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InRoads - Summer 2005

LIVING OUR LEARNING IN UGANDA

By Paz Buttedahl



Learners from RRU's Human Security and Peacebuilding program went to Uganda to complete a final residency in the field. As the program's academic lead writes, the trip provided a wealth of learning for all participants, as staff and learners collaborated with Ugandans on a blueprint for peace.

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RRU TURNS 10 - A LOOK BACK

By Stephanie Slater



When Royal Roads became a reality in 1995, some only gave it six months. Now Canada's only public university created to solely address the knowledge needs of the global workplace is a decade old. Nevertheless, the founding principles remain the same.

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WILD ABOUT THE WILD

By Geoff Gosson



Royal Roads hosts a celebration of all things wild in August. The Centre for Non-Timber Resources is championing a growing sector of the economy, no pun intended. Find out why British Columbia's greatest resource could be what you see on hikes beneath the forest canopy.

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HOW AN ESSAY TURNED INTO A REVOLUTIONARY MISSION

By Alysia Garmulewicz

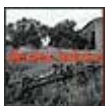


Two years ago a teen from the Kootenays wrote an essay about why Canada should help save Antarctica from environmental catastrophe. This year, at 17, she held a climate change conference at RRU that welcomed two prominent federal politicians and young people from around the world.

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A DYNAMIC BALANCE - A NEW BOOK BY ANN DALE

By Richard Skinner



RRU's Ann Dale and her Australian colleague Jenny Onyx have edited a collection of writing on sustainability and the importance of social capital in reviving communities in decline. Read a foreword by RRU president Richard Skinner.

[Read more...](#)

IRAN: A PERSONAL MEMOIR

By Wendy Drummond



RRU has been delivering an MBA program in Tehran for over a year. Read reflections by the program coordinator on a very personal journey into a land most in the West know little about. What emerges is a discovery that Iranians and Canadians are not as different as some may think.

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Update - News Briefs from RRU

RRU staff marks decade in style



RRU staffers Rob Mackay in ancient mode with Rhonda White and Kerry Wadsworth at the RRU staff picnic marking the tenth anniversary.

On June 23, the same week in 1995 that the government of British Columbia passed the Royal Roads Act, RRU staff marked the start of a second decade of delivering a unique vision of post-secondary education. They played up RRU's age by dressing in the ancient garb associated with the first academy founded by the Greek philosopher Plato centuries ago. Fun was had by all and local media gathered to capture the event for posterity.

RRU team dominates business competition

RRU's Bachelor of Commerce learners hosted the biggest business case competition in Western Canada in March, taking the top prize against all challengers. The event, which has been compared to the popular American reality program *The Apprentice* starring Donald Trump, asks teams to develop business solutions to cases provided by a panel of local entrepreneurs. The RRU team made up of **David Fauser, Daniel Sandoz, Shaun Price and Richard Vanleeuwen**, took first place in a field that came from across Canada and the United States. Co-coaches **Amy Zidulka and Brent Mainprize** were very proud of the team's achievements this year. It's the best RRU learners have ever done. The team also won the CaseIT competition at Simon Fraser University earlier this year.

Greenhouse renovation given historic financial boost

The Fisher Foundation contributed \$750,000 towards the \$1.1 million restoration project of the historic Hatley Park greenhouse.

The renovated greenhouse will be named after **Ralph and Grace Fisher**, founders of the Crestwood Farms greenhouses in Richmond, B.C. Foundation family representative **Dennett Bryson** (Grace Fisher's brother) and his wife Drusilla were on hand for the announcement.

Bryson expressed great satisfaction with not only the legacy left for his sister and brother-in-law with the greenhouse restoration, but also beamed with pride as he strolled the recently completed walkway the Fisher Foundation helped construct last year. The renovated greenhouse is expected to open to the public in 2007 and will provide interpretive tours and workshops all year round.



Dennett Bryson with RRU's Pieter Bosma inspects the new walkway the Fisher Foundation helped to build.

New face at the RRU Foundation

With the retirement of **Sharon Gillean** in June, **Dan Spinner** was welcomed as the new executive director of the RRU Foundation in July. Spinner has held senior positions in higher education, health, and the arts, specializing in planning

and growing development departments responsible for major, planned, corporate and foundation gifts. In his career, he has directly influenced more than \$200 million in charitable gifts from individuals, corporations, and foundations. Dan was chief development officer with the Four Seasons Performing Arts Centre, Canadian Opera Company; Vice President, Community Relations, Oshawa General Hospital and Vice President OGH Foundation and Senior Vice President, The Martin Group of Companies, a fundraising and communications consulting company with major health care, university, arts, and other clients across Canada. Dan has also been chief development officer and executive director of the alumni association at the University of British Columbia, campaign director of the United Way, Vancouver and interim executive director of the United Way in Windsor, Ontario.

Thai-RRU partnership aimed at lasting peace



RRU president Richard Skinner (second from the left) with representatives from partnering Thai institutions after the signing ceremony in May. in Conflict Analysis and Management in a country making the transition to a democratic constitutional monarchy. Championed by the King Prajadhipok Institute in collaboration with Faculty of Social and Applied Sciences Dean **Jim Bayer** and Judge **Hugh Landerkin**, this agreement is the culmination of three years of consultations. The program is expected to start delivering courses in the fall of this year.

