc

Numerical stability in convolutional neural networks for bioinformatics

Pedram Fekri

PhD

Deep Learning-based Fully Autonomous Robotic System for Interventional Catheterization

Dania Kyle

MSc

Marketing of comics



Geneviève Cyr

PhD

User-partners, co-creators of health innovations in a living laboratory context

Fatma Khayyal

MSc

Master's Degree in Health Services Administration - Management Option

Vivien-Claude Matingou

PhD

Victimization of women by physical violence in the domestic environment: structural determinants, impacts on early childhood development for exposed children and problems of detection of the phenomenon in maternal and child health services in DRC

Mohammad Amin Zaheri

PhD

Consistency management in low-code development platforms



Maxime Côté

MBA

Parisa Heidari

PhD

Developing sustainable concretes with the co-use of shellfish shells and marine sediments from dredging in the Magdalen Islands

Elisabeth Perreault

MSc

*Development and validation of a bioproduction process of a bacterial formulation of *Alcanivorax borkumensis* for the bioremediation of marine environments contaminated by hydrocarbons*



Sébastien Burdalski

PhD

Managerial devices as a form of moral disengagement? An in-depth study of the links between management and capitalism

Félix Caron

MSc

Manzid Okelana

MSc

Pascale St-Denis

MSc

The educational pathways and experiences of dual DEC students combining the natural sciences and the arts in a college setting

Karine St-Laurent

MSc

Training in socially responsible management in business schools and faculties

Élise Villeneuve

MSc

The influence of inclusive work organization in promoting the emergence of caring behaviors among restaurant workers



Summia Saed Aldien

MSc

Designing a hybrid electrocatalytic net-zero hydrogen production from biomass

Jung-Min Kim

MSc

Hawa Keita

MBA



Benjamin Méthot

MSc

Inspection of the pyramids of Ancient Egypt by infrared thermography

University partners

SINCE 2006



\$855,500*

HEC MONTRÉAL

\$714,000*



\$570,000*



\$364,000*



\$561,000*

SINCE 2007



\$1,161,000*

SINCE 2008



Le génie pour l'industrie

\$386,000*

SINCE 2013



\$614,000*

SINCE 2022

SINCE 2020



\$39,500\$*



\$2,000\$*



\$30,000*

*Scholarships value since the beginning of the collaboration

Industrial partners

Internship offered to our scholars

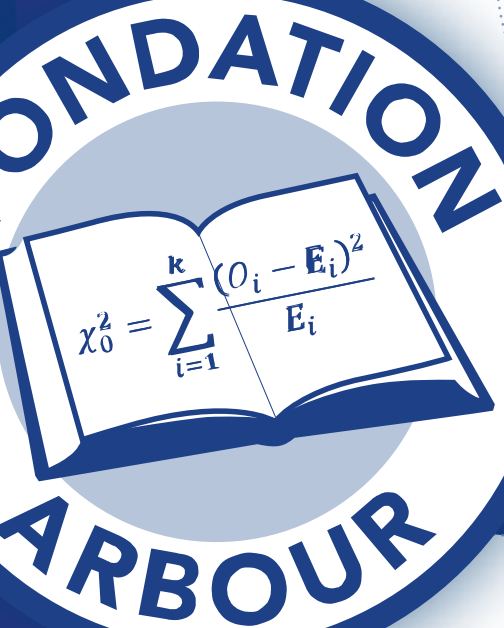
SINCE 2020



SINCE 2021



SINCE 2022



Entrepreneurial partners

A dozen projects funded in the last 18 months



Other partners

Coaching to our scholars

SINCE 2021



OUR SUPPORT TO TECHNOLOGICAL ENTREPRENEURSHIP



B I D G A L A

Bidgala

William Lande and Sam Tenenbaum co-founded Bidgala while studying at Concordia University, when they noticed a pair of art students struggling to sell their work. They made it their mission to support all artists and to share their stories. Through their online platform, Bidgala, they provide a transparent marketplace to make the artworld more accessible to art lovers and artists everywhere. (from <https://bidgala.com>)

Part of a larger media interest, their company was featured in Forbes magazine in 2021:

<https://www.forbes.com/sites/karl-moore/2021/05/20/bidgala-founders-william-lande-and-sam-tenenbaum-are-disrupting-the-online-art-market/?sh=5a35b3d85d2c>



Chemia Discovery

Founded by Seyed Amirezza Ataei, Chemia Discovery is a quantum technology startup based in Sherbrooke. Chemia develops different generations of high-throughput material discovery platforms to synthesize and characterize quantum materials rapidly. These new materials can contribute to the understanding of their physical mechanisms. With their open-access database under development, they hope to bridge the gap between the science and technology of quantum materials.

OUR MENTORSHIP PROGRAM GOES BEYOND FINANCIAL SUPPORT

Through the Foundation's mentorship program, members of its Board of Directors, according to their field of expertise, act as mentors to advise and guide selected scholars in their studies and career objectives.

Mentorship lasts for the duration of the scholarship. Our mentoring program consists of regular meetings between the mentor and the scholar, who benefits from the great experience and vast network of his mentor.

Each year, approximately fifteen scholars are fortunate enough to take part in the mentorship program. These students benefit from the personal and professional support of our Board members in their quest toward excellence. They also have access to the precious network of our administrators, which allows some to find jobs or internships in prestigious organizations. Each year, a survey is distributed to assess if expectations have been met. We strive to continue to offer these opportunities to the Arbour scholars!



