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MBA success on the gridiron

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Engaging the Nisga'a in a dreamscape

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Teaching as radical humanism - pedagogy as a liberating force

Dr. Alejandro Palacios lays out his philosophy of teaching after being named most outstanding teacher at Royal Roads University. Read how this RRU facilitator embraces a dedication to learning. [Read his personal commitment to facilitating learning.](#)



Meaning under the snow

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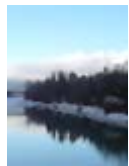
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RRU professor plays role in realization of the Nisga'a dream

By Michelle Staples, B.A. in Applied Communication graduate

The dream of the Nisga'a Nation was passed down to a boy whose father foretold that he would move the mountain that was the Nisga'a First Nation claim to its territory. He was taught the culture and language of the K'umsiiwa (white people) and grew to become a pioneer in First Nation land claims in Canada. That boy was Frank Calder, named by the Nisga'a people the Chief of Chiefs. Calder dedicated his life to his people and their fight for land. Calder's fight with the Crown is still considered a watershed for First Nations rights in Canada. The Supreme Court decision to recognize that Aboriginal land title exists in modern Canadian Law laid the groundwork for the Nisga'a treaty that took effect May 11, 2000.

On October 17, 1999 Royal Roads University gave its first honorary degree to Joseph Gosnell, a champion of the rights of First Peoples. Like Calder, Gosnell fought hard for the right of his people to self-determination. He was the chief negotiator for the landmark Nisga'a treaty and is credited with completing the work of his ancestors with the signing of the historic agreement in 1999.

The Nisga'a Nation are part of the northern northwest coast cultural grouping whose aboriginal people share a complex culture founded upon the rich resources in their territory. The Nisga'a Nation pursued a treaty for 111 years. In 1887, two decades after Confederation, Nisga'a's tribal leaders traveled by canoe from their home near the Alaska panhandle to Victoria, B.C. to petition the provincial government to settle their land claim. In 1998 the governments of Canada, British Columbia, and the Nisga'a Nation initialed the Nisga'a Final Agreement and British Columbia's first modern treaty. The Nisga'a Final Agreement sets out Nisga'a Lands and the Nisga'a people's right to self-government. May 11, 2000 marked the beginning of an evolution in governance, economic development, and cultural awareness for Nisga'a Nation.



Michelle Staples

Under the terms of the Treaty the Nisga'a Nation will receive \$200 million that will be invested for the collective good of the Nisga'a. As Gosnell said himself, "...we are open for business – (we) are actively searching out new business partners to help us build a new nation. No longer wards of the state, no longer beggars in our own lands, we are self-determining and self-actualizing."

Mingled with the excitement of this rebirth of a nation, there is also the recognition of new challenges. Among them is the goal of creating a strong and vibrant business environment that will lead to lasting economic prosperity for the Nisga'a.



*Nisga'a Economic Development advisor
Art Mercer and Dr. Brent Mainprize*

Two years ago the Nisga'a Lisims government approached Dr. Brent Mainprize, a professor of entrepreneurship in the Faculty of Management at Royal Roads University to facilitate a strategy that will help the Nisga'a promote economic development within the nation.

Mainprize had already made an important and valuable connection between entrepreneurship and economic prosperity in his academic work and this only heightened the honour he felt to be a part of historic rebirth of a people in northern British Columbia.

“Modern entrepreneurship focuses on the commercialization of innovation. A prime motive for all First Nations is a desire for self-determination and a preservation of heritage,” he said in his published research on the topic. “There exists a superficial temptation to classify First Nations as looking back, and contrasting a heritage focus with a mainstream entrepreneurship ethic of always looking forward. This false dichotomy becomes a real impediment to creating a well-grounded study and the practical tools to positively affect change for Indigenous economies.”

Mainprize contacted David Black who teaches Applied Communication in the School of Communication and Culture. I was honoured to be recommended to help with this project, especially given my many experiences working with First Nations. From October to January we made several trips to the Nass Valley to facilitate dialogues about entrepreneurship and economic prosperity between people in four Nisga'a villages. They are Gingolx (Kincolith), Laxgalts'ap (Greenville), Gitwinksihlkw (Canyon City), and Wii Lax Kap (New Aiyansh).

With more than a decade of experience working with First Nations, Mainprize already knew that the only way to approach this project is to listen for and hear the dreams and visions of this great people.

“Given the focus of this project, the complex nature of communities, and the history of First Nations People in Canada, we have to play a facilitator role to ensure that we work in coordination with community members,” Mainprize said. “This project was conceived by the Nisga'a Nation and it's important that we honour the trust they have given me by facilitating a dialogue as partners, rather than as so-called experts talking to subjects. Respect and trust can't be gained without balance and consensus among all participants.”

A typical trip to the Nass Valley begins with an abrupt descent as the small Air Canada plane approaches a runway in Terrace, British Columbia, a town of

12,000 people. Next is a dreamlike two-hour drive from Terrace to the Nass Valley. The landscape is virtually untouched with wildlife seemingly abundant. One of the most uniquely sharp features of this terrain is the beautiful fields of lava beds caused by volcano eruptions in the 1800s that destroyed two villages and even re-routed the Nass River (K'ali Aksim Lisims in Nisga'a).



The Nass River

On my first trip to Nisga'a territory we pulled up to the Nisga'a Lisims Government building in New Aiyansh, an impressive building built from Nisga'a Timber and stone from the lava beds sitting on the hillside overlooking the splendor of the valley below.

I remember feeling completely humbled as I walked into the Nisga'a parliament that afternoon in the Wilp Si'ayuukhl Nisga'a (Nisga'a legislature). The room is made of beautiful wood and set up with two circles – one within the other. We were shown to the inside circle where a projector was set up. Eventually all the elected government officers slowly made their way around the outside circular table until everyone but the two of us were left sitting inside the circular of table.

In an impassioned presentation Mainprize talked about the principles of facilitation that would affect the change the Nisga'a leaders envisioned. After the presentation, questions arose about the dialogue process that would support the Nisga'a people's goal of achieving sustainable economic prosperity. What emerged was a commitment to preserving its own heritage and culture while moving toward that goal.