Royal Roads University signed a partnership agreement with four institutions in Thailand to provide its innovative master's

Sudden death for NHL bodes well for RRU

Peace and Conflict's **Fred Oster**, Applied Communication's **Michael Real**, Faculty of Management's **Brent Mainprize** and School of Leadership's **Graham Dickson** grappled with the trials and tribulations of the National Hockey League's labour dispute in a public forum held in Hatley Castle in March. With the strike finally settled and questions being raised about the NHL business case and the mediation and leadership styles of Bob Goodenow and Gary Bettman, the comments from our faculty to the public and the media demonstrated the valuable expertise RRU can provide on matters of great public interest. See the part one of panel online - See part two

Mother's Day Paint-In draws thousands

Thousands flocked to Hatley Park National Historic site this past Mother's Day for the tenth annual Paint-In. RRU's Department of Tourism and Outreach successfully marshalled the troops and delivered a glorious day for more than 100 arts and crafts vendors and the families who made their way to the lawns of Hatley Castle on May 8 to take in the gardens and entertainment.



Island Farms mascot Daisy the cow entertains the children at this year's Mother's Day Paint-In.

RRU projects resonate with NSERC

Royal Roads learner projects have received nearly \$50,000 from the National Science and Engineering Research Council of Canada (NSERC), proving that RRU's founding principle of sustainability is resonating with the Canadian federal research community. Winning projects include that of **Tracy McKay**, who has partnered with Parks Canada at Jasper National Park, the Alberta Conservation Association, the Friends of Jasper National Park and the Yellowstone to Yukon Conservation Initiative to look at the impact of trail systems on woodland caribou in the park. Another project led by **Jay Honeyman** is looking at the impact of aversive conditioning on the grizzly bears around Kananaskis Country in the Bow Region of southern Alberta. The third RRU project being funded by NSERC is being led by **James Griffiths** and will

look at a third NSERC-funded project will study the impact of wind turbines on bat and bird populations on coastal British Columbia. This project is being conducted in partnership with Vancouver's Sea Breeze Power Corporation.



Thrifty Foods Communications Manager Michael Alexander attempts to chip the rubber duckie into a gold fish bowl at the RRU/Acura Tournament of Aces.

RRU prof gets distinctive award
Dr. Vivienne Wilson was given a YM-YWCA Women of Distinction Award in the category of Science, Information Technology and Research

in May. The award was presented to Wilson by **Dr. David Turpin**, president of the University of Victoria that sponsored the award category. The gala dinner was held at the Victoria Conference Centre and featured an opening address by **The Honourable Iona Campagnolo**, Lt. Governor of British Columbia. RRU president and vice-chancellor **Dr. Richard Skinner** also presented the Lifetime Achievement Award to **Buncy Pagely**. **Janet Baird** a recipient of an RRU Chancellor's Community Recognition Award was also a nominee in this category. RRU board chair **Bob Skene** was also on hand to offer his congratulations to Dr. Wilson.

RRU/Acura Tournament of Aces

The fifth Annual Tournament of Aces raised more than \$80,000 for learners in need of financial assistance with the help of recently re-appointed Chair **Lorne Delarge**. The money will go to a \$1.8 million endowment fund that generated \$51,000 in learner awards, bursaries and scholarships in 2004. "We're committed to raising funds that guarantee access to higher education for learners who will be the professionals and leaders of this and future decades," said RRU Foundation director Dan Spinner.

LOGIC honoured at Innovation Awards

Celebrated by RRU instructors, the Learning Object Generator in Case Studies (LOGIC), developed under the leadership of RRU's Innovation and Commercialization Director **Roger Mundell**, received an honourable mention in this year's National Innovation Awards, a not-for-profit organization dedicated to strengthening public education in Canada. Mundell delivered a presentation on the software at the awards conference in Toronto. Watch Mundell's presentation to RRU staff on LOGIC.

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Living our Learning in Uganda: an RRU field residency in action

By Paz Buttedahl, Academic Lead for M.A. in Human Security and Peacebuilding at RRU

Photos by HSP learner Tavis Beaubier

It was 5:40 a.m. when a group of tired but excited learners landed at Entebbe airport south of Uganda's capital city Kampala. None of us could have anticipated what the next three weeks would hold for us, but we all agreed that the challenges we overcame to get to that airport were worth the struggle many times over. Until now, the idea of doing an overseas residency was only a dream.

By noon the same day we were already excitedly planning ways to maximize our three-week residency. We wanted to take advantage of every single minute of our time in East Africa. This was the only weekend of our trip that wasn't taken up by program activities, so we tried to make the most the down time before the real work began on Monday.



HSP learner Sonja Sinclair with a child in Gulu, Uganda.

And so began the first collaborative partnership between Royal Roads University's Human Security and Peacebuilding (HSP) program and its first African partner institution.

Getting to Uganda on short notice

Though
planning

Looking through the window of Noah's Ark

by Allen Kanerva MAHSP, 2003

this

Travelling around Northern Uganda burns unforgettable images in one's mind, like seeing a parade of thousands of people making their way through the pale light of sunset and sunrise in the streets of Gulu. These are the night commuters – children sent to town by their families to sleep in makeshift facilities to prevent being abducted by the Lord's Resistance Army (LRA) and made slaves of war.

for

Gulu's Noah's Ark is a refuge where between 300 and 2,000 children sleep head to toe, side by side on floor mats every night. Like the single window in the biblical description of Noah's Ark, the Gulu shelter offers a single perspective into the prolonged conflict that has irrevocably changed the lives of millions of Ugandans.

Royal
Roads

It is difficult to explain how the LRA, estimated at between 400 and 500 combatants, can keep more than 1.3 million internally displaced person (IDP) camps while also forcing children to flee their families every night to avoid abduction. This apparent incongruity begs some kind of explanation. That answer must include other players who potentially gain from this continuing conflict and seemingly endless suffering.

stressful

Investigations have recently been undertaken into the existence of so-called 'ghosts' – Ugandan military personnel that only exist on paper. These investigations have shown that the military leaders responsible for the safety of the Northern

was also very exhilarating. The requirements to be organized had strict.

Ugandans have concocted methods of redirecting funds by artificially inflating their numbers while failing to provide the necessary military protection. Ultimately, the existence of the LRA and the danger the rebels pose has also aided military leaders to profit from the plight of displaced people.