I am fortunate to be mentored by Marine Hadengue who, since the beginning, has never ceased to encourage and support me in my progression at the Université de Montréal. I especially appreciated her message of support when I went to take my comprehensive exam. It felt good. Also, she gives me opportunities to express myself within the Arbour Foundation through presentations in which I shared my different professional and academic experiences, something I am particularly fond of.

Vivien-Claude Matingou
Scholar 2022-23



Diane has been a sheer joy to get to know. It's like catching up with an old friend every time we meet. And I always feel more positive after meeting, like I truly have someone in my corner. Diane is amazingly generous with her time but also her contacts. She has offered so many opportunities for connection – she really does know everyone in this town. I have been a mentor before but never had the pleasure of being mentored. It's been so nice, again, just to have someone to be real with and to just know they support you no matter what, which is a such a unique experience as a PhD student. I am very appreciative of this unique opportunity and I hope that others can benefit from it as well.

Alana Pierce
Scholar 2022-23



Thanks to the Arbour Foundation, I have the opportunity to be mentored by Marine Hadengue. She has been extremely valuable in guiding me towards my goals and providing helpful and constructive feedback. Overall, my experience with the Arbour Foundation has provided me with the necessary support to pursue my goals.

Inés Gonzales Pepe
Scholar 2022-23



Diane de Champlain et Dania Kyle

Being an Arbour Foundation Scholar is first and foremost a great privilege, but being mentored by two extraordinary women, Diane de Champlain and Dr. Marine Hadengue, is truly an honor. Our meetings have had a great impact on my life, both professionally and personally.

Aside from the scholarships and networking events that help us all develop professional contacts, the Arbour Foundation offers many a great opportunity to be mentored; I recommend it to all.

Diane and Marine helped me in many ways, through sharing their knowledge, experience and expertise, as well as supporting me through active listening, encouraging my creativity and boldness, managing my stress and visualizing my success. All this has contributed to an increase in my self-confidence, in short, an elevation of who I am today.

They support my talents and projects, while helping me to realize my ideas and develop my critical thinking skills. Mutual trust, respect and healthy communication have always been part of our encounters. Of course, they also offered me a lot of advice on how to develop my strengths and overcome my weaknesses, as well as encouraging me on my personal and professional development. It was an absolute enrichment.

I will always be grateful for this unique and rewarding experience. A big thank you to all the members of the Arbour Foundation, and especially to my mentors

Dania Kyle

Scholar 2022-23



I would like to thank my mentor, André Laurin, who has been an incredible source of guidance and inspiration as I navigate my academic and professional journey. With his help, I have been able to develop my ideas and take concrete steps toward building a startup that I am passionate about. I could make my team stronger and our idea has progressed significantly since we began working with our mentor. With this support, our group has moved beyond the ideation phase and is now focusing on developing a plan for our startup, from the first steps of launching the mockup to proceeding in the market.

Thanks to the Arbour Foundation, I have had the opportunity to connect with experts in my field, gain valuable insights into the start-up ecosystem, and access the resources I need to succeed. I am truly grateful for the support that I have received, and I believe that it has made a significant impact on my life and career.

I hope that my story will serve as an inspiration to other Arbour scholars, and that they will take advantage of the incredible resources and opportunities that are available through this program. Thank you once again for your generosity, and for making a difference in the lives of so many young scholars like myself.

Mohammad Khajouei

Scholar 2022-23



I am very grateful to Marine Hadengue for her support and generosity during my MBA program. She was available to me at all times and provided valuable support for my directed project as well as research methodology. Her commitment to my education and mentorship has been an inspiring example to me. I am proud to have worked with someone so passionate and dedicated to academic excellence. Thank you, Marine!

Maxime Côté

Scholar 2022-23



The Arbour Foundation's mentorship program gave me access to something very precious and rare when starting out in one's career. Thanks to it, I had the generous advice of an expert and the hindsight and wisdom that comes with the achievement of a more than impressive career. This advice has allowed me to make important personal and professional decisions with clarity and peace of mind. These decisions will allow me to achieve a career that will live up to my ambitions and dreams.

Finally, I would like to thank my mentor, André Monette. He has become someone even more valuable than a mentor, he has become the person with whom I can freely discuss my fears and dreams. His empathy, respect and kindness have helped me through many challenges. Mentoring is worth more to me than any financial contribution, no matter how generous, and for this priceless opportunity to have someone like Mr. Monette in my life, I say a big thank you to the Arbour Foundation!

Élisabeth Perreault

Scholar 2022-23



I was fortunate enough, during the 2022-2023 year, to benefit not only from the prestigious Arbour Scholarship, but also from the Arbour Foundation's prodigious mentorship program. I was mentored by Mr. Philippe Arbour. Thanks to his exceptional background and years of expertise, he was able to accompany me, guide me and advise me. He helped me explore the different options available to me, while considering my fields of interest and the reality of the management world. Thanks to him, I have developed a new vision of the world of management and entrepreneurship. Always available and ready to meet with me, he helped me to expand my field of possibilities, in order to accomplish myself on a professional and personal level.

A big thank you, from the heart, to the Arbour Foundation and to Philippe Arbour, for this great opportunity and this enriching experience.