A crucial question came from an elder, an elected official, who wondered about assumptions that were being made about where the nation is in its journey toward self governance and economic prosperity.

It was a defining moment when the answer becomes essential to the future direction of the project. If one thought is uttered that is not in alignment with the thinking of the room, it would be over. Mainprize paused for a moment and the silence of the room was suddenly palpable. This was my first opportunity to see Mainprize on the spot. He gave a thoughtful, respectful and methodical answer making sure that no assumptions were present in his response. The key underlying message in his measured response was an eagerness to fully hear the grassroots voices from each community. Heads around the table nodded in approval. It was as though Mainprize had just passed an important test, one the was required before moving forward. The tone of the meeting suddenly picked up and a much more productive pace as each board member spoke on the topic.

”It was most uncomfortable to present while sitting in the centre of a room with all those I was speaking to surrounded me with an outer circle,” Mainprize recalls. “I was always taught never to turn your back towards anyone while giving a presentation. The configuration of the room made this impossible. I

was actually starting to get dizzy after making more than 50 complete turns during the session. But for me this experience was analogous to the approach I need to take in engaging the Nisga'a. I stood in front of the leaders attempting to ground myself as my world was literally spinning around me. I quickly began adapting to their culture and their perspectives. For these proud leaders their world had only stopped spinning a little over six years ago when the treaty was signed. Now, deeply rooted in culture and a well-grounded in a new governance structure, the foundations of economic prosperity were in place."



*Mainprize engages Nisga'a
councillors*

One of the most memorable days was in November Mainprize and I made our way to Gingolx (Kincolith) a small village of 400 that sits on the ocean, at the tip of an inlet that runs northeast from Prince Rupert about 10 km from the Alaska border. Many people came out in the snow to talk about their dreams for economic prosperity in the region. One of the most heartfelt questions came from a man in his late forties who asked if this was just another dream, or one that we were going to help them achieve.

"If this is just another program where you're going to come in once and never come back, then there's no point. We've had years of repeated disappointment and empty promises and it's hard to believe in dreams again."

Mainprize addressed the concerns with an explanation of his ideas of participatory action and an assurance that the voices of the communities will be heard and acted upon to guide positive change that comes from the people, not from him.

The Nisga'a Nation was built on people walking toward their dreams. The teachings of many First Nation traditions are rich in stories of brave-hearted, individual men and women in a quest for knowledge, new ways of doing things and new discoveries that lead to a better life. These community engagement sessions demonstrated that the Nisga'a tradition echoes in the footsteps of brave spirits on new paths. That is where Nisga'a entrepreneurs will travel; 'Sayt-K'il'im-G-oot' –one heart, one path, one nation.

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Uncovering Meaning Under the Snow

By Phillip Vannini, Core Faculty, School of Communication and Culture

Photos of RRU in late November taken by Dan Anthon, RRU Media Technologies

As a social scientist, it's my job to look for deeper meaning in seemingly mundane things like snowfalls in late November on the southern Pacific coast. Perhaps those jabs from former Ontarians who talk about surviving the great blizzards of the 1970s are actually a kind of cultural renewal, a socialization of people to unique cultures?

Even though this snow deal is a raw one, largely because of our unfamiliarity with it, we are free from the jaded attitudes that so-called 'real' Canadians hold toward it. For us snow is a novelty, rather than a habit we make sense of in ingenious, insightful and uniquely reflective ways. By doing this we arguably understand better than the rest how we relate to our biophysical environment and our cultural climate.

Atmospheric events have clear social significance. Yet strange weather also has the potential to allow us to discover deeper meaning in the snow. Meanings that are further removed from awareness, covered under perennially frozen layers of human habits. But how does the snow acquire meaning, and what meanings do people give it?



Hatley Castle as it was in late November 2006. It was the first snowfall of the winter.



Can you spot the deer peering out from snow-blanketed brush?

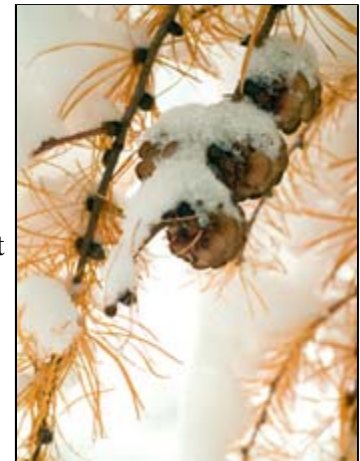
When people talk about it, shovel it and generally complain about it, that's when snow comes to mean something more than frozen rain dropping from the sky. That's also when it becomes more social and cultural than at any other time.

On snowy cold days, like those that Southwestern B.C. has experienced this winter, weather talk trumps all other conversation topics. These conversations make it easier for us to understand the significance of the white stuff. National and global news concerns become secondary in local sources for news. All of this continues to inform the

way we make sense of snow and by doing so we render its strangeness more familiar.

Snowfall reports feature seemingly endless talk on broken historic records and the setting of new ones, not unlike watching a B.C. Lions offensive drive in the first game of the CFL regular season. So-called human interest stories replace the antics of Tom Cruise and Jennifer Aniston. These trifles are now hidden behind our otherwise-almighty centennial cedars now snapping under the weight of the snow, or by the frozen paws of a pampered dog and the sheer spectacular might of awesome traffic gridlock. That's how we make the snow amusing and turn local newscasts into a good show, with the media right there feeding the goat and trying to get the biggest audience share.

The value of snow-as-spectacle is clear when we look at the relationship weather has with technology. During the snowfall, manifesting the typical love for the outdoors of any well-adjusted West Coaster, I hiked home by trekking with my step-son through Ladysmith's Holland Creek Trail. As we sank deeper and deeper into the fluffy powder, and further and further away from houses, roads and cars, I began to think for a few seconds that this must have been the way the Western Frontier looked to First Nations and later to David Thompson and Alexander McKenzie.