Similarly, two decades of conflict has created a kind of mini economy and a building boom in Gulu. Local entrepreneurs are opening restaurants, restaurants and houses, not to house refugees, but to serve the needs of the international humanitarian workers coming to the region to help. This observation becomes even more distressing when it is revealed that legislation prevents creating economic enterprise or building schools within IDP camps. The goal is to prevent these camps from being permanent. Nevertheless, it isn't uncommon to find an adult who has spent their most of their lives in IDP camps.

Back at Noah's Ark, standing in the darkness while children, up well past their bedtime, perform songs and dance to distract themselves from the tragedy they are forced to endure, I am aware that I am somehow complicit in this perverse economy – one that is dependent on suffering and resulting humanitarian aid. I realize, like so many others also have, that I have become a kind of conflict tourist. Noah's Ark is but one stop on our tour of Northern Uganda and ours won't be the last entourage thought through this living gallery of suffering.

residency organized had to be

Nevertheless, we have to continue hoping that it will all help reach the \$158 million goal set to help Uganda, but I am also pessimistic, even certain, that money alone will not end the plight of these children caught in this cycle of suffering and violence.

Allen Kanerva, a graduate of the RRU Human Security and Peacebuilding program accompanied the 2004 cohort to Uganda this past April as they completed their final residency there. He is a former military pilot, entrepreneur and a humanitarian worker. He has recently returned from placements in Iraq and Uganda.

strict. Learners unanimously agreed that only complete class approval would allow the residency in Uganda to go ahead. Also, the costs of delivering the program in abroad couldn't be higher than it would normally cost to deliver it on-campus in Victoria. Most importantly, the high academic standards RRU has created could not be sacrificed in Uganda. There was also a need to ensure the safety and security of all the participants. After long deliberations and consultations, the 2004 cohort unanimously voted to



An infant in Gulu.

have its third residency in Uganda, despite the challenges they identified. After the decision to go to Uganda was final, learners began planning, researching and aggressively fundraising to help offset the costs associated with the Uganda residency.

In collaboration with Makerere's Dean of Arts Dr. H. Ssengendo and the director of the university's Peace and Conflict Studies program, Dr. Deus Nkurunziza, an itinerary and schedule was designed that would allow learners to obtain a strong understanding of the history of conflict in Ugandan society.

The formal aspects of the program were delivered through lectures at Makerere University where Ugandan faculty exposed RRU learners to the history and legacy of the colonial experience; Ugandan domestic issues; African philosophical thought; African literature and a prevailing adult educational model that focuses on indigenous knowledge and African culture and identity.

The focus of this residency was framed by HSP course 615, which targets capacity building, applied field skills, strategies and processes and a final simulation exercise. It is meant to bring together knowledge and competencies acquired throughout the academic portion of the program into a field setting. Learners in the HSP program must demonstrate applied knowledge in the areas of design, management and evaluation of a variety of intervention strategies and be capable of exercising leadership within a



HSP learner Daniel Hardy in Mbarara with his colleagues. multicultural environment. They must also understand the workings of international organizations and non-governmental organizations (NGOs). Learners must recognize and penetrate networks of influence and, above all, demonstrate empathy with victims of conflict and be reflective practitioners.

As humanitarian workers, learners are also expected to be effective in conflict management and prevention, as well as exercising leadership in post-conflict reconstruction. Governance, human rights, humanitarian law as well as social policy and the understandings required to analyze and prevent risk in the potential escalation of violence.

Great expectations, bigger rewards

The expectations on the part of the learners and both universities were high. As Royal Roads University president Richard Skinner said in his farewell message to the class, “You are the pioneers in helping to move Royal Roads from being a Canadian university active internationally to a global institution with deep Canadian roots. You are making a difference in people’s lives.”



Maher Doleh with kids in Gulu

Once in Uganda, learners were joined by their counterparts from the Makerere Peace and Conflict Studies program. Together they took a trip to northern Uganda hosted by the country's Minister of State for Defense Betty Bigombe, who is also a learner in the Makerere program. A group of about 82 people went to Gulu and visited IDP (internally displaced people) camps, witnessed the nightly migration of hundreds of children from the rural areas to the town, visited centres for reintegrating ex-combatants, were briefed by the regional commander of the local security forces, met rebels from the main rebel group the Lord’s Resistance Army (LRA) and were briefed on programs being delivered by the United Nations and NGO’s operating in the field.

Learners also had the opportunity to visit other universities and other regions of the country, including an unforgettable trip to Queen Elizabeth National Park, where the learners witnessed the beauty of the natural environment and the natural habitat of the various animals living in the area.

The three weeks were spent living our learning. The main tool to reflect this experience was the learner diaries. Broken up into pairs and small teams, learners compiled a daily log of their experiences, reflecting on how it affected their learning. In the last few days, the diaries fueled discussions and helped to assess what each had taken from the residency. Working in teams, learners were also required to design intervention strategies to be used in the projects they had visited and analyzed during the residency.

A Blueprint for Peace

The most important component of the residency came in the final workshop. Named *A Blueprint for Peace: Forgiveness and Reconciliation in Northern Uganda*, it was a collaborative presentation designed and delivered by the learners from the University of Makerere and RRU. The aim of the day-long workshop was to share knowledge and insights acquired through the residency and to find alternative solutions of common interest.

Residency consultant Major General (Ret'd) Robert G. Meating, who accompanied the group in this field trip and was there to manage security risks to learners and staff, said he had never seen such committed, professional and responsible group of learners. He noted that their reflective qualities, their kind sharing and ability to ferret and document information was clearly displayed throughout the residency.



HSP learners Dawn Boudreau and Katerina Smylitopoulos look on during a reconciliation exercise.