Fatma Khayyal

Scholar 2022-23

EVENTS ORGANIZED BY THE FOUNDATION IN 2022



Networking Event June 16, 2022

Close to sixty guests (scholars, business partners and administrators of the Arbour Foundation) took part in a unique business speed dating experience during this first face-to-face event since the onset of the pandemic. This unique opportunity to exchange, establish contacts, and explore job opportunities as business partners moved from one table to another to meet as many fellows as possible was so successful that the formula will be repeated at our next events. The torrential rain that flooded Montreal's subways and streets that evening did not dampen the joy and enthusiasm of everyone to attend. The event was also the occasion to launch the first fundraising campaign of the Arbour Foundation.

Networking Event December 1st, 2022

The Arbour Foundation invited its scholars to CIRANO for a conference by Mr. Claude Martel, founding partner of Ascension (now Morgan Philips Group), an executive recruitment and business coaching firm. Mr. Martel generously shared his experience of over 20 years as a recruiter. Participants were won over by the accessible tone of his presentation as well as by his tips and advice on how to have a successful job interview. Many of them asked him for personal advice which he graciously provided after the conference. A big thank you Claude!



ACHIEVEMENTS AND SUCCESSES OF OUR SCHOLARS

Ayoub Behidj

MSc

Polytechnique Montréal

Submitted a paper for an EMBC 2023 conference
Worked as a lab instructor in mechanical (MEC3305) and electrical (ELE3312).

Sébastien Burdalski

PhD

Université du Québec à Montréal

TEACHING, FACILITATION:

- Introduction to management - twice
- Comparative management
- Doctoral workshop on curiosity
- Workshop on epistemology

CONFERENCES :

- Communication at the Montreal Business Schools' PhD symposium at HEC Montreal - Topic: The anthropological effects of capitalism
- Communication at the Montreal Business Schools' PhD symposium at ESG-UQAM - Topic : Capitalism, markets and neoliberalism : a theoretical distinction to be deepened
- Paper at the ACFAS conference - Topic: Particularization
- An attempt to conceptualize digital isolation and dependency
- Paper at EGOS - Track System Change, Not Climate Change: «Free markets and capitalism: A love-hate relationship»
- Two upcoming conferences on CMS (critical management studies)
- Organization of a conference on knowledge management (AGECSO)

PUBLICATIONS:

- BURDALSKI, S. (2022). «Rethinking the wage relationship as power capture through Spinoza». *Revue RIDO*, n° 2, pp. 31-45. Available at <https://doi.org/10.34699/rido.2022.7>
- Several articles in preparation with colleagues
- Reviewer at Euram 2023 - Track - «Towards the New Paradigm of Business and Management»

CONSULTATION:

With the Institute for Research in Contemporary Economics

Geneviève Cyr

PhD

Université de Montréal

ORAL PRESENTATIONS:

- Learning Health System (LHS) Fellows Virtual Science Day, Title: User partners as co-creators of health innovation in living lab settings. Video clip presented by Cyr, G. (April 28, 2022)

- ACFAS conference, Université de Laval. Title: User engagement in living health laboratories: a scoping review. Video clip presented by Cyr, G. (article in collaboration with Pomey, M.P., Dionne, K.E., Yuan, S.) (May 2022)
- Mosaic Lunchtime Seminar, HEC Montréal. Title: User engagement in Healthcare Living Labs: a scoping review. Presented by Cyr, G. en présentiel (article in collaboration with Pomey, M.P., Dionne, K.E., Yuan, S.) (June 3, 2022)
- Mosaic 2022 research seminar, HEC Montréal. Title: Presentation of a Mosaic-Pôle Santé research project for the Quebec Health and Welfare Commissioner. Presented by Cyr, G. in person. (December 8, 2022)

ARTICLES:

- Cyr, G., Pomey, M.P., Yuan, S., & Dionne K.E. (2023). User engagement in healthcare living labs: A scoping review. *International Journal of Innovation Management*. (Accepted March 2023)
- Tremblay, N., Cyr, G., Cohendet, P., & Simon, L. (2022). The dynamics of the knowledge «commons»: the role of innovation intermediary organizations in healthcare ecosystems. *Finance Control and Strategy*. (NS-12).

CHAPTERS:

- Cyr, G. & Pomey, M.P. (2023). Mobilizing users' experiential knowledge to catalyze innovation in health (draft). ISTE Science Publishing Ltd - Health & Innovation Collection, User Experience Book. (Accepted January 2023)
- Tremblay, N., Cohendet, P., Cyr, G., Manent, M., Simon, L., Faure, M. P., & Aubin, C. É. (2022). Living labs and innovation commons in healthcare ecosystems: The case of the TransMedTech Institute in Montreal. In *Open Labs and Innovation Management* (pp. 187-208). Routledge.

REPORT:

- Fayolle, V., Benomar, N. (coordination), Cyr, G., Sultana, N., Lourenço Da Ascençao, C., Stoica, T. under the supervision of Laurent Simon, L. and Cohendet, P with the collaboration of Chênevert, D. and Passalacqua, A. (February 2023). Research report on the modes of management of public innovation in health in the context of open innovation submitted to the Health and Welfare Commissioner of the Government of Quebec. Pôle Mosaic and Pôle Santé, HEC Montréal

TEACHING ASSISTANT:

- University of Montreal - School of Public Health - Department of Management, Evaluation and Health Policy (DGEPS)
- Health Human Resources Management (ASA 6152) (May-August 2022)
- Internship in health services management and quality and patient safety management (QUEOPSI) (May 2022)

ARBOUR FOUNDATION:

- Observer, Selection Committee (August 2022)
- Organizer, Networking Event (June 16, 2022)