Suddenly my PDA/compass/geo-caching toy buzzer went off, notifying me—with a puzzling timeliness—of a snow-warning in effect for both south and eastern Vancouver Island. “Wow,” I thought to myself, “I'd better get home and tune in to my favourite local TV channel; I can't miss the show.” And so I did. Television weather reports and barometric pressure maps confirmed my layman's impression: it had been snowing and it was cold.



The Italian Garden under snow.

Of course, the irony of this was that all that radio, television, PDA, and Internet-mediated information was absolutely useless, for as much as we like to believe that to live in a society that is highly dependent on mass media, snow accumulation soberly reminds us that the exchange of ideas through a communication medium still matters less than movement of physical bodies across icy space. It reminds me of a Canadian who recognized the importance of the fur trade to Canadian culture. That's what Harold Innis gave Marshall McLuhan and in this case, the snowflake is the message.

Snow also plays an important role in creating collective memory. Coastal British Columbians derive a sense of common history and a feeling of collective identity in the face of adversity as they recall events like the storm of '96. At the same time other islanders sneer with contempt at such claims. Some wonder wisely, “If (more) snow falls outside of Victoria and Vancouver and the media aren't there to report it, did it actually snow?”

Ties to both history and place are essential components of a regional attachment to the place you live. In

this way, snow can be used as an extraordinary and sometimes spectacular extension of the self, something visible to peg our identities to – something people can see and experience – something that has meaning.

Phillip Vannini is an assistant professor in the School of Communication and Culture at Royal Roads University in Victoria. He specializes in helping to bring meaning to the mundane. He lives in Ladysmith, B.C. where it only snows enough to make it significant every time.

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I'm a Texan – MBA success on the gridiron

By Phil Saunders, RRU Communications Officer

The 2006 NFL season took on new meaning this past fall as RRU MBA graduate Janet Gilmore watched a campaign she helped design spring up all around her in Texas.

As a learner, Gilmore had to produce an Organizational Consulting Project which includes at least 360 hours of consulting time on a real business problem for a real client.

When she found herself halfway through the degree and living in one of the most competitive sports markets in the United States, the opportunity to design a regional marketing strategy for a fledgling NFL football team was just the kind of opportunity she was looking for.

Gilmore started her journey toward an RRU MBA while working at Enmax, an energy company in Calgary, Alberta.

“I decided to do more consulting work to allow myself more flexibility to focus on my MBA,” she says from her office in Houston where she now works for Reliant Energy. “But suddenly this opportunity came up in Houston and there I was talking to people from the Houston Texans about some partnership opportunities. That’s when someone let it slip that they were looking for a regional marketing strategy for the team. It was too good to be true. I had always wanted to do sports marketing and it was a perfect fit for me.”



Janet Gilmore



The Houston Texans became an NFL franchise in 2005. They had one season under their belt and established their games as popular Sunday distractions in Houston. But the team was eager to exploit the southern Texas market. After all, the Dallas Cowboys has the northern half of the state all wrapped up and as America’s team; they were untouchable.

“I had to really get my head around the demographic of the southern Texas market,” Gilmore said, “I’d only been in Texas a few months, so I had my work cut out for me.”

Advisor Tom Workman was impressed with how quickly Gilmore took to her new surroundings and her capacity for understanding the data she was collecting and quickly applying it to the business problem she faced.

“I know that she had to switch gears pretty quickly,” he says. “So it was pretty amazing to see how she adapted to the environment and made those connections right away.”

One of the most common concerns in doing an OCP, which is a requirement for all MBA graduates, is getting the company to provide the relevant information. Though it is sometimes competitive data, the learners need it to provide the best recommendations. Most agree that the best testament to a successful OCP is when the client actually implements it into their business planning.

“Getting the information you need from the client can be really challenging,” said Workman. “If the client holds back, you won’t be able to get a clear idea of what the problem is, or the opportunities that might exist to solve them. This can really handicap your project and hamper the strength of your recommendations.”

Gilmore spent a lot of time trying to understand the demographic she had to deal with in southern Texas. That’s when she reached the always important ah-ha moment.

“Despite a high Hispanic population in the area,” Gilmore said, “I also knew that the biggest potential attractive demographic is second generation American Hispanics who are actually seeking to be part of mainstream American society, not be pandered to because they are Spanish speaking.”

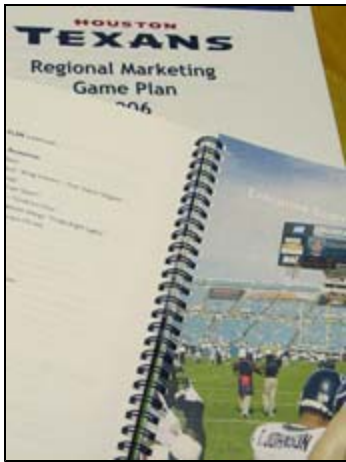


That’s when Gilmore came up with an idea that she has seen work elsewhere. You might remember the success of the “I am Canadian” campaign launched by Molson Breweries in 2000. Gilmore’s idea was tied to the need to build a broader fan base. She also knew that sponsorship was a big factor, so a rallying cry was crucial to build that fan base in a diverse setting.

”That’s really where the money is,” Gilmore said. “So it couldn’t be just a matter of building recognition, it also had to be about building a broad fan base that you could take to sponsors.”

So she came up with a campaign that would solve the problem of identity while serving the need to build momentum. That’s when *I am Texan* was born.

“The idea was to create a culture around the Texans,” Gilmore said. “I knew that the key demographics we were trying to reach, particularly Hispanics, want to feel they are a part of something. I also knew that a family appeal was important. So the rant, ‘I am Texan’ fit all of that, which is probably why they picked up on it”



The Texan organization liked the idea. In the fall they launched the, “I’m a Texan” campaign. Unfortunately it didn’t help their performance, but the seats were filled every Sunday and the team expanded its presence across the southern half of the state.

“It was pretty exciting to know that I played a part in the campaign,” said Gilmore, “and I think I learned a lot about my new home. I guess it would have been nicer if the season had turned out better. But there’s always next year.”