As an educator, my learning was also significant. Watching learners interact with each other, face adversity, cope with shocking circumstances, deal with a different cultural context and sharing their learning with their African counterparts was not only rewarding, but also very insightful. This learning opportunity allowed each learner to come to terms with whether humanitarian work was really something they could devote their lives to. If there were any doubts as to whether this was the right way to complete this course of study, I now realize that it was absolutely the right way to do it. The wealth of knowledge and applied learning benefits have been immeasurably great for all the participants in this historic cross-cultural experience between Canadians and Ugandans.

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After a decade, first principles remain true at RRU

By Stephanie Slater

It started as an opportunity, a risk and a leap of faith. That's how university president Richard Skinner sums up the creation of Royal Roads University ten years ago.

Commenting on the university's formation in 1995 long before the Internet was the tool it has become today, Skinner says, "this place took a flyer and said 'we're going to use technology and we're going to use the Internet'. It was an incredible risk and it turned out to be a brilliant one."

In 1995, however, RRU's future was so uncertain the university wasn't even given a budget when it first started.



"Mike Harcourt was premier at the time and he told us later they didn't give us a budget because they didn't think we'd

An aerial view of Hatley Park National Historic Site which became the home of RRU in 1995

need it – they didn't think we'd last past six months," says Gerry Nixon, a former department head with Royal Roads Military College (RRMC) who stayed on to be part of the RRU planning team and is now interim director of the School of Peace and Conflict Management.

Another former RRMC faculty member, Sherman Waddell, recalls having to teach computer skills because the Web was so new that only three people in the first program (the MA in Leadership and Training) even had e-mail accounts.

"We told the class to use the mouse to do a function and a foreign student said in all seriousness 'mouse...isn't that a furry rodent?'"

Like eBay, RRU started with an idea

Skinner likens the creation of Royal Roads to that of eBay.

"An
online

Tourism strategy highlights Hatley Park treasures

global new tourism division was created in August 2004 to generate revenue to maintain, restore and enhance the natural and
auction

house
made
no
sense
at
all
10
years

cultural assets of Hatley Park National Historic Site. The work of the division will help the university fulfill the conditions of its lease, which charges RRU with educating the public about the site as well as maintaining and preserving the 565-acre property's heritage assets.

Those assets include all the buildings, Hatley Castle, 10 formal gardens, and trails through some of the most distinctive old-growth forest on Vancouver Island. A study by the Department of National Defense identified the need for \$20 million in restoration activities, with a minimum of \$9.5 million required over the next decade.

“Our mandate is to both care for and share the magnificent natural and heritage assets of this site,” said Nancy Arsenault, director of the tourism and outreach division. “We have to find innovative ways to do so because we don’t receive government funding. Given that the university and the historic site share a mandate for public education, Royal Roads has a unique opportunity to evolve Hatley Park into a world-class attraction – one that will complement the tourism industry in Victoria and Vancouver Island.”

ago
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The tourism division is also working with RRU’s academic divisions to develop tourism industry training and professional development, as well as undergraduate and graduate programs in international hotel management.

but
look

RRU’s tourism initiatives will complement Victoria’s bustling tourism industry and also create demand for a hotel-conference centre slated to be constructed on the RRU campus by 2008. The centre will be built and managed in collaboration with a private partner and will include both conference facilities and executive-class accommodation.

all
where

RRU also proposes to construct an academic building. After years of making maximum use of a campus originally created for 300 cadets, RRU needs to expand in order to continue to meet the needs of its growing student population – as well as Victoria’s growing educational needs.

they
are

In these activities and developments, Royal Roads University can expand its welcome to students, tourists and neighbours, as well as increase its efforts to reach out to the local community.

now. They didn’t invent anything new – the idea of people trading goods is as old as history – but they found a new way of doing business.”



The focus from the beginning was on the learners. overcame the constraints they live under,” Skinner says.

Similarly, Skinner says Royal Roads found a new way of delivering higher education, one that was focused on applied and professional graduate studies aimed primarily at people already in the workforce.

“They took the notion that people were willing and capable of learning throughout their lives and looking for ways to do so that

The philosophy was a learner-centred focus. The product was relevant and innovative applied post-secondary education developed in consultation with industry-based advisory committees and delivered using the latest information on adult learning. The delivery model combined short residencies with team-based online learning in a way that allowed people to continue working full-time while pursuing higher education.

“Like eBay, Royal Roads struck a nerve and filled a niche nobody else had filled,” says Skinner, who notes that RRU’s success was all the more remarkable given that higher education in Canada tends to be very traditional.

Founders kept the vision on track

He credits his predecessor, founding president Gerry Kelly and former RRU board chair Hugh Gordon for being pivotal to the success of the upstart university.

“Gerry accepted the notion of a different kind of university and felt in the marrow of his bones that universities shouldn’t be about keeping people out, but getting people in. He was supported by Hugh Gordon and the two of them remained true to course and they never blinked.”

Skinner, who took over the helm of the university in the fall of 2002, says he’s impressed that the philosophy of innovation that imbued the early RRU remains strong to this day.

Keeping it strong will be one of the challenges the university faces as it enters its next decade, says Skinner, “...along with expanding RRU’s global efforts and continuing to deliver education that will knock people’s socks off!”

It’s the RRU staff and faculty that Skinner feels confident he can rely on to maintain the high standards people have come to expect from RRU.

“I’m amazed by the quality of people who come to work here and who come to learn here. Our students in particular always talk about the personal transformation they experienced as a result of taking our programs. I don’t think many universities do that.

“We are still coming back to our first principles – and that’s usually a sign that you’ve done something right,” Skinner says.

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Our learners continue to say their RRU experiences were life-changing.



Wild about the Wild - RRU's Centre for Non-Timber Resources champions a new economy

By Geoff Gosson

British Columbia is recognized internationally as a remarkable part of the world with forests and other wild areas in abundance. Now it is being recognized around the world as a place with highly-valued wild plants and products.