Pedram Fekri

PhD

Concordia University

PUBLICATIONS:

- Famouri, F, Fekri, P, Roshanfar, M, Dargahi, J, « Towards Surgical Skill Modeling in Cardiac Ablation Using Deep Learning », 2023 IEEE Conference on Advanced Robotics and its Social Impact, Berlin, Germany 2023
 - Samadi, S, Fekri, P, khodashenas, Dargahi, J and Narayanswamy S. « Defect Identification of Optical Coherence Tomography Images Using Deep Recurrent Neural Network », Optical engineering Journal 2023
 - Roshanfar, M, Fekri, P, Dargahi, J, "Toward Autonomous Cardiac Catheterization through a Parametric Finite Element Simulation with Experimental Validation», in ICAS, Barcelona, Spain, 2023
 - Roshanfar, M, Fekri, P, Dargahi, J, « A Deep Learning Model for Tip Force Estimation on Steerable Catheters Via Learning-From-Simulation », in HSMR2023 (The 15th Hamlyn Symposium on Medical Robotics) 2023,
 - Tavakolian, N, Fekri, P, Dargahi, J, Zadeh, M. « KDepthNet: Mono-Camera based Depth Estimation for Autonomous Driving » in SAE Technical Paper, e-ISSN: 2688-3627, Detroit, MI, USA, 2022
 - P. Fekri, H. Khodashenas, K. Lachapelle, R. Cecere, M. Zadeh and J. Dargahi, «Y-Net: A Deep Convolutional Architecture for 3D Estimation of Contact Forces in Intracardiac Catheters,» in IEEE Robotics and Automation Letters (RA- L), 2022, doi: 10.1109/LRA.2022.3148439
 - P. Fekri, H. Khodashenas, K. Lachapelle, R. Cecere, M. Zadeh and J. Dargahi, «Y-Net: A Deep Convolutional Architecture for 3D Estimation of Contact Forces in Intracardiac Catheters,» in IEEE 5th International Conference on Soft Robotics (RoboSoft), 2022. (Dual acceptance)
 - PhD Proposal: Passed
 - PhD Seminar: Passed
- Thanks to the Arbour Foundation, landed a job as an R&D Deep Learning Researcher at Zebra/Matrox Technologies.

Haïssam Fongang

MSc

HEC Montréal

- I have completed my master's thesis and I am currently participating in a research project with the Entrepreneurial Base of HEC Montreal on "For a contextual approach to support services for entrepreneurs from diverse backgrounds in Quebec". I have mapped the support and financing services in order to centralize the information so that members of the ecosystem can access more easily and simply to the information that best meets their needs.

Léa Genest

MSc

HEC Montréal

- (In progress) Supervised project on living accelerator labs
- Elected Academic Vice President - Master's degree from the HEC Montreal Graduate Student Association

Amandine Gesta

PhD

Polytechnique Montréal

- Obtained a biomedical engineering degree in France with a Master's degree in Imaging, Robotics, Engineering for Life (IRIV)
- Obtained a Master's degree in Biomedical Engineering at Polytechnique Montreal (GPA: 4)
- Successful completion of the synthesis exam for the Ph.
- Abstract presentation at the World Congress of Biomechanics (WCB 2022 - Taiwan)
- Lecturer at Polytechnique Montréal in Analysis and Control of Dynamic Systems (MEC3305)
- Representative of the entrepreneurship program of the Arbour Foundation

Majed Ghattas

PhD

Polytechnique Montréal

- Lecturer in the Department of Chemical Engineering, Institute of Biomedical Engineering (GBM8670)
- Lecturer in the Department of Chemical Engineering, Institute of Biomedical Engineering (GBM8670)
- (In progress) Writing of scientific articles

Georges Gnonhoue

PhD

ETS

- Laboratory assistant in the mechanical engineering department (MEC786)
- Supervision of two master students in the mechanical engineering department of ÉTS for their final projects
- Supervision of a group of undergraduate students in the mechanical engineering department of ÉTS for their final projects
- Successful completion of the DGA1031 and DGA1032 synthesis exam for the PhD
- Presentation of a poster at the CREPEC 2022 student conference
- Abstract submission to the 13th Canada-Japan Workshop on Composites (CJWC13)
- Volunteer for the Arbour Foundation's 2023 fundraising campaign
- Tutor of students in secondary 5 at SOS études de Gatineau

Inés Gonzalez Pepe

MSc

Concordia University

- Early access to the PhD program from the master's level
- Teaching assistant for the Big Data Analytics and Intro to Artificial Intelligence courses at Concordia University
- Research assistant in the NeuroDataScience ORIGAMI research group at the Montreal Neurological Institute
- Main point of contact between the Big Data Infrastructures for Neuroinformatics lab and Dawson College for AI internships
- Recipient of a R. Howard Webster Foundation Doctoral Award

Parisa Heidari

PhD

Université de Sherbrooke

- Passed doctoral exam
- Received Eureka scholarship
- Received ACI-Quebec and Eastern Ontario Chapter scholarship

Julien Houle

MSc

Bishop's University

- Recipient of the Master's Entrance Scholarship, Bishop's University

Pierre Kateb

PhD

Polytechnique Montréal

- NSERC Master's Research Award
- MITACS Globalink Fellowship for Research Outside Canada
- Research internship at the Swiss Federal Institute of Technology Zurich (ETH Zurich)

CONFERENCE PARTICIPATION :