The Texans ended the season 13th in the AFC with a record of 6 wins, 10 losses and no ties, which was better than 2005 when they ended at the bottom of their division with a record of 2 wins, 14 losses and no ties.

But Janet Gilmore’s project was a winner, at least that’s what Workman thinks.

“Out of all the OCPs I’ve worked on, this was one of the best,” he said. “Janet was able to take her research and identify some key actionable recommendations. But I guess the proof came when the organization actually took up one of her ideas. That’s really what it’s all about - making the theoretical real world. It was a great project all around.”

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Career networking: Not just another buzzword with a bad reputation

The third instalment in a series of career-related columns by RRU Career Enhancement Advisor Chris Brown.

RRU alumni often point to a set of highly marketable skills acquired through study, research and collaboration accomplished while navigating a degree program at Royal Roads University. So once armed with a degree, some might ask themselves; does anyone care? As a career services associate, I can say that lots of employers care. RRU regularly receives positive feedback from employers happy that they have our alumni among their staff. They note that RRU grads tend to be more productive sooner and can fit into a new environment more easily than grads from other schools. This isn't just a credit to our programs and our educational philosophy; it's also a credit to the quality of learners who choose RRU as a place to live their learning.



Chris Brown, career enhancement advisor at RRU.

Many alumni tell us that the relationships they established with colleagues during their degree programs continue to be valuable long after they have earned degrees. And we know that career development is often about nurturing relationships. That's why RRU has recently launched a networking tool for RRU alumni.

In an employment environment where only 15 per cent of available opportunities are advertised, there need to be other ways to connect. For some, networking has become a kind of dirty word that is somehow deemed unsavoury, even considered by some an unfair way to get a job. However, a definition found at Dictionary.com defines networking as interacting or engaging in informal communication with others for mutual assistance or support. In fact, we all do this all the time. We network to find a hair stylist, a doctor, a good place to shop, or an interesting place to visit. So why is it so difficult for us to extend that seemingly everyday practice to our professional pursuits?

Faced with a networking opportunity, more questions may arise: Who should I talk to? Would they be willing to speak with me? Why would they give of their time for me? That's why Royal Roads University has launched AlumNet, a new networking space that removes many of these questions and often psychological roadblocks to provide a place for people to continue the important collaborative

relationships established during a degree program and simultaneously create a comfortable, safe place to network with other RRU grads for mutual assistance and support.

AlumNet allows you to find other registered RRU graduates willing to share their ideas, thoughts and opportunities and help expand your network of contacts across industrial, professional and geographic divides.

Here are some questions you might consider while navigating AlumNet. Does a company/industry value your skills? With my interests and strengths, where might I fit? What's it like working in a particular industry? Who else might offer advice on this? What is the process to get hired in a particular company? I'm interested in moving to a particular region, or country. Does anyone have tips on where my skills might be sought there, or what industry in this area is seeking qualified professional people like me?

AlumNet is also a place to help others who, like you, are looking for answers to many of the same questions. In this way, you also become a resource to them by providing your knowledge and experience.

AlumNet will launch by the end of January 2007. Please visit the RRU Alumni page for updates and registration information or contact Alumni Services by e-mail for more information.

To find out more about effective networking techniques contact Chris Brown at RRU career enhancement services by e-mail at careerservices@royalroads.ca.

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Dr. Allan Cahoon named president of RRU

Jan. 17, 2007

by Sandra McCulloch - Victoria Times Colonist (republished by permission)

The incoming president of Royal Roads University was told by his father not to become a teacher, but Allan Cahoon rebelled.

Cahoon, 60, will take the helm of the Colwood campus April 2 for a five-year term. The native of Alberta will arrive here from the University of Regina, where he is vice-president (research and international) and interim president.

"My father was a high school teacher and my mother was an elementary school teacher. My father said to all six children, 'Whatever you do, don't be a teacher,'" said Cahoon in a telephone interview yesterday.

"He said 'It's hard work, it's a government job and it's poorly paid.'"

Cahoon's father urged his children to instead seek success through law, medicine or business.

"I was youngest and there were too many people telling me what to do," Cahoon said with a laugh.



Dr. Allan Cahoon

Now Cahoon's resume includes contributions to the University of Calgary, where he worked as professor of management, assistant dean and director of the faculty of management. His research interests include strategic human resources management, building high-performance work cultures and international management development.

Royal Roads is happy to have him come west, said Bob Skene, Royal Roads chancellor and chairman of the board.

"We're very excited and optimistic about his accepting the position as president," said Skene in announcing Cahoon's appointment.

"One of the things Royal Roads requires is somebody who's an academic but also someone who has entrepreneurial skills, and Allan has a background there as well. It's an excellent fit."

Skene has been acting president at RRU since April, when Richard Skinner cut short his five-year term to return to his home in Georgia.

Cahoon topped a list of 50 candidates vying to be the next president, and he's delighted at his success, calling RRU "an interesting place. ... It reflects the vision of a 21st-century university."

He is following a lifelong pursuit of new challenges, and it doesn't hurt that this job also allows him and his partner to enjoy a West Coast lifestyle and a wealth of year-round outdoor activities.

"I like biking, and I can do it all year round.

"I have a brother who lives on Vancouver Island and he owns a boat and he fishes a lot."
He likes the RRU program, which has close ties to the those working in the business community.

"It's relevant to what people are doing. You're most susceptible to education when you're going to use it now, as opposed to when you're trying to pass an exam or finish a class."

Cahoon has two daughters and six grandchildren, all of whom live in Calgary.

Read the news release about Cahoon's appointment.

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RRU grads turn bare backyards into bountiful gardens

RRU Environmental Education and Communication grads Martin Scaia ('07) and Paula Sobie ('05) have paired their love of good food and formal background in environmental education to start a growing business, literally.

City Harvest was launched in Victoria, BC. February 2007 and has expanded, virtually, from the ground up.

“We traded the family sedan for a work vehicle, acquired a rototiller, large refrigerator and huge collection of vegetable seeds and then things just took off” said Scaia.