Wild products are part of a growing sector of the provincial economy that takes advantage of sustainable resources from forests without harvesting timber. With changing demographics in the North American market, the demand for unique local wild products has grown dramatically.

The growth of eco-tourism, the slow food movement and the exploration of traditional crafts is part of a powerful trend of interest in things richly-textured, grounded in traditional cultures and appreciated as gifts of nature.

People living in tropical and sub-tropical areas of the world have long recognized and utilized non-

timber resources, but the need for new rural economic development initiatives around the globe has fuelled a larger interest from harvesters and consumers of a variety of wild products and services. Non-Timber Forest Products (NTFPs) and services are estimated to contribute more than \$250 million a year to the B.C. economy while providing income for more than 30,000 people living mostly in small, rural, resource-dependent communities.

Many NTFPs have been used by First Nations people for millennia. Today, these products not only continue to be important for cultural survival and subsistence, but can provide a sustainable and lucrative industry. During the last 15 years, the commercial harvesting and processing of products like wild mushrooms, berries, salal, Christmas greens and natural health products has been growing rapidly and many sectors of the economy that have struggled, are starting to find a great demand for wild products.



Birch bark has many uses that First Nations have perfected over centuries.

The sector attracts considerable attention in rural communities that need to find new economic opportunities to replace lost revenues from declining logging, fishing and mining. Communities that supply NTFPs and the customers who buy them value the potential these products have for creating livelihoods while protecting the living forest for generations to come.

A festival, a trade show and a conference



Chanterelles are a commonly known wild mushroom and a staple in a growing market for wild products.

There are literally hundreds of wild plants and plant products being provided from the bounty that British Columbia forests provide each year. That's why Victoria will host a series of events, the first of their kind in British Columbia this summer to showcase some of the best the province has to offer in renewable resources.

The **Shop the Wild** festival
Aug. 28 at Royal Roads

University is a family-oriented showcase of products that will provide many with an introduction to wild foods, natural health care products, wild florals, specialty crafts, First Nations art and eco-tourism opportunities.

The festival will host a vendors' market and include a floral competition and cooking challenge, wild food samples and a wild theme food concession. There will be demonstrations and lectures, forest and garden tours, live entertainment and children's activities and music will be provided by B.C. musicians Ann Mortifee and Daniel Lapp.

The public will be able to discover things like big leaf maple syrup, a variety of honeys, birch syrup and wildberry ice cream. Workshops will also teach people how to identify wild mushrooms, how to make salves and wild teas and how to benefit from the therapeutic aspects of native plant gardening. People can learn how to dye wool with wild mushrooms and identify delicacies growing in your own backyard or local forests.

The Centre of Non-Timber Resources will also host an academic symposium called **A Future Beneath the Trees** from Aug. 25 to 27 which will bring together world experts in the NTFP sector to explore the opportunities and challenges of taking these products to market.

The symposium will be followed by an industry conference, **Buy BCwild**, Aug. 27-29, which invites B.C. businesses and start-ups who are seeking to expand their knowledge and skill as harvesters, wholesalers, retailers and service providers within the sector.

Buy BCwild targets new markets for B.C. business

To help raise the profile of this expanding sector of the economy, the centre has also launched a new marketing tool for B.C. businesses that derive their products or services from forests or other wild areas of the province. Buy BCwild is a 2005 directory of buyers and sellers of NTFPs. In its premier issue the directory provides samples of a wide range of products that B.C. entrepreneurs harvest, or produce for domestic and international markets.



Wild Oregon grapes have several medicinal properties.

From birch syrup, potent medicinals and body salves, to prized mushrooms, florals, First Nations art and ecotourism experiences, the natural landscapes of B.C. offer a great potential in business opportunities.

To learn more about NTFPs, please visit the Centre for Non-Timber Resources website, or e-mail ntfp@royalroads.ca or call (250) 391 2600, ext. 4328.

Geoff Gosson is organizing Wild events at RRU for the Centre for Non-Timber Resources

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How an essay turned into a revolutionary mission

By *Alysia Garmulewicz*

It all began when I picked up Canadian Geographic magazine in October of 2002 and read about the Polar Bound essay contest.

Contest winners would get to go on a unique learning expedition to Antarctica with Students on Ice, an organization that provides students from around the world with inspiring educational opportunities at the ends of the earth to help foster a new understanding and respect for our planet. All I had to do was write about whether Canada should ratify the Antarctic Treaty Protocol on the Environment. So I decided to give it a try.

The protocol designates Antarctica as a continent dedicated to peace and science. As I put together my submission, using a time capsule idea, Antarctica began to capture my interest and imagination. By the time I had sent in my submission, I was really excited about the chance to go to Antarctica and see what was happening first hand.

As it turned out, my hard work paid off. The magazine chose me as one of two Canadian students go on the Students on Ice expedition to the southern pole.

Antarctica

So it came to be that in December, 2002 I was in Antarctica with a motivating group of students and professionals from around the world. Against the backdrop of the pristine expanse of Antarctica, the youth expedition focused on climate change and powerfully impassioned me to find ways to protect our environment. I soon realized that the actions of Canadians far away in the north can have a huge impact in the farthest reaches of the globe. The vast, wild nature of Antarctica completely swept me off my feet with its curious wildlife and untouched wilderness. Knowing that our unsustainable way of life half a world away was affecting this beautiful place, was very hard to take, but also very motivating.



Alysia Garmulewicz (in yellow) with her Students on Ice colleagues in Antarctica

During the expedition I was one of five students to make a call to then federal Environment Minister David Anderson, to congratulate him on ratifying the Kyoto Protocol and encourage him to ratify the

Antarctic Treaty Protocol on the Environment. The Antarctic Treaty was eventually ratified within a year, a powerful example of how youth can help impact positive change on a large scale.