- Kateb P., Kim J., Zhou X., Lodygensky G.A., Cicoira F. Printable and Self-Adhesive Dry Epidermal Electrodes Using PEDOT:PSS and Polyurethane-Based Composite. Poster presented at: Materials Research Society Fall Meeting; 2022 Nov 27 - Dec 2; Boston, MA
- Gagnon-Lafrenais N., Kateb P., Zhou X., Cicoira F. Conductive Polymer Based Pressure Sensors for Optimization of String Instruments Practice. Poster presented at: Materials Research Society Fall Meeting; 2022 Nov 27 - Dec 2; Boston, MA
- Royal Society of Chemistry Best Poster Award for the symposium "New E-Textile Materials and Devices for Wearable Electronics" for the poster "Conductive Polymer Based Pressure Sensors for Optimization of String Instruments Practice"

- Instructor for the Biomedical Instrumentation Project course (GBM2100)
- Instructor for the course Applications, Scope and Issues of Chemical Engineering (GCH8401)

Marcel Kaufmann

PhD

Polytechnique Montréal

- Accepted as Data Scientist position at NASA JPL
- Finished data collection for last PhD publication
- Best Poster Award at the 2022 IEEE/RSJ International Conference on Intelligent Robots and Systems Workshop on Human Multi-Robot Systems sponsored by Intel

Mohammad Khajouei

PhD

Polytechnique Montréal

- Awarded Neil R. Mitchell and Danièle Dumais Excellence Scholarship
- Named Special Reviewer at International Journal of Environmental Science and Technology
- Invited to contribute in "Polymer Composite Systems in Pipeline Repair" book, Elsevier (4 chapters out of 11)
- Teaching assistant (TD) of "Biomass Conversion" course, Polytechnique Montreal
- Invited Reviewer at Water Science and Technology Journal
- Organising Committee Member for 2DMATFORUM Conference, Roma, Italy
- Member of Scholarship Committee at L'Association des Étudiants des Cycles Supérieurs de Polytechnique (AÉCSP)
- Published/Accepted: 2 papers, 4 Book chapters, more than 220 citations
- Under entrepreneurship mentoring to launch the "Team-Solution" start-up

Fatma Khayyal

MSc

Université de Montréal

- Internship in health services management, at the CHU Sainte-Justine Nursing Department
- Obtained a Master's degree in health services administration - management option (to come)
- Collaborated in the creation of the Microprogramme de 1er cycle d'intégration en sciences infirmières, as a teaching assistant
- Representative of the Department of Management, Evaluation and Health Policy (DGEPS) at the School of Public Health of the UdeM

Dania Kyle

MSc

Concordia University

PUBLICATIONS:

- My research entitled "The Power of Transmedia Storytelling Through Comics" was selected by the American Marketing Association for its academic conference in February 2022
- Guest in two interviews (in January and March 2022) to discuss my marketing achievements with Chat & Spin Radio, hosted by Ron Clark and Ian Johnson, broadcasted in the UK and internationally, with 999,900 weekly listeners
- Sias, H. & Nehme, D. (Host and Guest). (2022, March 3). The Art of Comic Books with Dania Nehme [podcast episode]. In Business Bros Podcast. Spotify. https://open.spotify.com/episode/6UpRnSxllsMNHr4Hho4GWr?si=8el-KMgSpQfm_hlZ6sxDeBw
- Starbuck, H., & Nehme, D. (Host and Guest). (2022, April 9). The Curious Creatrix talks with Dania Nehme illustrator, translator and marketer [podcast episode]. In Curious Creatrix. <https://curiouscreatrix.libsyn.com/the-curious-creatrix-talks-with-dania-nehmeillustrator-translator-andmarketer>
- Nehme, D. & Wise, C. (2022, August 5). Sketching out the Importance of Storytelling through Comics. John Molson School of Business: Grad Research Lens. <https://www.concordia.ca/cunews/jmsb/graduate/recruitment/2022/08/03/sketching-out-the-importance-of-storytelling-through-comics.html?c=/jmsb/programs/graduate/blog>
- Nehme, D. (2022, October 17). What's a Research-based MSc in Marketing like? In John Molson School. Instagram. <https://www.instagram.com/reel/Cj0wk4NJSAY/?igshid=YmMyMTA2M2Y=>
- An article for The Conversation is currently in the making.

SCHOLAR IMPLICATIONS:

- Member of the Golden Key International Honour Society, an award for top-performing graduate students, based solely on their academic achievements.
- Active reviewer of academic papers and posters for the American Marketing Association's conferences (since 2021)
- Created and hosted the first hybrid and interactive workshop combining concepts from marketing and comic books, entitled Discovering Storytelling in Comics, at the Centre for Oral History and Digital Storytelling (COHDS), on March 23rd, 2022. <https://storytelling.concordia.ca/event/discovering-storytelling-in-comics/>
- Became a Graduate ambassador for the John Molson School of Business and Concordia University. <https://www.concordia.ca/jmsb/programs/graduate/student-profiles/JMSB-Ambassador-Dania-Nehme.html>

- Worked every winter and fall semester as a teaching assistant for Dr. Paulin in three marketing courses: B2B Marketing and Service Marketing at the undergraduate level, and Strategic Relationship Marketing at the graduate level
- Replaced the professor for two weeks and taught classes by myself in October 2022
- Guest in a Panel Discussion (2022, November 10), entitled Graduate Studies Application Day Student Panel, to help prospective students as a graduate ambassador for the John Molson School of Business and Concordia University
- Admitted for fall 2023 into one of the most competitive doctorate's degree in North America: the PhD in Marketing at HEC Montréal