In a nutshell, the booming urban agriculture business rents yard space and turns it into gardens that grow vegetables in, and for, the city following organic standards.

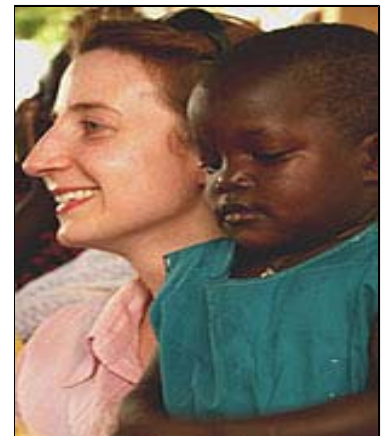
It took many, many hours of work but *City Harvest* now has approximately 15,000ft² of land in production spread over 12 urban yards. The goal is to eventually work around 25,000ft².

Over our opening year, we distributed thousands of pounds of vegetables through groups such as the Island Chefs Collaborative, Food Roots Cooperative and an organic food delivery service called SPUD,” said Sobie. BR>

Next year, *City Harvest* expects to start selling more produce directly to consumers and to increase its educational activities and efforts.

The urban agriculture business has captured much attention and support from public and politicians alike.

“People immediately see that increasing local supply in the food system ensures greater food security, lessens the detrimental environmental effects of long transportation required in a globalized food system, and builds community while providing its constituents with fresher and healthier food,” said Scaia.



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

The business has even made some notable changes to the way things are usually done in the food business.

SPUD, for example, has now chosen to carry non-certified organically-produced food, recognizing that clients place a higher priority on locally-sourced foods grown in an ecologically sustainable manner than those simply certified organic and sometimes sourced from many kilometres away.

City Harvest is also responsible for a pending by-law amendment in its home municipality of Oak Bay where agriculture – defined as the production and subsequent sale of produce – has been illegal. The municipality’s council has ratified the amendment which now welcomes urban agriculture, and the bylaw will be changed upon a public hearing on the issue in the near future.

Victoria-based alumni, and others in town who would like turn their urban spaces into beautiful, bountiful backyards or simply find out more, can get in touch with *City Harvest* by visiting cityharvest.ca.

“Our RRU community can literally contribute to food security, help protect the environment and increase health through better food options,” said Sobie.

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Alumni News - Winter 2007

By Alumni Relations Officer, Peggy Kulmala

Ten years of alumni, 10 years of success for RRU grads

In 2007, we will have over 10,000 RRU alumni all across Canada and around the world. So we are celebrating you! Share your success story with the Royal Roads community. Contact one of your Alumni Team to find out how.

Alumni Online Networking

The Alumni Service Centre has been replaced by RRU AlumNet, a private, ad-free online networking space for our growing alumni community. Through RRU AlumNet, you can build your own networks, enhance your career as well as leverage informal learning opportunities. There is a searchable alumni online directory, mentor matching, ability to form private discussion groups, blogs/forums and so on. To activate your membership, **log on** and follow the prompts to RRU Alumnet.

To subscribe or not unsubscribe: here is your answer

Do you like getting InRoads? Are you interested in receiving alumni e-bulletins? Do you want to receive e-newsletters relating to your program area? Simply log on to the RRU AlumNet to manage your subscriptions.

Win an iPod

Here is your chance to win one of the most sought-after items on the consumer electronics market. Simply complete your RRU AlumNet profile with your picture and a 50+ word bio by Feb. 28, and we will enter your name into the draw. (All contest winners will be announced Mar. 2). Please visit the RRU AlumNet main page for more info.

Freshen up your online learning skills on RRU AlumNet

During Feb., a number of our high-profile faculty have volunteered to pop into RRU AlumNet to discuss current issues with interested alumni. Noted academic, Professor Terry Power (Wharton Fellow) will be starting us off with recent posts from Power's Strategic and International Studies Blog, including Forecast for 2007 - The Gathering Storm in the Middle East.

Alumni branch news

Start up of the Victoria Alumni Branch. Jack Jardine (MALT, Class of '99), has graciously volunteered

to help set up the Victoria Alumni Branch. If interested in joining Jack in this exciting new venture, please contact Denise Robertson of the Alumni Office by e-mail or call 391-2600 ext. 4141.

Do you live near Nanaimo and are interested in leadership development? Join members of the South Vancouver Island alumni branch (from Duncan to Courtney) for potluck dinner followed by a leadership discussion on Thurs, Jan. 25 at 6 p.m. at Malaspina University-College - Nanaimo Campus, building 180, Rm. 454.

An Alumni Town Hall meeting to discuss 2007 branch activities is being held in Calgary on Wednesday, Feb. 7 from 6 p.m. to 9 p.m. at the downtown Calgary Chamber of Commerce.

Another Town Hall will be held in Kelowna on Tuesday, Feb. 13 at 7 p.m. to 9:00 pm at the Rotary Centre for the Arts Rehearsal Hall located at 421 Cawston Ave.

In Vancouver the Town Hall will be Tuesday, Jan. 23 from 6:45 p.m. to 8:30 pm. at the Sheraton Wall Centre's Galliano Room located at 1088 Burrard Street. In Victoria it will be on Monday, Feb. 19 from 7 p.m. to 9 p.m. in the Castle Drawing Room on RRU campus.

To RSVP or for more info please visit www.royalroads.ca, or contact Denise Robertson by e-mail or (250) 391-2600 ext 4141.

Alumni living near an alumni branch can keep up-to-date on branch activities through branch private e-networks in RRU AlumNet.

Class Reunions

A 10-year reunion of the BCom and BSc classes of 1997 will be held June 29 to July 1 on RRU campus. Classmates can contact Keena Hicken-Gaberria, Roger Mundell, Patrick Ward and Tyler Innes through Alumnet for more information.

A five-year reunion of the Master's of Environmental Management class of 2002 May 18 to 22 in Victoria. Classmates can contact organizers Janet Goodall, Ian Bell, Chris Reynolds, Mary Trudeau, and Eric Lott through Alumnet for more information.