Back Home

On returning to my own beautiful environment in the Kootenays in British Columbia, I was still motivated to make a difference. That's when I developed a presentation to inspire and motivate others about Antarctica and climate change, presenting to local schools, adult organizations and the public. However, more was needed and I had to reach a wider audience to students my own age to get them to help make world-changing decisions.



So that's why I organized the Canadian Youth Climate Change Conference (YC3) that was held on the Victoria campus of Royal Roads University from July 3 to 6. I took a year off school between high school and post-secondary education, to direct YC3.

The aim of the conference was to give youth skills, motivation and support to lead the challenge of mitigating climate change through their own personal and collective action. The conference accomplished this through inspirational keynote speakers, interactive focus sessions, unique roundtable discussions, dynamic action planning sessions, a resource fair and fun field trip activities.

The YC3 Conference

Since the idea's conception a year-and a half ago, I took steps to make the conference a success. For the purpose of YC3, I founded a society, created a national youth steering committee and an adult advisory board.

Delegates aged 15 to 20 from all over Canada and around the world attended the conference at Royal Roads University in early July. We had Canadian youth participants coming from as far away as Nunavut and Newfoundland and some delegates came from Europe, Africa and Asia.

We partnered with organizations like the David Suzuki Foundation, The Sierra Youth Coalition and B.C. Climate Exchange. Our speakers included the **Honourable David Anderson**, former federal environment minister; **Elizabeth May**, Executive Director of the Sierra Club of Canada; **Severn Cullis-Suzuki**, internationally renowned youth environmental leader; and **Simon Jackson**, founder and

director of the Spirit Bear Youth Coalition. At the last minute, we heard from Environment Minister **Stephane Dion** who helped close the conference by addressing participants on Canada's plan to hit Kyoto targets. Event sponsors, including Environment Canada, Bell Canada, the MEC Environment



Fund, BC Hydro, and the Royal Canadian Geographic Society and others contributed \$150,000 in donations.

It has been rewarding to lead such a dynamic group of people with a shared goal of inspiring and creating youth action on perhaps the largest single issue of our time:

Environment Minister Stephane Dion addresses participants at YC3. climate change.

For more information about YC3 and a complete review of the conference go to <http://www.yc3.net/>.

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A Dynamic Balance: Social Capital and Sustainable Community Development

Edited by Ann Dale and Jenny Onyx

Foreword by Richard Skinner, president and vice chancellor of Royal Roads University

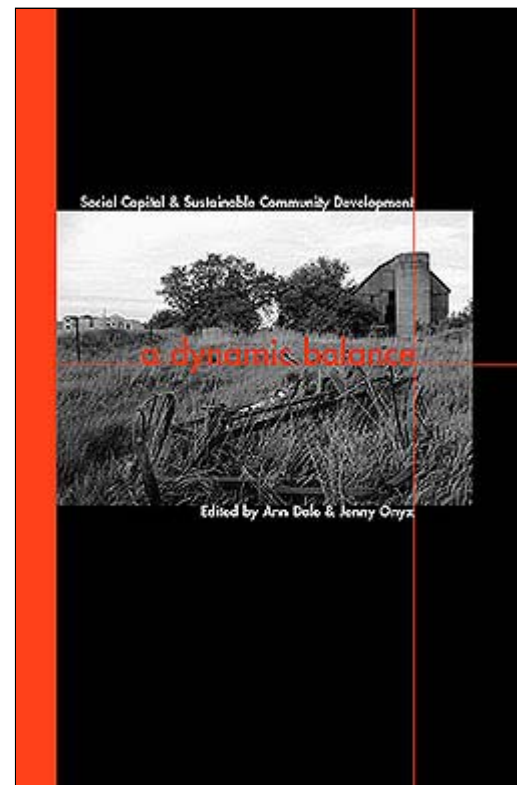
Nostalgia can tempt one to recall wistfully a “simpler” time when neighbours knew each other, when people organized themselves in a seemingly automatic and undirected fashion to rebuild a family’s storm- or fire-damaged home, and when contractual relationships were forged with a handshake. Reminiscence can conjure up bucolic images of face-to-face interaction and a Lockean society in which institutions really did consist of people, many of whom a citizen might actually know by name.

Frustrated by the zero-sum quality of adversarial litigation and its sometimes destructive capacity, scholars can ask questions such as whether it is indeed possible to achieve “justice without law.”

Having accumulated vast amounts

of material possessions and huge sums of money, wealthy individuals faced with the emotional poverty of isolated lives may ask the plaintive question of the old ballad, “Is that all there is?”

Social capital – what Robert Putnam defines as “the collective value of all ‘social networks’ [who people know] and the inclinations that arise from these networks to do things for each other [norms of



A Dynamic Balance is published by UBC Press and also includes writing by RRU's Ann Dale, Vivienne Wilson, Tony Boydell and

Isabel Cordua Von Specht.

reciprocity]” (Putnam 2000) – has become something more than the organic evolution of human relationships. Increasingly, it seems, social capital must be planned and constructed, in spite of (in fact, perhaps, because of) the worldwide phenomenon of governments contracting and reducing services. Habits and traditions alone may no longer suffice as means for building up the social capital necessary to sustain communities and societies.

The reduced role of government in and of itself presents the challenge of identifying which institutions within society have the capacity to plan for and create social capital. What the church, synagogue, or mosque was at one point in time – source of material aid to the poor, arbiter of familial and communal disputes – government became, and now governmental institutions are themselves withdrawing or restricting their scope of activity and responsibility. Analysis and action to create anew the stores of social capital lost to the twin forces of globalization and fragmentation must start at ground zero with the question of who or what will be the means or vehicles by which the task begins.