Ludivine Lafosse

PhD

INRS

- Oral presentation at the Young Coastal Scientific and Engineering Conference in Florida (USA)
- Poster presentation at the annual scientific meeting of Québec-Océan in Rivière-du-Loup (Québec)
- Two field studies in the Coppermine delta (NU, Canada)
- Writing and presentation of the doctoral exam at INRS (to be held during the 2nd year of the PhD)

Michael Matesic

PhD

Université de Montréal

- Completed physics M.Sc. degree at Bishop's University early (project: fitting NASA Kepler photometric data local to Earth/Venus-Sun analog regimes with a Gaussian process noise model and nested sampling algorithms, allowing for transit signatures to be dispositioned in terms of planet-candidate and false-alarm probabilities within a Bayesian framework) and advanced into physics Ph.D. at Université de Montréal
- Presentations/posters given at Center for Research in Astrophysics of Quebec (CRAQ) 2022, American Astronomical Society (AAS) 240, and Canadian Astronomical Society (CASCA) 2022 Conferences
- Submitted Proposal D.16 Astrophysics Decadal Survey Precursor Science; intend to publish corresponding peer-reviewed research paper and apply for Hubble Space Telescope Cycle 31 in the summer
- Ph.D. under the joint supervision of Dr. Laurence Perreault-Levasseur and Dr. Jason Rowe - Research combines simulation-based inference with machine learning and evidence-driven Bayesian statistics to assess the reliability of purported exoplanet transit signatures

Vivien-Claude Matingou

PhD

Université de Montréal

- Thesis protocol being finalized for a deferred defense before June 2023
- Currently analyzing UNICEF database on violence against women, impacts on children in Africa,
- Teaching assistant training for the ESPUM UdeM department completed and listed among the potential teaching assistants at ESPUM
- Scientific presentation made to the Arbour Foundation
- Retention of the supplemental fee waiver scholarship. Scholarship awarded to the best students from all countries

Floriane Miquet Westphal

PhD

Polytechnique Montréal

- Recipient of the Club Saint-Denis 2023 Excellence Scholarship
- Instructor in Fall 2022 and Winter 2023 (MTR6020E - Thermodynamics of Materials and ENE8210 - Energy Efficiency)
- Organized the CREPEC 2022 Student Colloquium as chair of the CREPEC student committee
- Member of the RéadapTechno club since Winter 2023
- 2 articles in progress (2nd author and 3rd author)
- Selected to follow the QCSE training

Rita Nehme

PhD

INRS

- Published literature review: Fuselier C, Dumoulin A, Paré A, Nehmé R, Ajarrag S, Granger Joly de Boissel P, Chatenet D, Doucet N, St-Pierre Y. Placental Galectins in Cancer: Why We Should Pay More Attention. *Cells*. 2023; 12(3):437. <https://doi.org/10.3390/cells12030437>

Manzid Okelana

MSc

Université du Québec à Montréal

- Excellence Scholarship for the exemption of higher fees for foreign students until the end of my master's degree
- Marsh and Mercer Excellence Scholarship in Finance
- Obtained an internship in Negotiation and Portfolio Management at the Caisse de dépôt et placement du Québec (CDPQ)

Élisabeth Perreault

MSc

Université de Sherbrooke

- Recipient of the Dean's Scholarship from the Faculty of Engineering - 2nd cycle of the Université de Sherbrooke.
- Model researcher for the Inspecteur Génétique project
- Mentoring of students in the Bachelor of Biotechnology Engineering program in the Unit Operations Laboratory and Reaction Systems and Bioreactors courses at the Université de Sherbrooke

Alana Pierce

PhD

HEC Montréal

- Presentation at conference (Montréal Business schools' PhD Symposium, QC)
- Conducted first peer review for conference
- Admitted to 2 doctoral consortiums on entrepreneurship
- Taught my first class (Undergraduate Strategy class)
- Started peer support learning group in the program
- I was just awarded a \$33,300 scholarship from FRQSC (\$25k for one year and \$8.3k for another 3-month semester). I was ranked highest of all the candidates for the scholarship.

Summia Saed Aldien

MSc

McGill University

- Received Graduate Excellence Award
- Teaching Assistant for Graduate Course: Life Cycle-Based Environmental Foot printing
- Teaching Assistant for Undergraduate Course: Biochemical Engineering
- Teaching Assistant for Undergraduate Course: Elements of Biotechnology
- Two manuscripts drafting in process.
- Sustainability Fellow, Research Assistant and course designer – To integrate sustainability within course designs at university level

Poonam Sathe

MSc

Bishop's University

- Completed a Master's in Computer Science and currently employed as a Full Stack Developer at MDF Commerce.
- Worked as a HelpDesk Coordinator in the Bishop's IT department
- Professionally certified by Microsoft in .NET, CSM Certification in progress (Agile Scrum Master)

TEACHER'S ASSISTANT

- Bishop's University Computer Science Department
- CS560 - Software Engineering
- Assignment Supervision, Grading Assignments, and Exam Invigilator
- CS503 - Data Visualization

Karine St-Laurent

MSc

Université du Québec à Montréal

- Professional services in strategic writing, specializing in social responsibility & sustainable development @ Freelance
- Coordination of an English conversation group, second language @Regroupement volontaire autogéré
- Perseverance Scholarship @Desjardins