Are you from the class of 2002? Any other classes graduating in 2002 who wish to hold their reunion on campus weekends of July 20 to 22 or Sept. 14 to 16 should contact Denise Robertson by e-mail or phone (250) 391-2600 ext. 4141 to reserve space at no-cost. Please visit www.royalroads.ca for more information.

What are they doing now?

RRU graduates figured prominently in a recent round of accreditations of public relations professionals

sponsored by the Canadian Public Relations Society. RRU graduates **Michele Comeau Thompson** of Vancouver, **Marion Grau** of Vancouver Island, **Susan Kirk** from Vancouver, **Asifa Lalji** from Vancouver, Captain **John P. Murray** APR of Vancouver, and **Marie Zirk** of Vancouver Island all received their APR distinction. When celebrating all 23 APR recipients, Sharlene Smith, who sits on the national accreditation committee for CPRS said this shows that the RRU program fits nicely with the kind of work expected of public relations professionals working at a national level. Smith is also an associate faculty member with RRU.

Bob Downie (MALT, Class of '03) was awarded the Meritorious Service Award for his efforts in setting up the Conversations program. In 2003,

Inspector Downie worked with CH Global Television executives to produce a series of public service announcements targeting parents of young drivers and passengers who travel with young drivers. The intent was to raise awareness of issues that impact on young persons' decisions around driving. The following spring, 2004, saw the launch of the Conversations program, a program delivered in a town hall style with a panel of expert presenters and local students and their parents. To date, over 30 Conversation sessions have been held



Bob Downie (centre) with Iona Campagnolo (right) at the award ceremony.

since 2004 and with 7000 young people and parents taking part. The program continues to this day with the next Conversations program expect in the Spring of 2007. Read the news release.

Rick Eng (BAAC, Class of '06) has been accepted into law school at Dalhousie University in Halifax, NS, for 2007. He was also awarded an entrance scholarship.

Lois Fernyhough (BAAC, Class of '06) is now the Co-op and Internship Coordinator for the School of Arts and Science at Camosun College. She says it all started with a little assignment for one of her



Lois Fernyhough

BAAC classes, which asked learners to create a cover letter and resume for a "real" job. Lois chose to apply for an imaginary faculty position in Camosun's Applied Communication Program (ACP), where she had worked for many years as the program assistant. Shortly after completing this assignment Lois was given the opportunity to teach a writing class for an extra cohort of ACP students in the fall of 2005. That successful experience led to an extension of her faculty contract to place ACP students in work opportunities, and then supervise them on their work terms May through August 2006. "This past year's experience, plus my RRU degree, has resulted in this new position for me," said Lois. "This career path would not have opened up for me without RRU."

Tom Hobbis (BCom, Class of '06) has been hired by The Sherwin-Williams Company, one of Fortune Magazine's "100 Best Companies to Work for" (2005 and 2006).

Andrew Neuner (MALT, Class of '02) is now the new Chief Operating Officer of the Thompson Cariboo Shuswap. Andrew has been the Community Administrator in the Shuswap since February, 2005. Along with many accomplishments in this role, Andrew led the completion of additional complex care units in Revelstoke and a master plan for the Shuswap Lake General Hospital.

Martin Palacios (MBA, Class of '05) has been appointed as Advisor to the Board of 3P Networks Inc, a provider of integrated telecommunications services offering IPTV, Voice and Data (triple play telecommunications) services, for the multi-family dwelling, hotel, resort and health care markets. Martin is a senior executive with more than 17 years of general, IT, Healthcare and high-tech management leadership experience, including mergers and acquisitions, strategic and operational planning, turn around and divestitures. He specializes in the design, planning, implementation and operations of global, scalable, high-tech business infrastructures. Martin is an advisor to the Jim Pattison Group, specifically The News Group and Jim Pattison Leasing.

Patrick Rouble (MBA, Class of '03) was sworn in as the Minister of Education in the Yukon Government on Oct. 28, '06. Patrick was first elected to the Yukon Legislative Assembly in the general election of November 4, 2002. He was re-elected in the general election of October 10, 2006.

Dennis Shepp (MBA, Class of '04) has accepted a lead instructor's position at the College of North Atlantic in Qatar in a new security program developed in a cooperative venture between the State of Qatar's College of Technology and the College of the North Atlantic in Newfoundland. Dennis was the senior partner and co-founder of the leading consulting firm Shepp Johnman Inc., based in Edmonton Alberta providing investigative and security management consulting in western Canada for over 30-years. He was most recently delivering security workshops from Canada to security practitioners in the Arabian Gulf Region. Dennis retired from his executive role to adopt the new challenge and adventure of developing professional development programs and teaching full-time in the Middle East.

Brian Spiers (MBA, Class of '06) has been promoted to Director of Sales (US Central and Canada) for Grass Valley.

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A radical humanist approach to facilitating learning – toward a philosophy of teaching

by Dr. Alejandro Palacios, 2006 recipient of the Kelly Outstanding Teaching Award



Dr. Alejandro Palacios

I have always approached teaching from a radical humanist perspective, in both informal and formal educational settings. Rather than *teaching*, I like to think of *educational interactions* framed within a tradition attributed to Brazilian educationalist Paulo Freire where both learner and educator engage in a mutual exchange of knowledge, ideas and personal experiences. Instead of a teacher, I see myself as a facilitator of the learning process, helping students to find and process the necessary information that will allow them to acquire the competencies and critical thinking abilities to become active and productive citizens.

I find that one of the common denominators among all educational levels is that the starting point of the process is the learner. The second point to remember is that when I say the starting point is the learner, I do not mean to ask them questions and give them information. These students come with a background, knowledge and experience and their own abilities, preferences and interests. It is extremely important that we educators start by finding out where the students are before we move forward. I think that this is true whether they are children or adults. The fundamental role of the educator is to guide and facilitate the learning process so that learners can decide on their own what they consider to be best for them as individuals and for society as a whole.