Mastering (and often destroying) the physical world now presents us with the challenge of fashioning something new and vital out of the stuff of human and social interaction, lest we consume the very lifeboat on which we float. As the readings in this book attest, the challenge is a formidable one and answers are not likely to be readily forthcoming. But, in a sense, this is as it ought to be, as Lewis Lapham (1988, 13) wrote some years back: The task that confronts the men who would be leaders is a task of the imagination.

It has less to do with politics than it does with metaphor, less to do with the making of laws than with the making of words that allow men to see their immortality, not in their monuments or their weapons, but in their children. Maybe it is an impossible task, like the juggler’s dream of the balls standing still in the air, but certainly it is of heroic enough proportion to summon leaders capable of drawing swords from stones.

References:

- Lapham, L.H. 1988. “The Sword in the Stone.” Harper’s Magazine 276 (1655): 13.*
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This excerpt appears courtesy of UBC Press

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Iran: A journey of discovery and connection

Author Wendy Drummond is the coordinator of RRU's MBA program in Iran. It is delivered through Sharif University of Technology in Tehran. InRoads asked her to reflect on her time in that country.

“There is a missing...a longing, a place that is empty...” -Persian phrase for missing someone

It has only been a short while since the long flight back to Victoria from Tehran. Thirty hours of travelling and an 11.5 hour difference between the two cities. Even though I am home now and close to family, friends and all that is familiar to me, there is a longing, a missing of a place, a world, a culture and its people.



Wendy Drummond in Iran

Over this past year, as a representative of Royal Roads University's Master's of Business Administration in Iran, I have had the opportunity and honour to experience living, working and learning inside Iranian culture. I have also been able to bring our culture, both RRU's and Canada's, to Iran.

Seemingly world's apart, I now know this to be true only in the physical distance between the two places.

As I traveled, lived, worked, observed, watched, absorbed, admired, objected, respected and learned, I began to understand a part of the world that, until this experience, I had no concept, or clear perception about. Beyond the impressions imposed by westernized media, one I resisted, Iran was mostly unknown to me.

I still remember the beginning of my journey; boarding the flight in Victoria, then Vancouver, then Frankfurt, then the final five hours to Tehran, having the biggest impact. I do not know if it was the 'imposing thoughts' of the unknown that caused me to feel a change of atmosphere during this flight, but I felt one. Conversation, body language and personal interaction seemed subdued, as if we were heading somewhere that we weren't really sure we wanted to go.

When we approached Mehrabd Airport, women were advised by attendants that Islamic law requires women to cover their heads. We reached for our scarves and prepared for disembarking. This process quickly transformed all of us into a strange, unfamiliar appearance. From the unknown of what awaited us and the suspicions of all that I had 'tried to block' from the media, an ominous feeling came over me.

Upon disembarking, around 2 a.m. Tehran time, more than 27 hours since leaving home, the transformation of the women, an unknown airport, the foreign Farsi language, passport checks with sober-looking guards and officials, dealing with the challenge of keeping one's head covered and the 'long coats' required to hide yourself in an over-heated airport...the ominous feeling only increased.

We had gathered our luggage, ourselves, and our courage and headed through the final security check of baggage when I faced my first true reality of Iranian people.

Mehrabd Airport

As I moved towards the exit of the Mehrabd Airport arrivals area I was impacted by the vision of hundreds; men, women, children, family, friends, business acquaintances and total strangers, meshing in a sea of hugs, greetings, kisses, flowers, cries of joy and laughter. Swallowed up by this immersion in the festivities, I left my ominous, unexpected 'western impressions' behind me and began one of the greatest learning experiences of my life.

Since those very first moments, I have been graced with an insight to a part of the world that is relatively unknown to most westerners. By request and by desire, I have the honour and the responsibility to share this insight wherever I can.

Swept up in Iranian hospitality, where guests are considered 'gifts', the warmth, the welcome, the curiosity, the openness and their willingness to share, my cultivated western impressions soon disappeared. I have come to understand that people are people, where ever in this world they may have come from of be living.

Our focus in life is not so dissimilar. We both seek to live our lives, raise our children, earn our living and enjoy the friendship and the love of those closest to us. Despite what we may see and what we may hear, we are not so different.

For those that don't know me, I am a single, independent western woman, blonde, blue/green eyes and not particularly well-traveled. My work with Royal Roads placed me amidst what I consider the greatest resource of Iran: its people.

On being a woman

My being a woman from a western civilization was simply a non-issue. Despite the required coverings, there was no hiding that I was not from Iran. Instead of feeling isolated and unwelcome, I felt overwhelmed with the warmth, respect and inclusion in all things, despite my gender, language or heritage.

None of my differences presented a barrier to those who would welcome and treat me to Iranian

hospitality. This is not limited to a discreet circle of those who you come to know, but even from the shopkeeper, the taxi driver, the restaurant owner, the stranger on the street.

Never in my life, have I experienced being more welcomed and genuinely treated, nor have I been more admiring of the spontaneity in the celebration of the moment, in the welcoming of a guest and the sharing in the essence of their life, no matter how expansive or how humble.

Despite what we may hear, may see, may form in our own minds from distorted media information and images, few of us have the opportunity to really come to know what I have come to understand: we are not so different.

My journey to Iran helped me discover a celebration, an essence of life in the heart of the people of Iran that creates “a missing...a longing, a place that is empty...” and I look forward to my return to Iran one day soon.

Kheyli motshakeram (thank you very much).

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Alumni Corner - News about RRU Alumni

Karen Boriss (BCom, Class of '00): Karen is the Communications Coordinator for the Michael Smith Foundation for Health Research.

David Butler (MBA, Class of '04), has been named the Manager of Business Development (Air & Naval Systems) for General Dynamics Canada.

Colin Campbell (MBA, Class of '03): Colin is the Director of Marketing and Sales for Rene Rey Swiss Chocolates.