Catherine St-Pierre

MSc

ETS

- Caisse Desjardins de Saint-Hubert Scholarship, University level Coup de Coeur category

MohammadAmin Zaheri

PhD

Université de Montréal

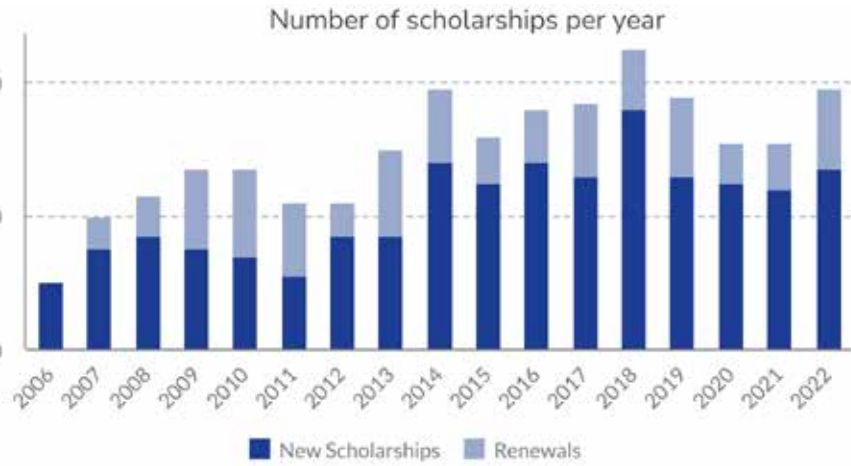
- DIRO Excellence Scholarship - Université de Montréal
- Defend my research proposal and successfully pass the comprehensive exam
- M. Zaheri, "Towards consistency management in low-code platforms," Proceedings of the 25th International Conference on Model Driven Engineering Languages and Systems: Companion Proceedings. ACM, Oct. 23, 2022. doi: 10.1145/3550356.3558510
- M. Zaheri, M. Famelis, and E. Syriani, "Towards Checking Consistency-Breaking Updates between Models and Generated Artifacts," 2021 ACM/IEEE International Conference on Model Driven Engineering Languages and Systems Companion (MODELS-C). IEEE, Oct. 2021. doi: 10.1109/models-c53483.2021.00063

KEY PERFORMANCE INDICATORS

NUMBER OF SCHOLARSHIPS

510
Total number of scholarships awarded since the creation of the Foundation

over \$6M
Total amount of scholarships awarded since the creation of the Foundation



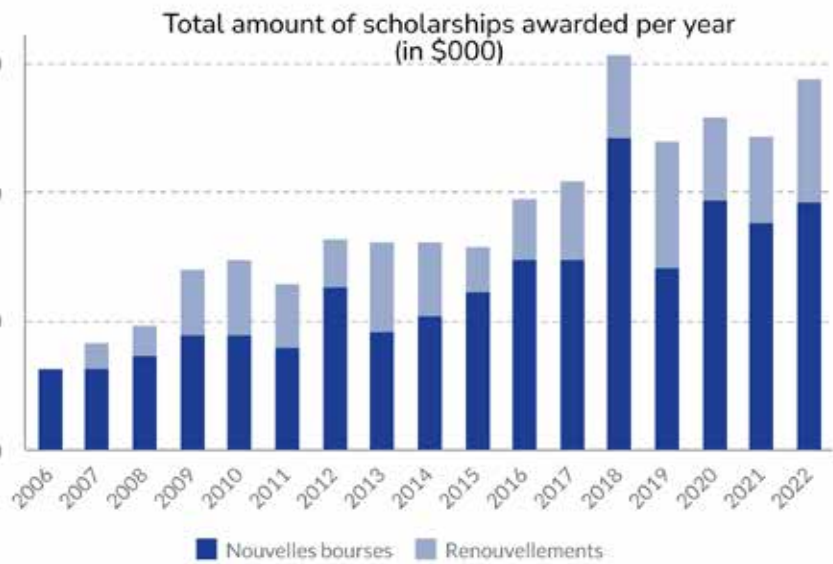
AMOUNT OF SCHOLARSHIPS

\$578,000
Total value of scholarships awarded in 2022

\$13,000
Value of the Master's scholarship in 2022

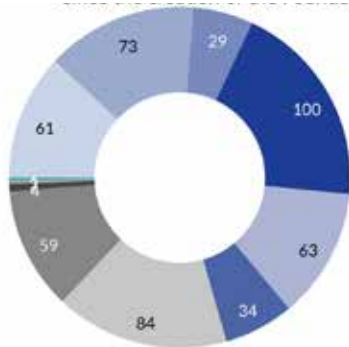
\$20,000
Value of the Doctorate scholarship in 2022

\$13,000
Value of the MBA scholarship in 2022



PER UNIVERSITY

Total amount of scholarships awarded per university since the creation of the Foundation



Polytechnique has received 100 scholarships since the creation of the Foundation

- McGill (11.96%)
- Concordia (14.31%)
- UdeM (5.69%)
- Polytechnique (19.61%)
- HEC Montréal (12.35%)
- ETS (6.67%)
- UQAM (16.47%)
- UdeS (11.57%)
- Bishop's (0.78%)
- INRS (0.39%)
- Laval (0.2%)