For me, educators are professional intellectuals whose central role is to create a supportive learning environment

conducive

to

helping the learner become empowered.

Royal Roads University prides itself as an innovative place to learn and teach. Many members of our faculty are drawn here because of the RRU approach to post-secondary education. RRU fosters innovation in teaching through ongoing commitment to faculty development. RRU's Centre for Teaching and Educational Technologies (CTET) supports this through workshops, courses and peer sharing sessions. Here are some key learning principles that provide a foundation for these types of development initiatives for faculty members: Reinforce the importance of reflective practice; Promote active and participatory learning; Provide opportunities for peer learning; Enable faculty members to stand in the shoes of our learners; Value feedback and constructive critique;

Empowered Instructional Skills Workshops

An active face-to-face workshop held of several days for new and experienced instructors wishing to work on teaching skills in a safe and fun environment. Special emphasis is placed on the RRU teaching environment with a focus on learning outcomes, lesson planning and participatory practices. There is another workshop that focuses on our online delivery model.

Lunch and Learn

Contextually on-campus session for faculty and university staff to discuss and share effective teaching practices and to support the scholarship of teaching and learning. These community-wide events feature invited guests who lead a discussion or share

the research.

condition

The Kelly Outstanding Teaching Award

The annual award recognizes a faculty member deemed representative of outstanding teaching at RRU. A peer and learner nominated individual must also be considered by the university as someone who makes a positive contribution to the overall state of the health and culture of the university.

of

mind of an individual who, by becoming fully aware of the socioeconomic and political conditions surrounding them, the learner is able to take control of their life and visualize a path to achieve personal and social goals. In this way, empowerment results from the continuous acts of self-reflection that lead a person to action and further self-reflection in the unending process of renaming the world.

Another important aspect of my educational philosophy relates to the distinction between learning and education. While learning is a personal, internal intellectual process – both at the cognitive and emotional level, education is also a social activity. Education, both in the private and public spheres, is a determining factor of the type of society a nation is built upon. If we want to live in a true democratic society, where democracy means that citizens have equal rights, opportunities and the possibility to freely choose any ideological position that reflects their worldview, without fear of reprisal, I consider essential that the curriculum of the courses I facilitate always include, to the best of my ability, all aspects of human knowledge and worldviews pertaining to the central subject matter. In a democratic educational setting, the course curriculum should represent multiple ways of thinking, not only those of hegemonic groups in society.

Educational institutions should be democratic sites dedicated to social and self empowerment. In this context empowerment, should be understood as the capacity to appropriate aspects of a dominant culture that will provide the basis for defining and transforming, rather than merely serving the wider social order. Hence, I conceive educators as *transformative intellectuals* who exercise their pedagogical practice to insert educational interactions directly into the public sphere by arguing that educational activities represent a struggle for meaning and a struggle over power relations. Educational practice is for me grounded in a moral and ethical discourse that exhibits preferential concerns for encouraging learner participation in the ongoing process of building a more socially just and equitable society. As previously stated, my educational philosophy and practice is founded on a radical humanist perspective that advocates human liberation through critical reflectivity. Therefore, I am against any form of fundamentalism where values are imposed on people.

One must be careful however, to recognize that conscientization without action to transform reality can be a futile exercise. Conscientization “is the process by which...the subject finds the ability to grasp, in critical terms, the dialectical unity between self and object ...That is why...there is no conscientization outside of praxis, outside of the theory-practice, reflection-action unity”(Freire, 1985, p.160)

In Freire’s own words:

My mistake was not that I recognized the fundamental importance of knowledge of reality in the process

of change, but rather that I did not take these two different moments-the knowledge of reality and the work of transforming this reality-in their dialectic relationship. It was, as I was saying, to discover reality already meant to transform it. (Freire as cited in Prajuli, 1986.)



Former RRU president Gerry Kelly presents the 2006 Outstanding teaching award to Palacios.

Education's ultimate goal is human liberation. Education must lead to the creation of a free person. Conscious of his/her rights as an individual, but within the limitations of a "social" conscience. Education for human liberation "is concerned, as a social praxis, with helping to free human

beings from the oppression that strangles them in their objective reality. It is therefore political education." (Freire, 1985, p. 125)

People need to critically understand their social roles in society. They must be able to comprehend the sociological, political and economic implications of their actions. This is the reason why I advocate that educators, guided by their personal ethical values within the limitations of the mission of the organizations they work for, use radical humanistic principle regardless of the content of the learning.

Alejandro Palacios is an associate faculty member in the School of Peace and Conflict Management and facilitates learning in the Human Security and Peacebuilding program.

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Update - News at RRU

Royal Roads University Launches Eric Douglass Centre for Entrepreneurial Studies

Royal Roads University announced the creation of the Eric C. Douglass Centre for Entrepreneurial Studies, the legacy of Edmonton entrepreneur who at 13 left the family farm to make his fortune in northern Canada. He went on to become an Alberta transport, construction and development tycoon. A bequest of \$1.7 million will launch the centre which will be headed up by RRU's own Brent Mainprize, who was named its director. Read the news release.



Acting RRU President Bob Skene and Suzanne Dube from the RRU Foundation present Helena Douglass with a token of appreciation for the bequest.

Entrepreneur Peter H. Thomas funds leadership institute at Royal Roads

Peter H. Thomas, founder of Century 21 Real Estate in Canada and the not-for-profit LifePilot



Bob Skene and Peter Thomas

organization, donated \$500,000 to Royal Roads University to create the Todd Thomas Institute for Values-Based Leadership. Click here for details.

Pierre Elliott Trudeau Foundation comes to RRU Under the guiding principle that sustainable development is the human imperative of the 21st century activists, business leaders and researchers took part in a weekend of workshops and exchanges at Royal Roads University from Friday, Jan. 26 and Sunday, Jan. 29.

Participants included RRU's own **Ann Dale, Art Hanson, John Robinson, Vicky Husband, Ken Lyotier, Elizabeth Dowdeswell** and **David Bell** who explored the most pressing sustainability issues facing Canadians. The weekend also included a public event held on the Quarterdeck where community members contributed to a dialogue on sustainability.