Eileen Curtis (MALT, Class of '01): Eileen is now the Manager of Volunteer Resources and Spiritual Care for the Vancouver Island Health Authority.

RRU Alumni in Command

Rhonda

Diamond Defence Minister **Bill Graham**, and **General Rick Hillier**, Chief of the Defence Staff, announced that **Vice-Admiral J.Y. Forcier** was to be named the first **Commander of Canada Command**.

(MBA, Forcier knows a lot about leadership, but decided there was room for improvement when he enrolled in RRU's Master of Arts in Leadership and Training program, graduating in 2000. We hope newly-acquired leadership skills will also come in handy in his new post.

Os) The upward shuffle of RRU alumni sitting atop this country's military chain of command didn't stop there. Forcier's replacement was announced in July and another RRU alumnus will lead the **Maritime Pacific Navy**. **Rear-Admiral Roger Girouard** is also an RRU MALT graduate from 2001.

Rhonda

(re) Congratulations gentlemen. We know we are all in very good hands with you two watching over us.

Daniels)

is the Director of Human Resources and Organizational Effectiveness for Symcor, Inc.

Ben Driver (BCom, Class of '01): Ben is a Marketing Manager with Trafford Publishing in Victoria.

Heather Duggan (CEC, Class of '03). Heather is the Vice President of Human Resources for Miramar Mining Corporation, a gold mining and exploration company with operations in Canada's North.

Sean Fanning (BCom, Class of '97): Sean has been named a senior consultant with David Aplin Recruiting (Vancouver, BC Office).

Craig Gorsline (MBA, Class of '01). Craig is now the Vice President/Senior Product Manager with JP Morgan Chase's Public Sector/Electronic Financial Services Group, which is based out of Chicago, Illinois.

Dan Gunn (BCom, Class of '00). Dan is now the Chief Operating Officer for the Vancouver Island Advanced Technology Centre (VIATeC).

Hope Henderson (MBA, Class of '03): Hope is now a Senior Emergency Management Specialist with the National Energy Board.

Brad Hill (BCom, Class of '03): Brad is an accountant with KPMG LLP (Vancouver Office).

Charlotte Holmlund (MKM, Class of 04): Charlotte is the Knowledge Exchange Officer for the National Energy Board.

Colin How (MALT, Class of '02): Colin is now the President and CEO of How2Share Technologies Inc, a Victoria-based digital software imaging company.

Ruth James (MBA, Class of '02): Ruth is now Program Manager for Canadian Career Moves (North Surrey Branch).

Andrew Laing (MBA, Class of '01). Andrew is the President of Cormex Research, a Canadian media content measurement and analysis firm.

Greg Longster (MBA, Class of '01). Greg is the National Vice President of Sales and Marketing for CRI Canada in Vancouver, B.C.

Phill Lovell (MBA, Class of '05). Phill is the Vice President of Development and Services for QHR Software Inc., which focuses on software solutions for managing multi-skilled employees in multi-position, multi-union and multi-facility environments.

Hugh MacLeod (MALT, Class of '99): Hugh is now the Associate Deputy Minister/Executive Lead of the Health Results Team with Ontario's Ministry of Health and Long Term Care.

Rick Manuel (MALT, Class of '01): Rick is now Superintendant with the British Columbia Ambulance Service.

Leonard McCabe (MBA, Class of '02): Leonard is now the BC Regional Manager for Compugen, Inc.

Mary MacKillop (MALT, Class of '04): Mary is now Director of VolunteersNow with 2010 LegaciesNow.

Gloria Murdock-Smith (MCAM, Class of '04): Gloria is now the Director of Aboriginal Health for the Regina Qu'Appelle Health Region.

Deb Murray (MBA, Class of '01). Deb is the Vice President of Human Resources for Maclab Enterprises, which owns and operates rental housing, hotels, and commercial properties in Alberta, British Columbia and the Northwest Territories.

Debbie Nagle (MBA, Class of '01): Debbie is now the Manager of Enterprise Process Strategies for Terasen Gas, Inc.

Leah Pittam (BCom, Class of '04): Leah is a customer service officer with the Business Development Bank of Canada in Nanaimo, B.C.

Susan Rafter (CHR, Class of '02): Susan is now the vice-president of the False Creek Surgical Center.

Paul Rainford (MBA, Class of '04): Paul is the Regional Vice President for Desjardins Financial Security, a Canadian integrated cooperative financial group.

Cibylla Rakestraw (MALT, Class of '03): Cibylla is a Project Coordinator for the Wapiti Community Dorm Society Relocation Project.

Leah Rubin (CHR, Class of 2004): Leah is now the Vice President of Human Resources of Radical Entertainment, a Vivendi Universal Games company.

Rick Shaw (MALT, Class of '03): Rick is working in the Operational Policy Section of the National Contract Policing Branch with the RCMP Community, Contract and Aboriginal Policing Services Directorate.

Dennis Shepp (MBA, Class of '04): Dennis is the Senior Partner for Shepp Johnman Inc., which offers corporate investigations and security management consulting with full service offices throughout Western Canada and the Northwestern United States.

Eli Sopow (MALT, Class of 2000): Eli is the Director of the RCMP's Strategic Communications Section. In addition, Eli, who obtained his PhD in organizational development after graduating from Royal Roads, is co-founder and principal of Sopow & Wilde, an organizational consulting firm.

Robin Thurlow (MBA, Class of '04): Robin is now the Executive Assistant to the Director General Health Services for the Canadian Forces.

Scott Weston (MEM, Class of '03): Scott is a principal with Madrone Environmental Services Ltd, a full-service environmental consulting firm servicing the natural resource and land development sectors.

Do you have news about alumni?

If you are a graduate of Royal Roads University and you have some news, please contact RRU Alumni

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