PER DIPLOMA

Percentage of scholarships awarded per diploma



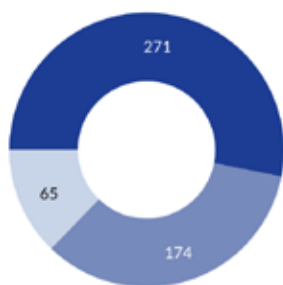
PER PROGRAM

Amount of scholarships awarded per discipline per year



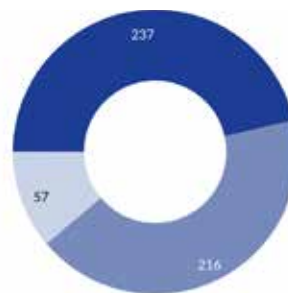
Amount of scholarships per discipline since the creation of the Foundation

Engineering + computer science = 54%
Administration = 46%



- MSc (53.14%)
- PhD (34.12%)
- MBA (12.75%)

Scholarships awarded per diploma since the creation of the Foundation

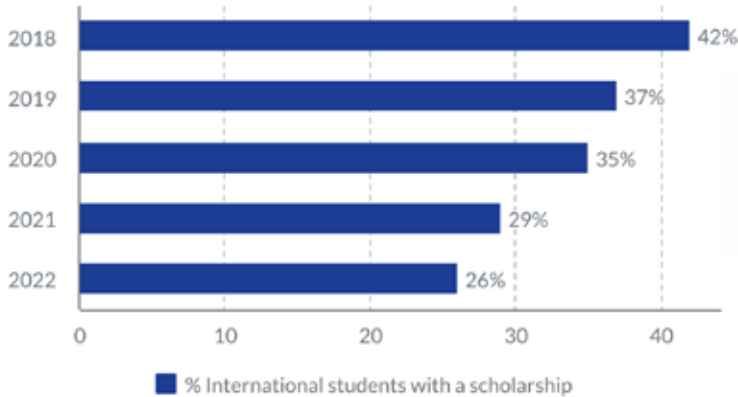


- Administration (46.47%)
- Computer Science (11.18%)
- Engineering (42.35%)

Amount of scholarships per discipline since the creation of the Foundation

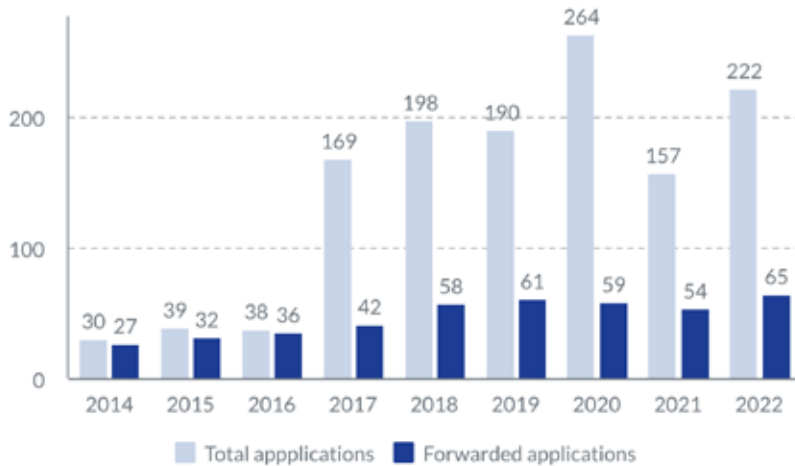
SOCIAL INDICATORS

% of international students awarded a scholarship from the Foundation



222
applications received at the Foundation vs 157 in 2021

Total number of applications vs number of applications forwarded by the universities to the Foundation



Approx. 30 %
% of applications selected by the universities out of all the applications they received in 2022

Number of applications forwarded to the Foundation vs the number of scholarships awarded



60%
% of applicants who received a scholarship on the number of applicants interviewed by the Foundation

OUR DONORS 2022



Marine Hadenge, President and CEO, and Félícia Hughes, Arbour Scholar, surround the first two recipients of the Friends of the Arbour Foundation Recognition Scholarship: Félix Caron and Pascale Saint-Denis

Our first fundraising campaign ended on a high note in 2022, exceeding its goal. The generosity of our donors made it possible to offer two Friends of the Arbour Foundation Recognition Scholarships this year. Pascale Saint-Denis and Félix Caron, both students at the Université du Québec à Montréal, were the first recipients.

Friends of the Foundation

\$250 donation and more

Michel Brunet	Bahare Samadi
Diane et Paul-André de Champlain	Poonam Sathe
Sébastien Désilets	Jean-Philippe Sicard
Nadira Hajjar	Hussein Slim
Sébastien Leblond	Élisabeth Viau

Great Benefactors of the Arbour Foundation

\$1000 donation and more

Philippe Arbour	Alexandre Guilbault
Nadia Belaribi	Marine Hadengue
Marie Boucher	André Monette

The Pierre-Arbour Emeritus Circle

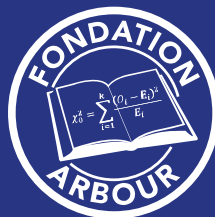
\$10,000 donation and more

Gestion de portefeuille Triasima inc.

Others donations

Marianne Araj
Franck Benichou
Montu Gupta
Félicia Hughes
André Laurin
Alexandra Marin
Charlotte Pierce
Monica Urseanu
MohammadAmin Zaheri

The Arbour Foundation community is saddened to announce the passing of one of its members, Tadzong Kenne Marcel Masineau, an Arbour Scholar at Université de Sherbrooke. We offer our deepest condolences to his loved ones.



Fondation Arbour
Sapere aude!

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