RRU launches Mandarin language web page

RRU's first official website for Mandarin speakers went live in November. The link to information on MBA programs offered in China, Taiwan and Hong Kong. It's part of a strategy to consolidate the various web presences for RRU in Asia. This site is now the main official source of marketing information on Royal Roads University's overseas programs.

Lloyd Robertson, Lynda Haverstock and Allen Tysick at Convocation

It was a great day on Nov. 3 as Canada's most trusted newsman, a former Lieutenant Governor and one of Time's great Canadians were all honoured as 940 learners became RRU alumni. Read about Convocation



CTV national news anchor Lloyd Robertson at fall convocation.

Faculty of Management prof clears the air on jargon

In a feature story published in the Victoria Times Colonist, Faculty of Management's Amy Zidulka was sought for her perspectives on jargon in business communication. Read the story

Israeli ambassador to Canada visits RRU to discuss water

Alan Baker, Israel's ambassador to Canada came to Royal Roads, ironically during a deluge, to explain to learners how water more than oil will determine peace or more conflict in the Middle East. "Water is not just a potential for war in the Middle East, it's also a potential for peace and good neighbourly



Israeli ambassador Alan Baker shows a map of Israel to explain why water plays a significant concern in Mideast peace.

relations," Baker said, speaking to master's students in the university's Human Security and Peacebuilding program. "Water, more than anything else, more than power, more than oil, more than any

other aspect will probably be the ultimate factor in determining peace in the Middle East if and when we get there." (source: Victoria Times Colonist)

Landerkin work feted in Calgary and Vancouver

Honourable **Judge Hugh F. Landerkin**, QC, Adjunct Faculty with Peace and Conflict Management at RRU, was a keynote speaker at the Alternative Dispute Resolution Institute of Canada's National Conference in Calgary on Nov. 17, 2006. His speech, "The Skills, Theories and Personal Qualities of the Conflict Intervener", can be viewed by clicking here. Judge Landerkin also recently attended Dr. Peter Senge's presentation in Vancouver; an event jointly sponsored by the Dalai Lama, Sauder School of Business at UBC, and Vancouver Board of Trade. As an outcome of their meeting, Dr. Senge, known for his books *The Fifth Dimension* and *Presence: An Exploration of Profound Change in People, Organizations, and Society*, was so impressed with Judge Landerkin's ADR Institute of Canada keynote speech that he promised to post it on the website for the Society for Organizational Learning at

MIT. More on Judge Landerkin's work can be found in the November-December 2004 issue of InRoads.

Finance prof weighs in on income trusts, property values and not-for-profits

Chris Duff, who made several appearance in the local media this past fall discussing why the federal government had to take action on Income Trusts and the tax implications of ballooning property assessment amounts in B.C. also made a presentation on Not for Profit Accounting and Governance to the Not for Profit Bootcamp event organized by the Greater Victoria Chamber of Commerce on Nov. 17, 2006 at the Harbour Towers Hotel. The event was attended by 75 local directors in not-for-profit organizations. Duff is also hard at work on a PhD project that is looking a resource allocations in the health care sector.

Rwanda, Indonesia and Vietnam focus of RRU learner presentations

Learners from RRU working in conflict zones in Africa and Asia shared their perspectives and the experiences of their research in each of these countries at a public event held at RRU. Debbie Jolly spoke on her exposure to Gacaca, a quasi-judicial attempt at reconciliation and sustainable peace in post-genocide Rwanda. Helanna Procyshyn talked about women and conflict-related trauma in Indonesia, and Melissa Tupper discussed building community participation in environmental governance in Hoang Lien National Park in Vietnam.



Debbie Jolly explains the Gacaca process in Rwanda.

CNTR secures funding for bridging forestry, non-timber divide

Dr. Darcy Mitchell, Director of the Centre for Non-Timber Resources and her team have been awarded funding from the B.C. Forest Science Program for a proposal to identify practices and opportunities for co-production of timber and non-timber forest products in B.C. by synthesizing research on forest management, biodiversity, wildlife, and forest-based tourism; and to identify knowledge gaps that hinder forest management practices in B.C. which are compatible with the production of non-timber forest products.

School of Communication and Culture in print

Dr. Bettina Heinz, Director of the School of Communication and Culture at RRU, recently had an article accepted for publication in the International Journal of the Humanities and another paper accepted as a finalist for best paper at the Western States Communication Association gathering in Seattle in February. A second paper by Heinz was also accepted for presentation at the conference. **Dr. Phillip Vannini**, Assistant Professor with the School of Communication and Culture at RRU, has recently had three papers accepted for publication in peer-reviewed journals. One paper is expected to appear in the journal *Sociological Focus*. Another he co-authored with Dennis Waskul and Desiree Wiesen will appear in the journal *Symbolic Interaction*, while a third he co-authored with his partner April Vannini, also a member of the associate faculty at RRU, is also expected to be published soon.

This paper discusses the intersecting issues of technology, the (absent) role of B.C. Ferries and local regional culture on Protection Island just offshore from Nanaimo. It explores the role of the local private passenger-only ferry (the "Protection Connection") in structuring a unique sense of time and place on the small island. This is part of larger examination of the impact of the ferry routes on the culture of the Gulf Islands. If you live on one of the Gulf Islands, or know someone who does, contact Phillip Vannini and tell him your ferry story.

RRU faculty member contributes to development conference in Beijing

Dr. Timothy Shaw from the School of Peace and Conflict Management recently returned in January, 2007 from Beijing where he participated in the Eighth Annual Global Development Conference along with 500 other participants from around the globe. He was part of a panel that discussed 21st Century development issues in China, India, Brazil and South Africa. He is also part of a trio that co-authored a recently unveiled working paper entitled *Economic Size Trumps All Else? Lessons from BRICSAM* (Brazil, Russia, India, China, South Africa, ASEAN-4 and Mexico) with Andrew F. Cooper and Agata Antkiewicz. The paper has been published by the Centre for International Governance Innovation.

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